

Improving every journey



**TS/CFL Contract
Management Board**

**Management Report
Contract Period 1
Month 6 (March 2026)**





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Monthly performance

1. Executive Summary

Overview

- March 2026 marked the close of Contract Period 1 (CP1) and was characterised by sustained operational pressure across the network, driven by constrained fleet availability, an ageing vessel profile, and a high level of technical disruption. While performance metrics were impacted, particularly in relation to reliability, punctuality and customer sentiment, the organisation continued to prioritise the protection of lifeline services and maintained delivery against most contractual obligations.
- Significant effort was required during the latter part of the month to manage unprecedented levels of disruption, particularly from 22 March onwards. This placed pressure on crews, ports, customer engagement teams and central functions. Despite this, strong professional commitment across the organisation ensured services continued wherever possible, customers were supported, and safety outcomes remained broadly stable. Many customers took the time to write to us to reflect their appreciation of colleagues going above and beyond to help in what have been very challenging circumstances, see details in Appendix 3.
- Financial performance at year end remains lower than originally forecast, reflecting rephasing of vessel delivery and overhaul activity, and providing some short-term headroom while longer-term funding pressures persist.

Key Achievements and Challenges

- There were numerous positive examples of colleagues going above and beyond to support customers and communities during disruption, including proactive communication, flexible vessel deployment and tailored solutions to meet critical local needs (for example, adapting deployments to support key island events).
- Despite operational challenges, contractual deliverables were largely achieved, with CP1 closing above target for delivery plan milestones and strong performance in statutory and reporting requirements.
- Near-miss reporting remains strong across the network, demonstrating ongoing workforce engagement with safety and providing a robust platform for continuous improvement.
- Performance was materially affected by technical faults, maintenance overruns and limited redundancy within the fleet reinforces the pre-existing fragility within the fleet and the limited tolerance for disruption and the need to prioritise replacement of the fleet and continue to invest in resilience vessels, planned maintenance and resilience upgrades.
- Delays to key decisions on vessel redelivery and chartering (notably MV Isle of Arran and MV Alfred) have increased operational risk, constrained forward planning and added pressure to crewing and service design.

Forward Look

- Looking ahead, the next 6–12 months will remain challenging as the organisation continues to navigate a constrained fleet ahead of new vessels entering service over the next 18 months. Early and clear decisions on vessel redelivery, charter extensions and future service configurations are critical to stabilising operations, managing cost exposure and protecting service continuity through Summer 2026 and beyond.
- Focus will remain on:
 - › Strengthening fleet resilience through targeted mitigations, including charter arrangements and revised maintenance approaches.



- › Supporting workforce wellbeing, safety performance and retention during a period of continued operational pressure.
 - › Working closely with Transport Scotland, CMAL and Ministers to improve alignment, accelerate decision-making where possible, and plan for the next phase of fleet renewal.
 - › Rebuilding customer confidence through clearer communication, improved predictability where achievable, and visible commitment to communities most affected by ongoing disruption.
- While short-term recovery remains fragile, progress on fleet renewal and more structured strategic decision-making will be essential to moving from stabilisation to recovery in CP2.



