

**Caledonian MacBrayne**  
Clyde & Hebridean Ferries

# CHFS Enhancement and Change Plan

Progress Update  
Q1



# 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...	Due date	Status	Progress Update
Increase local engagement by enhancing area manager capacity and use community feedback in service decisions	31 March 2025	Complete	Recruitment completed January 2025, inductions and centre of excellence training will commence as positions are filled in early March 2025. Engagement starting to increase with those already in post, with formal measuring of engagement.
Introduce early face-to-face community engagement around seasonal timetable changes	31 Dec 2024	Complete	Sessions held or planned with all communities who requested them. These include Kerrera, Cumbrae, Coll/Tiree, Arran, Islay, Little Minch and Campbeltown.  This is now embedded as a routine part of the process.
Review and improve the consultation process for major vessel outages	01 April - 30 June 2025	On track	Feedback loop to be implemented first to understand what communities want so improvements can be made.
Establish clear engagement protocols and Service Level Agreements for engagement with CalMac	01 June – 30 Sep 2025	Not Started	

# 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...	Due date	Status	Progress Update
Devolve decisions to local ports wherever possible, customising to community needs	30 June 2025	On track	Clear limitations and business rules required before this can be put in place to understand when local decisions or network decisions are to be applied. Started to look at business planning activities to help align local responsibilities and budgets.
Assess and potentially expand (where appropriate) the deck space reservation pilot on Mull, Coll and Tiree	01 Nov 2024 - 30 Sep 2025	On track	Reserved deck space agreed, and pilot signed off to go live with the summer timetable on the Sound of Harris and Sound of Barra. Communities consulted and onboard. Finalising survey report to capture pilot results and share template with the Hebrides community to ensure they agree with the survey format.
Carry out a pilot to optimise deck space on Islay	31 May 2025	On track	Investigating deck space scenarios to improve optimisation, that the Area Manager will share with Islay community. This will include reference to the introduction of new vessels into service.
Pilot space reservations for healthcare workers on Cumbrae and Arran	01 June – 30 Sep 2025	On track	Resilience & Standards Manager and Area Manager engaging with NHS and local stakeholders to understand their requirements and questions. Feedback from these engagements will be shared with the community and help to design the pilot.

# Enhance Customer Satisfaction



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

To do this we will...	Due date	Status	Progress Update
Continuously improve the eBooking system	Ongoing through charter extension	On track	<p>The sixth software release of the year (24 October) delivered key customer-focused enhancements which included:</p> <p>Consolidated Ticketing: Simplified check-in by providing single transaction tickets, benefiting customers and staff.</p> <p>Commercial Customer Support: Added fields for invoice reconciliation, including PO numbers and vehicle registration, to tickets and enhanced the clarity of the invoice layout.</p>
Establish a Centre of Excellence (CoE) for better adherence to customer experience standards	31 July 2025	On track	Business Case approved and the project onboarding 5 x CoE trainers and finalising training development plan for CoE commencement on 19 March 2025. Training to start with Seaman Pursers in Gourock and other CoE campuses due to be set up in Oban and Stornoway too.
Introduce deputy area managers to ensure full compliance with customer standards and processes	31 March 2025	On track	All Deputy Managers now recruited and appointed with inductions carried out to set clear standards and expectations around processes. Local processes have been agreed and mapped with training aligned. Local reporting and performance dashboard created and in place to allow identification of areas of non-compliance so that resolutions can be put in place quickly and effectively.
Expand protocols to prioritise and assist passengers travelling for urgent medical appointments	01 Jan – 30 June 2025	On track	This will be wider than just urgent medical appointments, current feedback suggests that this will be role critical based on key workers who need to get on and off the island.

# 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...	Due date	Status	Progress Update
Launch online route, area, and network performance reports incorporating customer and community feedback	30 Nov 2024	Complete	Reports went live successfully and are available to access on the website.
Pilot weather operating limits for Arran, Coll and Tiree to ensure safe operations	01 April – 30 Sep 2025	On track	Initial investigation into feasibility of operating pilot has started.
Consult on the process to prioritise traffic during disruptions, meeting customer and community needs	30 June 2025	On track	Once all six areas are in place, consultation on the process can start with the aim to define processes specific to each island.

# 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...	Due date	Status	Progress Update
Develop partnerships with Scotrail and other providers to enhance integration	30 June 2025	On track	Draft partnership with Scotrail in place and awaiting Ministerial approval before completing a roadmap of tasks to be delivered under the partnership.  We are investigating who best place to establish the next partnership with and we will update with the next update.
Collaborate with Transport Scotland to create a forum for resolving timetable conflicts affecting customer experience	01 April – 30 Sep 2025	Not Started	