Improving every journey

Annual performance report
Contract period 1
October 2025 – March 2026

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Introduction

This Annual Performance Report reflects on our progress against the Annual Plan for Contract Period 1 (CP1), covering the first six months of the third Clyde and Hebrides Ferry Services (CHFS3) contract, from October 2025 to March 2026. It provides an open account of what we delivered, where performance improved, where we fell short, and what we have learned as we continue to improve.

Contract Period 1 marked the first step in a much longer journey. The Annual Plan translated the long-term direction set out in the Corporate Plan into specific commitments for this first period, focused on delivering a ferry service that is reliable and resilient, open and transparent, customer-led, community-centred and environmentally responsible. These priorities support the Scottish Government's Islands Connectivity Plan and the move towards a public service model that places communities more clearly at the centre of how services are planned and delivered.

We know that ferry services are not simply a matter of transport. For many people, they shape daily life — access to work, education, healthcare, family, supplies and opportunity. That is why performance matters, and why this report is honest about both progress and challenge.

During CP1, important work was delivered. We strengthened foundations for fleet resilience, improved the visibility of performance information, advanced work on accessibility and digital services, deepened community engagement, and made progress against environmental measures. At the same time, performance was not consistent. Ageing vessels, poor weather, workforce pressures and wider operational dependencies continued to affect delivery, particularly towards the end of the period when several vessels were unavailable at the same time. This had a significant impact on the communities we serve, affecting our customers in different places in different ways — from disrupted daily travel and onward connections to reduced confidence in being able to plan journeys when needed.

This report recognises both parts of that story. CP1 was not the completion of a process, but the beginning of one. Our focus remains clear: to keep learning, to keep improving, and to work with communities to improve every journey.

At a glance

Contract Period 1 was the first six months of delivery under CHFS3 and the first stage in putting our Annual Plan commitments into practice. It was a period of real progress, but also one that showed more work is needed before improvements are felt consistently by customers and communities.

We delivered important foundations for change. MV Isle of Islay entered service, planned maintenance time began to be built into timetables, and work progressed on vessel condition assessments, critical spares and fleet resilience. We also improved transparency, established the Accessibility Advisory Board, progressed digital services, strengthened community engagement, published our Workforce Equalities Plan, and delivered positive results on waste and landfill.

Performance measures show a mixed picture. Vessel availability and punctuality achieved target, alongside customer trust, complaints, first contact resolution, digital use, vehicle deck utilisation and environmental measures. These results show that early action is beginning to support better planning, clearer information and more reliable delivery in some areas.

However, performance was not consistent. Overall reliability was below target, and technical cancellations, customer satisfaction, ease of travel, islander satisfaction and islander trust were not achieved. Disruption towards the end of CP1, when several vessels were unavailable at the same time, had a significant impact on customers and communities, particularly where alternative travel options are limited.

Our focus for the next period is to build on what has been delivered while addressing what has not yet improved enough. That means strengthening fleet resilience, improving customer information, continuing to involve communities in service decisions, embedding accessibility and digital improvements, and sustaining progress on environmental performance. Contract Period 1 showed that change is underway, but also that sustained effort and investment will be needed to improve every journey.

At a glance

The following summary shows progress against some of our key performance measures for CP1, grouped under the four Islands Connectivity Plan priorities. It also provides headline carryings for passengers, vehicles and commercial traffic across the network.

Priority 1: Reliable and resilient

Vessel availability	Reliability	Technical cancellations (port & vessel)
Target: ≥ 96% Actual: 96%	Target: ≥ 90% Actual: 87%	Target: ≤ 3.5% Actual: 4.2%
● Achieved	● Not achieved	● Not achieved

Priority 2: Accessible

Customer Satisfaction (OSAT)	Customer Trust	Complaints per / 100k passengers
Target: ≥ 82% Actual: 80%	Target: ≥ 71% Actual: 71%	Target: ≤ 41 Actual: 40
● Not achieved	● Achieved	● Achieved

Priority 3: Integrated

Islander Satisfaction (OSAT)	Islander Trust	Community engagement hours (average)
Target: ≥ 75% Actual: 70%	Target: ≥ 60% Actual: 52%	Target: n/a Actual: 68.7
● Not achieved	● Not achieved	● Baselining

Priority 4: Environmental impact and low carbon

Waste recycled	Waste to landfill
Target: ≥ 60% Actual: 64%	Target: ≤ 25% Actual: 15%
● Achieved	● Achieved

Passengers	1,418,560
Cars	493,722
Commercial Vehicles	37,837
Commercial Vehicles(m)	437,383

About this report

The purpose of the report is to be open about our progress. That means recognising the improvements made and the foundations put in place, while also being honest about the areas where we fell short or where work took longer than planned. This matters because trust is built through clear commitments, visible progress and honest reporting.