2. Service Performance Measures

Status	KPIs	Target	Target (calculated)	Mar '26	YTD Actual	YTD Variance
Performance* (Annex 1)						
●	Reliability %	90% or more	90%	87.6%	88.3%	-1.7%
●	Actual Capacity vs Scheduled %	Benchmarking	Benchmarking	85.3%	90.6%	Benchmarking
●	Weather Cancellations %	NO TARGET	NO TARGET	6.9%	8.5%	NO TARGET
●	Technical Cancellations %	3.5% or lower	3.5%	5.2%	2.8%	-0.7%
Network Carrying* (Annex 2)						YoY Variance
●	Shipped Passengers	YoY comparison	YoY comparison	257,151	1,418,466	-46,781(-3.19%)
●	Shipped Cars	YoY comparison	YoY comparison	89,595	493,671	-1,660(-0.34%)
●	Shipped CVs	YoY comparison	YoY comparison	7,177	37,829	+68(+0.18%)
●	Shipped CV Metres	YoY comparison	YoY comparison	82,292	437,352	-11,319(-2.52%)
Customer Satisfaction* (Annex 3)						
●	Customer OSAT %	82% or more	82%	73.1%	79.9%	-2.1%
●	Islander OSAT %	75% or more	75%	63.0%	70.9%	-4.1%
●	Customer Trust %	71% or more	71%	65.2%	69.9%	-1.1%
●	Islander Trust %	60% or more	60%	44.7%	51.6%	-8.4%
Health & Safety						
●	MAIB Reportable Accidents %	5% or lower	5%	6.8%	4.6%	-0.4%
●	Near Miss to Accident Ratio	3 or more	3	5.3	4.6	1.6
●	Passenger Accident Ratio	2 or lower	2	2.0	2.3	0.3
●	Lost Time Injury Frequency	3 or lower	3	4.4	3.2	0.2



3. Benefits Realisation Plan Performance

Status	KPIs	Target	Mar '26	YTD Actual	YTD Variance	
1. Improve transparency and accountability, with a focus on enhancing the visibility of key organisational information to better reflect passenger experience						
●	Web Performance Report Publication %	100%	100%	100%	0%	
●	FOIs Published on Time %	95% or more	95%	64%	86%	-9%
●	Delivery Plans Published on Time %	90% or more	90%	100%	93%	3%
●	Delivery Plan Milestones Delivered on Time %	90% or more	90%	94%	81%	-9%
●	Board Minutes Published on Time %	100%	100%	100%	67%	-33%
●	Timetable Published on Time %	90% or more	90%	100%	98%	8%
2. Enhance resilience and reliability of the ferry service						
●	Vessel Availability %	96% or more	96%	93.2%	96.2%	0.2%
●	Technical Port & Vessel Cancellations %	3.5% or lower	3.5%	5.4%	3.0%	-0.5%
●	Reliability %	90% or more	90%	87.6%	88.3%	-1.7%
●	Punctuality %	95% or more	95%	93.4%	95.8%	0.8%
●	Passenger Accident Ratio /100k PAX	2 or lower	2	2.0	2.3	0.3
●	Near Miss to Accident Ratio	3 or more	3	5.3	4.6	1.6
●	Lost Time Injury Frequency	3 or lower	3	4.4	3.2	0.2
●	Vehicle Accident Ratio / 10k Veh	1.6 or lower	1.6	0.9	1.4	-0.2
●	MAIB Reportable Accidents %	5% or lower	5%	6.8%	4.6%	-0.4%
3. Optimise service performance by capacity and align transport provisions with customer and community needs						
●	Customer OSAT %	82% or more	82%	73.1%	79.9%	-2.1%
●	Customer Trust %	71% or more	71%	63.0%	70.9%	-0.1%
●	Customers Using Digital Systems	45% or more	45%	57.5%	50.1%	5.1%
●	Ease of Travel %	78% or more	78%	67.9%	75.3%	-2.7%
●	Complaints (per 100,000 passengers)	41 or lower	41	56.4	39.6	-1.5
●	First Contact Resolution	67% or more	67%	64.9%	69.2%	2.2%
4. Enhance stakeholder engagement, improve local decision-making processes and adapt quicker and more flexibly to local issues						
●	Islander OSAT %	75% or more	75%	65.2%	69.9%	-5.1%
●	Islander Trust %	60% or more	60%	44.7%	51.6%	-8.4%
●	Community Engagement Hours	Benchmarking	Benchmarking	75.4	68.7	Benchmarking
5. Enhance and promote onward and connecting travel						
●	Booked Capacity vs Utilised	94% or more	94%	94.7%	94.7%	0.7%
●	B2B Utilisation %	65% or more	65.0%	64.0%	62.5%	-2.5%
●	Vehicle Deck Utilisation %	44% or more	44.0%	47.5%	43.8%	-0.2%
●	Timetabled Connections	Benchmarking	Benchmarking	1,419	1,313	Benchmarking
●	Missed connections	Benchmarking	Benchmarking	8.5%	4.4%	Benchmarking



