

**Caledonian MacBrayne**  
Clyde & Hebridean Ferries

# **CHFS2 Enhancement and Change Plan**

**July 2024**



# Enhancement and Change Plan



## Introduction

- The CHFS Enhancement and Change Plan aims to enhance Clyde and Hebrides Ferry services and is based on extensive feedback from customers and communities.
- The plan demonstrates CalMac's commitment to meeting the challenge set by the Cabinet Secretary for Transport and represents a significant step towards improving the quality and reliability of our ferry services.
- Our objective is clear: to improve every journey. It marks the first step in a period of change as we head towards the direct award of the CHFS3 contract.
- The plan sits alongside other planned improvement measures, most notably the investment plan that will see the introduction of six new major vessels by 2026 as well as a series of port upgrades across the network. On these, CalMac and CMAL will work seamlessly as one organisation to ensure successful delivery and implementation.
- Together, these measures will ensure provision of a lifeline ferry service that our customers and communities can rely on.

# Enhancement and Change Plan

## Overview



- The aim of our plan is simple, to improve every journey by:
  - › Enhancing the community voice so that they can influence the decisions that affect them
  - › Strengthening regionalisation to ensure services better reflect and support the unique characteristics of each community
  - › Enhancing customer satisfaction by improving the quality of the service we provide
  - › Improving transparency by making it easier for customers to understand how we make our decisions and provide more meaningful performance information that matters.
  - › Enhancing connectivity and onward transportation to ensure customers enjoy a seamless journey across different transport modes, while also promoting active travel options

# Enhancement and Change Plan Executive Summary



## Enhance the Community Voice

Increase local engagement by enhancing area manager capacity and use community feedback in service decisions

Introduce early face-to-face community engagement around seasonal timetable changes

Review and improve the consultation process for major vessel outages

Establish clear engagement protocols and Service Level Agreements for engagement with CalMac

## Strengthen Regionalisation

Devolve decisions to local ports wherever possible, customising to community needs

Assess and potentially expand (where appropriate) the deck space reservation pilot

Carry out a pilot to optimise deck space on Islay

Pilot space reservations for healthcare workers on Cumbrae and Arran

## Enhance Customer Satisfaction

Continuously improve the eBooking system

Establish a Centre of Excellence for better adherence to customer experience standards

Introduce deputy area managers to ensure full compliance with customer standards and processes

Expand protocols to prioritise and assist passengers travelling for urgent medical appointments

## Improve Transparency

Launch online route, area, and network performance reports incorporating customer and community feedback

Pilot weather operating limits for Arran, Coll and Tiree to ensure safe operations

Consult on the process to prioritise traffic during disruptions, meeting customer and community needs

## Enhance Connectivity and Onward Transportation

Develop partnerships with Scotrail and other providers to enhance integration

Collaborate with Transport Scotland to create a forum for resolving timetable conflicts affecting customer experience

# Enhance the Community Voice



**We will enhance the community's voice so that they can influence the decisions that affect them.  
To do this we will...**

## **Increase community engagement**

We are increasing the number of regions from 3 to 6 and doubling the number of our Area Managers

These individuals will spend at least 50% of their time meeting with community members and local organisations to understand specific community issues

We will create feedback mechanisms to gather the insight gained through these conversations and directly feed this into service delivery decisions

## **Review the consultation process for major service changes**

We will ask communities for feedback on the current consultation process for major vessel outages

We will use this feedback to assess the process and identify any areas that need improvement

We will introduce any changes identified to ensure that the consultation process during major service changes effectively captures and reflects the community voice.

## **Introduce early face to face engagement on timetables**

We will amend the timetable process to include early face to face engagement with communities to discuss timetables

Specific timetable issues will be identified through these discussions and fed directly into timetable planning

Where there are constraints around what can be delivered within timetables, we will work with communities to develop solutions that meet community needs within the constraints

## **Introduce engagement protocols**

We will create clear engagement protocols so that individuals engaging with CalMac know what to expect and when and how we will respond.

We will monitor delivery of our performance against these protocols and publish these as part of our new regional scorecards

We will use this information to identify areas for improvement

# Strengthen Regionalisation



**We will strengthen regionalisation to ensure that services better reflect and support the unique characteristics of each community.  
To do this we will...**

## **Devolve decisions to local ports wherever possible**

We will create standards and frameworks which will allow, where possible, decisions to be made at a local level, customised to local needs

Rather than standardised network wide policies, this will allow services to be tailored to reflect specific, local community needs

## **Pilot deck space optimisation initiatives**

We will work with TS to carry out a pilot on Islay to optimise deck space

We will evaluate this pilot and if successful look to roll out on a permanent basis

We will then identify other opportunities to roll out to other routes wherever appropriate

## **Review the deck space reservation pilot**

We will evaluate the deck space reservation pilot being carried out on Mull, Coll and Tiree

We will determine whether this has delivered the intended benefit, and if so engage with TS on whether this should be rolled out on a permanent basis

We will then engage with other communities and identify opportunities to roll out to other routes, where desired specific to local community aspirations.