We have assessed performance in two ways. First, we reviewed delivery against the commitments in the Annual Plan. Second, we reviewed the key performance indicators and targets agreed for CP1, showing how our strategic priorities translated into front-line service delivery.

We also include regional and route-level information. This is important because performance is experienced differently across the network, and network-wide results do not always reflect the impact felt by individual communities. It also helps show the “golden thread” from national policy and strategic priorities through to front-line delivery, making it clearer how decisions and commitments are shaping the local experience of customers and communities.

Further detail is provided in the appendices, including the full monthly KPI scorecard, regional and route performance, carryings data, and KPI definitions and methodology.

Context for Contract Period 1

Contract Period 1 was the first step in delivering the long-term ambitions set out in our Corporate Plan 2025–2031 and the Scottish Government's Islands Connectivity Plan. It translated our strategic priorities into practical commitments for the first six months of CHFS3, creating a clear framework for delivery, performance monitoring and accountability.

This period was delivered in a challenging context, including an ageing fleet, weather disruption, workforce pressures and wider dependencies across vessels, ports and infrastructure. Success in CP1 was therefore about both delivery and foundation-building — strengthening resilience, improving transparency, engaging communities earlier, improving accessibility and beginning to embed lower-carbon ways of working.

The four priority areas below provided the structure for CP1 delivery and for assessing progress in this report.

Priority 1: Reliable and resilient

- Objective 1.1: Be reliable and resilient
  - *Goal 1.1.1: Provide a consistently safe and reliable ferry service.*
- Objective 1.2: Be open and transparent
  - *Goal 1.2.1: Create greater trust, support stakeholders to be more informed, and foster stronger relationships.*

Priority 2: Accessible

- Objective 2.1: Be customer led
  - *Goal 2.1.1: Provide a smooth, seamless and frictionless travel experience.*
  - *Goal 2.1.2: Provide easier and more equitable access to ferry services.*
  - *Goal 2.1.3: Ensure customers can book and travel when they need to, with fair fares and sufficient capacity.*

Priority 3: Integrated

- Objective 3.1: Be community-centred
  - *Goal 3.1.1: Deliver a ferry service which more accurately reflects community needs.*
  - *Goal 3.1.2: Build a strong, capable local workforce.*
  - *Goal 3.1.3: Help communities thrive by supporting local businesses and creating lasting community value.*

Priority 4: Environmental impact and low carbon

- Objective 4.1: Be environmentally responsible
  - *Goal 4.1.1: Create a cleaner and healthier environment.*

Priority 1 – Reliable and resilient

Objective	**1.1 Be reliable and resilient**
Goal(s)	**1.1.1 Provide a consistently safe and reliable ferry service**

In Contract Period 1:

- We strengthened long-term fleet resilience through the entry into service of MV Isle of Islay on 31 March 2026. This marked an important milestone in the wider fleet renewal programme. Following a longer-than-planned passage from Turkey, the vessel completed trials at key ports and crew familiarisation activity to support safe entry into service.
- We improved resilience for Arran communities by providing a winter service on the Claonaig–Lochranza route. This created an additional travel option during the winter months and supported continuity of lifeline travel when weather and wider network disruption made journeys more difficult.
- We helped identify age-related issues earlier across the major and small vessel fleets by adopting a more proactive approach to maintenance planning through the vessel condition assessment programme. This included the roll-out of a new vibration analysis system.
- We took early steps to strengthen future service resilience by identifying critical spares most important to vessel reliability. This work will inform future decisions on procurement, stock levels and storage locations, helping reduce the risk of avoidable disruption over time.
- We commenced planning for the introduction of maintenance time during CP2, covering around 80% of the major and 85% of the small vessel fleet. This will create more protected time for essential maintenance and support a more proactive approach to reducing unplanned disruption.

Unfortunately, we were unable to achieve as planned:

- Delivery of MV Loch Indaal during CP1. We focused instead on the areas within our operational scope, including entry into service planning, crew familiarisation, route readiness and preparations to support safe and effective deployment once the vessel is available.
- Provision of additional Sound of Barra services during CP1. Delivery was delayed by challenges in recruiting crew locally with the necessary skills and qualifications. To address this, we explored alternative crewing models, enabling additional services to temporarily operate from 2 April 2026 to 17 June 2026, providing increased capacity and resilience for customers and communities in South Uist. Work is ongoing to reinstate this service some time during CP2.