Status	KPIs		Target	Mar '26	YTD Actual	YTD Variance
6. Improve the customer experience across all customer touchpoint with a specific focus on improving accessibility						
●	Accessibility Complaints	5 or lower	5	0	2	-3
●	Accessibility Appreciations	Benchmarking	Benchmarking	28	7	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 CO2 Emissions (Under Review)	Benchmarking	Benchmarking	Definition under review	Definition under review	Definition under review
●	Waste Recycled %	60% or more	60.0%	56%	64%	4%
●	Waste to Landfill %	25% or lower	25.0%	10%	15%	-10%
8. Increase and monitor proposals to recruit more local staff						
●	Employees living locally %	Benchmarking	Benchmarking	66.9%	66.9%	Benchmarking
●	Staff Retention %	94% or more	94%	93.1%	93.1%	-0.9%
●	Employees From Diverse Groups %	Benchmarking	Benchmarking	24.3%	24.3%	Benchmarking
●	Staff Who Rate CalMac a Good Place to Work	Benchmarking	Benchmarking	69%	69%	Benchmarking
9. Increase our partnership with local retailers						
●	Local Hot Food & Drinks Served Onboard %	65% or more	65%	63.8%	61.5%	-3.5%
●	Local Retail Sold Onboard %	50% or more	50%	46.1%	46.1%	-3.9%
●	Community Initiatives Funded	Setting up	Setting up	Annual Measure	Setting up	Setting up

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	94.6%	5.1%	0.0%	101.3%	26.0%
	Fishnish - Lochaline	94.5%	4.3%	1.3%	84.1%	42.0%
	Gallanach - Kerrera	93.5%	1.6%	4.7%	59.6%	40.1%
	Oban - Coll/Tiree	54.5%	37.6%	7.9%	61.2%	75.5%
	Oban - Colonsay	66.7%	13.3%	20.0%	67.7%	44.5%
	Oban - Craignure	72.2%	7.8%	20.0%	75.4%	73.6%
	Oban - Lismore	93.5%	6.5%	0.0%	78.6%	47.8%
	Tobermory - Kilchoan	94.4%	5.6%	0.0%	84.1%	23.5%
Argyll Total		89.5%	5.7%	4.7%	79.2%	52.6%
Clyde North	Collintraive - Rhubodach	98.8%	1.2%	0.0%	98.9%	18.9%
	Gourock - Dunoon	73.9%	15.1%	10.1%		
	Gourock - Kilcreggan	90.1%	9.3%	0.0%		
	Largs - Cumbrae Slip	96.3%	3.6%	0.0%	96.9%	49.0%
	Wemyss Bay - Rothesay	91.5%	7.8%	0.7%	93.8%	46.6%
Clyde North Total		91.8%	6.0%	1.9%	96.7%	35.9%
Clyde South	Ardrossan - Brodick	51.8%	5.2%	43.0%	56.5%	70.3%
	Claonaig - Lochranza	88.8%	11.2%	0.0%	94.2%	45.3%
	Tarbert LF - Lochranza	100.0%	0.0%	0.0%	0.0%	102.1%
Clyde South Total		67.2%	7.7%	25.1%	62.5%	64.4%
Hebrides North	Berneray - Leverburgh	87.3%	12.7%	0.0%	74.4%	75.8%
	Uig - Tarbert/Lochmaddy	86.5%	4.1%	9.4%	93.5%	60.0%
	Ullapool - Stormoway	90.5%	9.5%	0.0%	89.0%	77.8%
Hebrides North Total		88.1%	8.7%	3.2%	89.5%	70.6%
Hebrides South	Ardmhor (Barra) - Eriskay	79.4%	19.9%	0.0%	83.8%	42.4%
	Mallaig - Armadale	40.0%	17.1%	28.2%	35.1%	84.5%
	Mallaig - Eigg/Muck/Rum/Canna	71.0%	29.0%	0.0%	60.7%	32.0%
	Mallaig - Lochboisdale					
	Oban - Castlebay/Lochboisdale	37.8%	28.0%	34.1%	52.6%	42.2%
Sconser - Raasay	95.3%	4.7%	0.0%	94.9%	22.6%	
Hebrides South Total		76.8%	14.5%	6.4%	76.9%	32.8%
Kintyre	Kennacraig - Islay	81.0%	8.7%	10.3%	85.6%	91.1%
	Kennacraig - Islay/C'say/Oban	64.7%	5.9%	29.4%	64.7%	57.1%
	Tarbert LF - Portavadie	79.3%	4.5%	16.3%	76.2%	24.6%
	Tayinloan - Gigha	92.2%	6.0%	1.9%	91.1%	40.4%
	Kintyre Total		84.9%	5.8%	9.3%	83.3%
Grand Total		87.6%	6.9%	5.2%	85.3%	47.3%