## **Pilot creating dedicated space for healthcare workers**

We will engage with TS on the feasibility of carrying out a pilot on Cumbrae and Arran to create reserved space for healthcare workers to travel to and from their place of work.

If supported, we will evaluate this pilot and if successful look to roll out on a permanent basis, subject to TS approval.

We will then identify other opportunities to roll out to other routes if appropriate to help support local needs



# Enhance Customer Satisfaction



**We will enhance customer satisfaction by improving the quality of the service we provide.  
To do this we will...**

## **Continuously improve the eBooking system**

We will create a roadmap of improvements for the eBooking system that incorporates user feedback and ensure a seamless booking experience

We will carry out regular upgrades to enhance system features and functionality to provide more options and flexibility for customers

We will provide comprehensive support and assistance to help customers navigate and make the most of the eBooking system

## **Introduce greater compliance processes**

We will recruit 6 new Deputy Area Managers (AMs) to oversee and ensure adherence to customer standards and processes

We will provide these new Deputy AMs with training to enforce and maintain high-quality service delivery

We will implement regular audits and reviews by Deputy AMs to identify areas for improvement and ensure continuous compliance

## **Establish a Centre of Excellence around customer standards**

We will put in place a Centre of Excellence to centralise the training of customer facing staff in best practice customer experience standards

We will provide specialised training and support to staff to ensure consistent and high-quality customer service

We will implement continuous monitoring and improvement processes to uphold and advance customer experience standards across all services.

## **Expand protocols for urgent medical appointments**

Through customer feedback, we will evaluate the current protocols allowing customers to travel for urgent medical appointments and if appropriate and with support from TS, we will introduce any changes.

We will publicise the amended protocols more widely to ensure customer are aware of how to access them

We will train staff to recognise and respond swiftly to support requests for urgent medical appointments, ensuring customers are fully supported throughout the process.

# Improve Transparency



**We will improve transparency by making it easier for customers to understand how we make our decisions and provide more meaningful performance information that matters.**

**To do this we will...**

## **Publish regional scorecards**

We will publish online regional scorecards that will outline our performance against metrics which matter most to our customers

We will create feedback mechanisms so that these reports can be continuously developed to better meet customer and community needs

## **Pilot weather operating limits**

We will pilot island specific weather operating limits on Coll, Tiree and Arran to clarify the conditions under which services will operate

During weather disruptions we will communicate these limits to help customers understand service cancellations

We will gather data and feedback to assess the pilots and refine weather-related operating protocols across the network

## **Consult on the process for traffic prioritisation**

We will consult with communities to understand their needs and preferences for prioritising traffic during service disruptions

Based on the feedback, we will introduce changes to reflect island-specific traffic prioritisation processes

We will regularly monitor adherence to these processes and continuously gather feedback to make improvements as identified by customers



# Enhance Connectivity and Onward Transportation



**We will enhance connectivity and onward transportation to ensure customers enjoy a seamless journey across different transport modes, while also promoting active travel options.**

**To do this we will...**

## **Develop partnerships with transport operators**

We will develop partnerships with Scotrail and other transport operators to agree collaborative ways of working that will enhance service integration and improve connectivity between different transport modes

Where possible we will look to implement co-ordinated schedules and share and communicate timetable information across organisations to facilitate seamless transitions between services

## **Support TS in establishing a Transport Forum**

We will collaborate and support TS to put in place a dedicated transport forum for addressing timetable conflicts and escalating transport integration issues for resolution

We will become a member of this forum and engage in regular discussions to identify and resolve any connections issues affecting the customer experience

We will implement solutions derived from forum discussions to minimise disruptions and enhance service co-ordination for customers

# Enhancement and Change Plan

## Conclusion



- This plan marks the first step in a period of change as we look towards the direct award of the CHFS3 contract.
- Through delivery of this plan, we will transform every journey and the experience of every customer from the moment they search for a route to book, until the moment their journey is over.
- We are committed to rising to the challenge and implementing the necessary changes to provide a lifeline ferry service that our customers and communities can trust and rely on for years to come.