Indicators of performance in contract period 1 showed:

- Early progress on reliability and resilience, with vessel availability and punctuality achieving target, although benefits were not yet felt consistently by customers and communities.
- Overall reliability and technical cancellations remained below target, reflecting weather, vessel outages and periods when several vessels were unavailable at the same time. This reinforced the need for greater fleet resilience and flexibility.
- MV Isle of Islay entering service on 31 March 2026 was an important milestone, but later-than-scheduled delivery meant benefits were not yet reflected in CP1 performance. Further progress depends on continued fleet renewal, resilience capacity and a more interchangeable fleet.

Priority 1 – Reliable and resilient

Objective	**1.1 Be reliable and resilient**
Goal(s)	**1.1.1 Provide a consistently safe and reliable ferry service**

Our performance results from CP1:

Key Performance Indicator	CP1 Target	CP1 Actual	Status
Vessel availability (%)	≥ 96.0%	96.2%	● Achieved
Technical cancellations (port and vessel) (%)	≤ 3.5%	4.2%	● Not achieved
Reliability (%)	≥ 90%	87%	● Not achieved
Punctuality (%)	≥ 95%	95.8%	● Achieved
Passenger Accident Ratio /100k PAX	≤ 2.0	2.3	● Not achieved
Near Miss to Accident Ratio	≥ 3.0	4.6	● Achieved
Lost Time Injury Frequency	≤ 3.0	3.2	● Not achieved
Vehicle Accident Ratio / 10k Veh	≤ 1.6	1.4	● Achieved

Looking ahead to Contract Period 2:

- We will continue strengthening fleet resilience and turning the foundations built during CP1 into more visible improvements for customers and communities.
- We will continue to work closely with CMAL to support fleet renewal, improve asset management and finalise the fleet interoperability strategy and Strategic Asset Management Plan. This will help improve lifecycle planning, cost control, fleet flexibility and the timely replacement of vessels.
- Operationally, we will support the introduction of MV Loch Indaal, MV Glen Rosa and MV Lochmor, while also contributing to the design of future vessel replacements. We will explore charter options for additional winter relief cover, work to fully crew small vessels so spare vessel capacity can support maintenance and breakdowns, and move forward with procuring identified critical spares.
- We will also continue to build protected maintenance time into timetables. Together, these actions are intended to improve reliability, strengthen resilience and reduce the risk of avoidable disruption for customers and communities over time.

Priority 1 – Reliable and resilient

Objective	**1.2 Be open and transparent**
Goal(s)	**1.2.1 Create greater trust, support stakeholders to be more informed, and foster stronger relationships**

In Contract Period 1:

- We improved openness around information requests by publishing summary details of FOI requests on our website. This helped provide greater visibility of the information being requested and supported a more consistent approach to public disclosure.
- We increased visibility of governance decisions by publishing Board minutes. This supported our commitment to greater transparency and helped stakeholders better understand the decisions being made and the issues being considered by the organisation.
- We made our corporate planning information more accessible by publishing the Corporate Plan, Annual Plan and Delivery Plans in English and Gaelic. This helped set out our priorities, commitments and performance expectations in a way that better reflects the needs of customers and communities. The Corporate Plan was also published in Easy Read, and in the next period we will work to build Easy Read versions more consistently into our publication planning.
- We strengthened the foundations for more consistent stakeholder and community engagement. We continued to support the Ferries Community Board, including refreshing its Terms of Reference and supporting the recruitment of a Chair. We also developed standardised Terms of Reference for ferry committees, helping to support a more consistent basis for local engagement and collaboration.

Unfortunately, we were unable to achieve as planned:

- Full implementation of the stakeholder engagement strategy during CP1. This took longer than planned and was completed shortly after the period ended, in April 2026. Work to establish a senior local authority forum also proved more challenging than expected. We will continue to work with local authorities and partners to identify the most effective way to support open, strategic and constructive engagement.

Indicators of performance in Contract Period 1 showed:

- Clear progress in making information more visible and accessible, with web performance reports, delivery plans and timetables all published on time.
- Areas where consistency needs to improve, with FOI publication, delivery milestone completion and Board minute publication below target.
- Stronger foundations for transparency, but a need for greater discipline in publishing information consistently and on time, particularly where this supports public accountability and confidence.