Annex 2

Region	Route	Shipped Passengers	Shipped CVs	Shipped CV Metres	Shipped Cars
Argyll	Fionnphort - Iona	6,567	63	545.60	835
	Fishnish - Lochaline	7,535	357	3,454.00	4,084
	Gallanach - Kerrera	2,494	22	147.40	175
	Oban - Coll/Tiree	1,775	110	1,390.70	874
	Oban - Colonsay	596	17	152.60	309
	Oban - Craignure	21,251	494	4,856.75	7,520
	Oban - Lismore	1,521	15	117.00	622
	Tobermory - Kilchoan	1,406	0	0.00	402
Argyll Total	43,145	1,078	10,664	14,821	
Clyde North	Collintraive - Rhubodach	11,391	686	7,455.25	6,211
	Gourock - Dunoon	11,317	0	0.00	0
	Gourock - Kilcreggan	3,064	0	0.00	0
	Largs - Cumbrae Slip	44,706	604	5,696.89	14,728
	Wemyss Bay - Rothesay	45,071	775	8,018.50	14,688
Clyde North Total	115,549	2,065	21,171	35,627	
Clyde South	Ardrossan - Brodick	35,909	599	6,526.20	11,751
	Claonaig - Lochranza	4,533	143	1,549.20	2,227
	Tarbert LF - Lochranza	48	1	7.00	19
Clyde South Total	40,490	743	8,082	3,997	
Hebrides North	Berneray - Leverburgh	2,339	41	380.70	1,246
	Uig - Tarbert/Lochmaddy	8,429	470	6,751.60	4,262
	Ullapool - Stomoway	16,721	1,236	16,575.16	6,873
Hebrides North Total	27,489	1,747	23,707	12,381	
Hebrides South	Ardmhor (Barra) - Eriskay	2,242	110	1,032.50	1,315
	Mallaig - Armadale	1,560	0	0.00	582
	Mallaig - Eigg/Muck/Rum/Canna	847	11	95.00	137
	Mallaig - Lochboisdale				
	Oban - Castlebay/Lochboisdale	1,535	92	1,161.00	728
Sconser - Raasay	5,128	35	358.20	2,157	
Hebrides South Total	11,312	248	2,647	4,919	
Kintyre	Kennacraig - Islay	12,301	1,060	14,271.60	5,022
	Kennacraig - Islay/C'say/Oban	550	43	553.90	179
	Tarbert LF - Portavadie	3,042	14	122.40	1,238
	Tayinloan - Gigha	3,273	179	1,073.20	1,411
Kintyre Total	19,166	1,296	16,021	7,850	
Grand Total	257,151	7,177	82,292.35	89,595	

Annex 3

Region	Customer OSAT %	Islander OSAT %	Customer Trust %	Islander Trust %	Total Responses	Islander Responses
Argyll	72.4%	52.3%	64.2%	31.4%	521	66
Clyde North	86.0%	60.7%	81.0%	39.3%	250	25
Clyde South	52.3%	43.8%	39.2%	15.1%	663	72
Hebrides North	88.0%	82.8%	80.2%	71.9%	399	120
Hebrides South	87.2%	73.5%	73.7%	41.2%	133	23
Kintyre	87.0%	74.1%	74.4%	48.1%	223	26