

# Improving every journey



**TS/CFL Contract  
Management Board**

**Management Report  
Contract Period 1  
Month 5 (February 2026)**





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# Monthly performance

## 1. Executive Summary

### Overview

- February 2026 performance reflects a month of improved operational stability following the significant weather-related disruption seen in January. Service delivery strengthened across several key measures, with vessel availability remaining high and digital engagement continuing its positive trajectory. However, reliability remains below target, driven by a combination of technical issues, timetable amendments linked to vessel deployment, and ongoing challenges with ageing fleet and port infrastructure.
- Progress continues across fleet transition planning, though several critical decisions remain time-sensitive and carry strategic risk if delayed—particularly those relating to vessel redelivery and the subsequent impact on approach to crewing new vessels.

### Key Achievements and Challenges

- MV Isle of Islay arrived in Scotland on 22 February 2026 and is completing delivery to operations activities before formal entry into service.
- Customer experience indicators improved, with OSAT, Trust and Digital usage all performing positively, driven by fewer severe weather events and sustained demand across digital channels.
- Vessel availability remained strong (98.2% for the month; 96.8% YTD), supported by a reduction in technical hours lost on vessels compared with January. However, this doesn't account for delays in overhaul which reduced overall availability as well as an increase in berth failures at Ardrossan, which resulted in a higher overall technical cancellation rate of 4.1%, up from 1.7% in January.
- The identification of steelwork issues on MV Isle of Lewis resulted in an extension to her overhaul period, and the need to extend MV Alfred charter to maintain service resilience.
- Reliability continues to be a challenge, remaining below target due to a mix of weather disruption, technical cancellations, and timetable adjustments linked to vessel deployment.
- Strategic and operational risks remain elevated, particularly around fleet resilience, crew recruitment for new vessel, vessel delivery and redelivery timelines, and infrastructure constraints — each requiring timely decisions to avoid service and recruitment impacts.

### Forward Look

- Operational stability is expected to improve as winter weather eases, though vessel redeployments and overhaul activity will continue to create tactical disruption.
- Critical vessel redelivery decisions—including MV Isle of Arran, MV Isle of Mull and MV Isle of Lewis—are approaching key deadlines and carry significant impacts for crewing, network planning and service continuity. Delays in new vessel delivery or Ministerial decision-making pose material operational and reputational risks, particularly for communities dependent on lifeline routes.
- Fleet transition planning intensifies, with condition assessments, options papers and community engagement sessions feeding into upcoming Cabinet Secretary decisions in spring and early summer 2026.



## 2. Service Performance Measures

Status	KPIs	Target	Target (calculated)	Feb '26	YTD Actual	YTD Variance
<b>Performance* (Annex 1)</b>						
●	Reliability %	90% or more	90%	89.0%	87.3%	-2.8%
●	Actual Capacity vs Scheduled %	Benchmarking	Benchmarking	92.1%	90.9%	Benchmarking
●	Weather Cancellations %	NO TARGET	NO TARGET	6.8%	8.5%	Benchmarking
●	Technical Cancellations %	3.5% or lower	3.5%	4.1%	3.8%	0.3%
<b>Network Carrying* (Annex 2)</b>						<b>YoY Variance</b>
●	Shipped Passengers	YoY comparison	YoY comparison	207,494	1,161,315	-15,411(-1.31%)
●	Shipped Cars	YoY comparison	YoY comparison	74,664	404,076	+6,412(+1.61%)
●	Shipped CVs	YoY comparison	YoY comparison	6,267	30,652	-271(-0.88%)
●	Shipped CV Metres	YoY comparison	YoY comparison	73,057	355,059	-12,804(-3.48%)
<b>Customer Satisfaction* (Annex 3)</b>						
●	Customer OSAT %	82% or more	82%	82.0%	82.0%	0.0%
●	Islander OSAT %	75% or more	75%	76.0%	71.0%	-4.0%
●	Customer Trust %	71% or more	71%	72.0%	73.0%	2.0%
●	Islander Trust %	60% or more	60%	60.0%	53.0%	-7.0%
<b>Health &amp; Safety</b>						
●	MAIB Reportable Accidents %	5% or lower	5%	0.0%	3.6%	-1.4%
●	Near Miss to Accident Ratio	3 or more	3	4.7	4.4	1.4
●	Passenger Accident Ratio	2 or lower	2	3.4	2.4	0.4
●	Lost Time Injury Frequency	3 or lower	3	2.6	2.9	-0.1