Priority 1 – Reliable and resilient

Objective	**1.1 Be reliable and resilient**
Goal(s)	**1.1.1 Provide a consistently safe and reliable ferry service**

Our performance results from CP1:

Key Performance Indicator	CP1 Target	CP1 Actual	Status
Web Performance Report Publication %	100%	100%	● Achieved
FOIs Published on Time %	≥ 95%	86%	● Not achieved
Delivery Plans Published on Time %	≥ 90%	93%	● Achieved
Delivery Plan Milestones Delivered on Time %	≥ 90%	81%	● Not achieved
Board Minutes Published on Time %	100%	67%	● Not achieved
Timetable Published on Time %	≥ 90%	98%	● Achieved

Looking ahead to Contract Period 2:

- Looking to the next period, we will continue to strengthen openness, accountability and the way we manage information across the organisation.
- We will maintain and improve the publication of FOI summaries, Board minutes, corporate and delivery plans, key performance metrics and progress reporting, so that customers, communities and stakeholders can more easily understand our performance and the decisions being made.
- We will continue to embed our stakeholder engagement approach, including support for the senior local authority forum, the Ferries Community Board and standardised Terms of Reference for ferry committees. This will help make engagement more consistent, transparent and focused on the needs of the communities we serve.
- We will also strengthen data, information and records management processes to support more consistent, secure and accurate reporting. Alongside this, we will prepare for procurement of a new finance system that can support more efficient reporting and integrate with a modern asset management system.
- Finally, we will continue to embed recognised improvement approaches, including MSP, EFQM, ISO 14001 and continuous improvement methods. This will support a more consistent, disciplined and “right first time” approach to planning, delivery and reporting.

Priority 2 – Accessible

Objective	**2.1 Be customer led**
Goal(s)	**2.1.1 Provide a smooth, seamless and frictionless travel experience** **2.1.2 Provide easier and more equitable access to ferry services** **2.1.3 Ensure customers can book and travel when they need to, with fair fares and sufficient capacity.**

In Contract Period 1:

- We started work to make concessionary travel simpler and more accessible through digital processes. This included early work to advance digital concessionary travel, including under-22s, with the aim of making access easier and improving the customer experience.
- We established an Accessibility Advisory Board to strengthen inclusive service design. The Board will provide structured input from disabled passengers and advocacy groups, helping ensure accessibility improvements are shaped by lived experience. The group was established during CP1 and is ready to begin its work in earnest in CP2.
- We embedded changes to the block booking Terms and Conditions. These changes were designed to reduce last-minute cancellations, minimise no-shows and support better use of available vehicle deck space.
- We continued to evaluate and expand deck space pilots in response to community needs. This included ongoing evaluation of the pilot on Coll, Tiree and Mull, alongside further pilots on Sound of Barra and Sound of Harris following community requests.
- We evaluated mechanisms to better understand unmet demand. This work will help identify gaps between service provision and customer need, supporting better-informed service planning in future periods.

Unfortunately, we were unable to achieve as planned:

- Upgrades to our telephony systems during CP1. While the full upgrade was not completed, we made changes to improve stability within the contact centre and support customer service capacity, effectiveness and overall user experience.
- The wayfinding pilot for visually impaired passengers. This was delayed following an unsuccessful tender exercise, which meant the work had to be re-tendered. The pilot remains an important part of improving accessibility across key terminals.

Indicators of performance in contract period 1 showed:

- Customer experience was mixed, with trust, complaints and first contact resolution achieving target, while overall satisfaction and ease of travel were below target. However, OSAT achieved target in three of the six months, providing a positive baseline before being pulled below target during periods of significant disruption.
- Digital use exceeded target, supporting simpler and more connected customer journeys. Capacity management showed progress, with booked capacity and vehicle deck utilisation achieving target, although B2B utilisation was below target.
- Accessibility performance was positive, with complaints within target and no audit actions due during CP1.
- Connections data is now being baselined, helping build evidence to improve integrated journey planning.