### 3. Benefits Realisation Plan Performance

Status	KPIs		Target	Feb '26	YTD Actual	YTD Variance
<b>1. Improve transparency and accountability, with a focus on enhancing the visibility of key organisational information to better reflect passenger experience</b>						
●	Web Performance Report Publication %	100%	100%	100%	100%	0%
●	FOIs Published on Time %	95% or more	95%	91%	92%	-3%
●	Delivery Plans Published on Time %	90% or more	90%	None Due	92%	2%
●	Delivery Plan Milestones Delivered on Time %	90% or more	90%	100%	71%	-19%
●	Board Minutes Published on Time %	100%	100%	None Due	50%	-50%
●	Timetable Published on Time %	90% or more	90%	93%	98%	8%
<b>2. Enhance resilience and reliability of the ferry service</b>						
●	Vessel Availability %	96% or more	96%	98.2%	96.8%	0.8%
●	Technical Port & Vessel Cancellations %	3.5% or lower	3.5%	4.1%	4.0%	0.5%
●	Reliability %	90% or more	90%	89.0%	87.3%	-2.8%
●	Punctuality %	95% or more	95%	94.7%	96.3%	1.3%
●	Passenger Accident Ratio /100k PAX	2 or lower	2	3.4	2.4	0.4
●	Near Miss to Accident Ratio	3 or more	3	4.7	4.4	1.4
●	Lost Time Injury Frequency	3 or lower	3	2.6	2.9	-0.1
●	Vehicle Accident Ratio / 10k Veh	1.6 or lower	1.6	1.7	1.5	-0.1
●	MAIB Reportable Accidents %	5% or lower	5%	0.0%	3.6%	-1.4%
<b>3. Optimise service performance by capacity and align transport provisions with customer and community needs</b>						
●	Customer OSAT %	82% or more	82%	82.0%	82.0%	0.0%
●	Customer Trust %	71% or more	71%	72.0%	73.0%	2.0%
●	Customers Using Digital Systems	45% or more	45%	58.0%	49.0%	4.0%
●	Ease of Travel %	78% or more	78%	77.0%	77.0%	-1.0%
●	Complaints (per 100,000 passengers)	41 or lower	41	37.1	37.1	-3.9
●	First Contact Resolution	67% or more	67%	76.0%	71.0%	4.0%
<b>4. Enhance stakeholder engagement, improve local decision-making processes and adapt quicker and more flexibly to local issues</b>						
●	Islander OSAT %	75% or more	75%	76.0%	71.0%	-4.0%
●	Islander Trust %	60% or more	60%	60.0%	53.0%	-7.0%
●	Community Engagement Hours	Benchmarking	Benchmarking	76.1	76.1	Benchmarking



5. Enhance and promote onward and connecting travel						
●	Booked Capacity vs Utilised	94% or more	94%	95.0%	94.7%	0.7%
●	B2B Utilisation %	65% or more	65.0%	65.6%	62.1%	-2.9%
●	Vehicle Deck Utilisation %	44% or more	44.0%	42.7%	43.1%	-0.9%
●	Timetabled Connections	Benchmarking	Benchmarking	1,382	1,292	Benchmarking
●	Missed connections	Benchmarking	Benchmarking	4.3%	3.3%	Benchmarking
6. Improve the customer experience across all customer touchpoint with a specific focus on improving accessibility						
●	Accessibility Complaints	5 or lower	5	3	2	-3.0
●	Accessibility Appreciations	Benchmarking	Benchmarking	11	8	Benchmarking
●	Delivery of Accessibility Audit Actions on Time %	100%	100%	None Due	None Due	None Due
7. Implement strategies to improve environmental sustainability in the marine environment and the communities we serve						
●	Scope 1 CO <sub>2</sub> Emissions (Under Review)	Benchmarking	Benchmarking	Definition under review	Definition under review	Definition under review
●	Waste Recycled %	60% or more	60.0%	48%	65%	5%
●	Waste to Landfill %	25% or lower	25.0%	11%	15%	-10%
8. Increase and monitor proposals to recruit more local staff						
●	Employees living locally %	Benchmarking	Benchmarking	Annual Measure	Annual Measure	Annual Measure
●	Staff Retention %	94% or more	94%	Annual Measure	Annual Measure	Annual Measure
●	Employees From Diverse Groups %	Benchmarking	Benchmarking	Annual Measure	Annual Measure	Annual Measure
●	Staff Who Rate CalMac a Good Place to Work	Benchmarking	Benchmarking	Annual Measure	Annual Measure	Annual Measure
9. Increase our partnership with local retailers						
●	Local Hot Food & Drinks Served Onboard %	65% or more	65%	64.5%	60.9%	-4.1%
●	Local Retail Sold Onboard %	50% or more	50%	44.0%	46.1%	-3.9%
●	Community Initiatives Funded	Setting up	Setting up	Annual Measure	Annual Measure	Annual Measure

Status commentary can be found in Appendix 1.



## 4. Network Performance

### Annex 1

Region	Route	Reliability %	Weather Cancellations %	Technical Cancellations %	Actual Capacity vs Scheduled %	Average Vehicle Deck Utilisation %
Argyll	Fionnphort - Iona	98.5%	1.5%	0.0%	97.0%	32.21%
	Fishnish - Lochaline	96.0%	0.0%	4.0%	96.0%	30.46%
	Gallanach - Kerrera	100.0%	0.0%	0.0%	44.3%	62.87%
	Oban - Coll/Tiree	92.6%	7.4%	0.0%	96.3%	51.72%
	Oban - Colonsay	83.3%	16.7%	0.0%	84.1%	31.52%
	Oban - Craignure	98.2%	0.0%	1.8%	101.5%	59.40%
	Oban - Lismore	99.5%	0.5%	0.0%	82.5%	48.88%
	Tobermory - Kilchoan	92.5%	3.8%	3.8%	92.5%	19.58%
<b>Argyll Total</b>		<b>97.6%</b>	<b>0.9%</b>	<b>1.4%</b>	<b>96.2%</b>	<b>46.0%</b>
Clyde North	Colintraive - Rhubodach	96.3%	3.7%	0.0%	96.3%	17.44%
	Gourock - Dunoon	63.0%	27.0%	9.8%		
	Gourock - Kilcreggan	78.9%	20.8%	0.4%		
	Largs - Cumbrae Slip	96.6%	2.9%	0.0%	118.4%	33.14%
	Wemyss Bay - Rothesay	94.5%	0.0%	5.5%	85.4%	49.46%
<b>Clyde North Total</b>		<b>87.3%</b>	<b>9.7%</b>	<b>2.9%</b>	<b>98.8%</b>	<b>31.8%</b>
Clyde South	Ardrossan - Brodick	56.0%	1.4%	42.1%	65.4%	65.94%
	Claonaig - Lochranza	79.5%	13.1%	7.5%	77.9%	26.75%
	Tarbert LF - Lochranza	100.0%	0.0%	0.0%	0.0%	58.30%
<b>Clyde South Total</b>		<b>65.2%</b>	<b>6.0%</b>	<b>28.5%</b>	<b>67.5%</b>	<b>59.3%</b>
Hebrides North	Berneray - Leverburgh	100.0%	0.0%	0.0%	100.0%	73.56%
	Uig - Tarbert/Lochmaddy	90.8%	0.7%	8.6%	98.0%	56.13%
	Ullapool - Stornoway	98.7%	1.3%	0.0%	98.4%	71.28%
<b>Hebrides North Total</b>		<b>96.4%</b>	<b>0.7%</b>	<b>2.9%</b>	<b>98.3%</b>	<b>65.7%</b>
Hebrides South	Ardmhor (Barra) - Eriskay	94.5%	5.5%	0.0%	95.8%	41.56%
	Mallaig - Armadale	92.3%	7.7%	0.0%	91.3%	71.13%
	Mallaig - Eigg/Muck/Rum/Canna	96.2%	3.8%	0.0%	76.9%	40.98%
	Mallaig - Lochboisdale	47.1%	0.0%	52.9%	47.1%	40.55%
	Oban - Castlebay/Lochboisdale	78.3%	15.2%	6.5%	88.3%	41.20%
	Sconser - Raasay	100.0%	0.0%	0.0%	99.2%	20.13%
<b>Hebrides South Total</b>		<b>94.7%</b>	<b>3.3%</b>	<b>2.1%</b>	<b>91.5%</b>	<b>32.1%</b>
Kintyre	Kennacraig - Islay	88.9%	11.1%	0.0%	89.5%	88.29%
	Kennacraig - Islay/C'say/Oban	100.0%	0.0%	0.0%	100.0%	50.27%
	Tarbert LF - Portavadie	87.7%	11.1%	1.2%	84.4%	20.29%
	Tayinloan - Gigha	81.2%	11.3%	7.1%	71.5%	45.58%
<b>Kintyre Total</b>		<b>85.2%</b>	<b>11.0%</b>	<b>3.6%</b>	<b>84.6%</b>	<b>58.8%</b>
<b>Grand Total</b>		<b>89.0%</b>	<b>6.8%</b>	<b>4.1%</b>	<b>92.1%</b>	<b>42.73%</b>



## Annex 2

Region	Route	Shipped Passengers	Shipped CVs	Shipped CV Metres	Shipped Cars
Argyll	Fionnphort - Iona	3,485	65	578.50	759
	Fishnish - Lochaline	3,651	268	2,804.90	2,022
	Gallanach - Kerrera	2,105	20	136.70	175
	Oban - Coll/Tiree	2,080	126	1,582.12	1,034
	Oban - Colonsay	384	18	208.40	238
	Oban - Craignure	20,871	493	4,953.91	7,736
	Oban - Lismore	1,397	19	207.10	561
	Tobermory - Kilchoan	1,024	0	0.00	279
<b>Argyll Total</b>	<b>34,997</b>	<b>1,009</b>	<b>10,472</b>	<b>12,804</b>	
Clyde North	Colintraive - Rhubodach	9,363	470	5,102.50	5,330
	Gourock - Dunoon	9,603	0	0.00	0
	Gourock - Kilcreggan	2,610	0	0.00	0
	Largs - Cumbrae Slip	32,424	485	4,668.55	11,103
	Wemyss Bay - Rothesay	38,420	653	6,563.20	13,080
<b>Clyde North Total</b>	<b>92,420</b>	<b>1,608</b>	<b>16,334</b>	<b>29,513</b>	
Clyde South	Ardrossan - Brodick	30,839	696	7,295.24	10,569
	Claonaig - Lochranza	1,712	49	480.00	891
	Tarbert LF - Lochranza	66	4	46.00	37
<b>Clyde South Total</b>	<b>32,617</b>	<b>749</b>	<b>7,821</b>	<b>11,497</b>	
Hebrides North	Berneray - Leverburgh	2,031	49	440.93	1,151
	Uig - Tarbert/Lochmaddy	6,182	419	6,247.20	3,057
	Ullapool - Stornoway	14,118	1,140	15,796.80	5,483
<b>Hebrides North Total</b>	<b>22,331</b>	<b>1,608</b>	<b>22,485</b>	<b>9,691</b>	
Hebrides South	Ardmhor (Barra) - Eriskay	2,179	120	1,054.90	1,355
	Mallaig - Armadale	1,869	0	0.00	672
	Mallaig - Eigg/Muck/Rum/Canna	703	12	112.00	157
	Mallaig - Lochboisdale	413	17	161.20	248
	Oban - Castlebay/Lochboisdale	1,234	68	849.70	617
	Sconser - Raasay	3,836	34	354.90	1,772
<b>Hebrides South Total</b>	<b>10,234</b>	<b>251</b>	<b>2,533</b>	<b>4,821</b>	
Kintyre	Kennacraig - Islay	9,095	917	12,203.50	3,873
	Kennacraig - Islay/C'say/Oban	734	48	535.00	298
	Tarbert LF - Portavadie	2,653	6	45.00	999
	Tayinloan - Gigha	2,413	71	628.50	1,168
<b>Kintyre Total</b>	<b>14,895</b>	<b>1,042</b>	<b>13,412</b>	<b>6,338</b>	
<b>Grand Total</b>	<b>207,494</b>	<b>6,267</b>	<b>73,056.75</b>	<b>74,664</b>	

## Annex 3

Region	Customer OSAT %	Islander OSAT %	Customer Trust %	Islander Trust %	Total Responses	Islander Responses
Argyll	85.7%	78.8%	74.1%	51.5%	279	66
Clyde North	86.5%	73.7%	77.8%	47.4%	156	19
Clyde South	67.3%	45.0%	54.6%	27.5%	376	40
Hebrides North	90.3%	84.5%	85.8%	78.5%	290	116
Hebrides South	84.3%	81.6%	73.8%	60.5%	121	38
Kintyre	91.6%	81.0%	82.3%	57.1%	142	21