Priority 2 – Accessible

Objective	**2.1 Be customer led**
Goal(s)	**2.1.1 Provide a smooth, seamless and frictionless travel experience** **2.1.2 Provide easier and more equitable access to ferry services** **2.1.3 Ensure customers can book and travel when they need to, with fair fares and sufficient capacity.**

Our performance results from CP1:

Key Performance Indicator	CP1 Target	CP1 Actual	Status
Customer OSAT %	≥ 82%	80%	● Not achieved
Customer Trust %	≥ 71%	71%	● Achieved
Customers Using Digital Systems	≥ 45%	50%	● Achieved
Ease of Travel %	≥ 78%	75%	● Not achieved
Complaints (per 100,000 passengers)	≤ 41	40	● Achieved
First Contact Resolution	≥ 67%	69%	● Achieved
Booked Capacity vs Utilised	≥ 94%	94%	● Achieved
B2B Utilisation %	≥ 65%	63%	● Not achieved
Vehicle Deck Utilisation %	≥ 44%	44%	● Achieved
Timetabled Connections	No target for CP1	1,313	● Baselining

Key Performance Indicator	CP1 Target	CP1 Actual	Status
Missed connections	No target for CP1	4.4%	● Baselining
Accessibility Complaints	< 5	2	● Achieved
Accessibility Appreciations	No target for CP1	7	● Baselining
Delivery of Accessibility Audit Actions on Time %	100%	None Due	● Achieved

Looking ahead to Contract Period 2:

- We will make journeys simpler, more accessible and better connected through digital systems, and improving disruption communications with enhanced text messaging, more targeted engagement and reduced duration of closed sailings.
- We will continue to stabilise our telephony platform and explore a Port of Excellence model to improve customer experience and port operations.
- We will advance inclusive travel by delivering the Accessibility Strategy and embedding the Accessibility Advisory Board.
- We will re-tender the wayfinding pilot and implement mechanisms to better understand unmet demand.

Priority 3 – Integrated

Objective	**3.1 Be community-centred**
Goal(s)	**3.1.1. Deliver a ferry service which more accurately reflects community needs.** **3.1.2 Build a strong, capable local workforce.** **3.1.3 Help communities thrive by supporting local businesses and creating lasting community value.**

In Contract Period 1:

- We strengthened community engagement through the Enhanced Engagement Model. We continued to embed this through our area manager network, helping create more structured, consistent and inclusive engagement with communities and stakeholders.
- We worked with communities to shape future timetable design. This included engagement on Islay and Little Minch services, helping ensure future timetables better reflect local needs and the realities of the communities who depend on them.
- We published and began implementing our Workforce Equalities Plan. This supported our commitment to diversity, inclusion and equal opportunity across the organisation. We also established a new Women's Network and refreshed mandatory training for colleagues, including sexual harassment and unconscious bias.
- We prepared for the reinstatement of the Community Fund. We worked with Transport Scotland to agree the governance needed to reintroduce the fund, so local area manager teams can support community initiatives that deliver social and economic value in CP2.
- We strengthened support for local suppliers. We made product switches across two high-volume onboard products — tea and haddock — and established a retail strategy to guide further local procurement and supplier engagement.

Unfortunately, we were unable to achieve as planned:

- Development of a Community Benefit Plan. While the plan was not completed until 30 April 2026, we continued to support our apprenticeship programme and local STEM engagement activity, helping encourage young people and local talent to consider careers in the ferry workforce.

Indicators of performance in contract period 1 showed:

- Islander satisfaction and trust were below target, reflecting the impact of disruption and the importance of continuing to rebuild confidence with island communities.
- Community engagement is now being baselined, with 68.7 engagement hours recorded during CP1, helping build a clearer picture of how we are working with communities.
- Workforce indicators showed a strong local presence, with 66.9% of employees living locally, although staff retention was slightly below target at 93.1%.Diversity and colleague experience measures are being baselined, with 24.3% of employees from diverse groups and 69% of colleagues rating CalMac as a good place to work.
- New onboard product measures were baselined and improved through CP1, maintaining consistent 82%+ retail CSAT and providing a strong foundation for delivering the retail strategy.

Priority 3 – Integrated

Objective	3.1 Be community-centred
Goal(s)	3.1.1. Deliver a ferry service which more accurately reflects community needs. 3.1.2 Build a strong, capable local workforce. 3.1.3 Help communities thrive by supporting local businesses and creating lasting community value.

Our performance results from CP1:

Key Performance Indicator	CP1 Target	CP1 Actual	Status
Islander OSAT %	≥ 75%	69.9%	Not achieved
Islander Trust %	≥ 60%	51.6%	Not achieved
Community Engagement Hours	No target for CP1	68.7	Baselining
Employees living locally %	No target for CP1	66.9%	Baselining
Staff Retention %	≥ 94%	93.1%	Not achieved
Employees From Diverse Groups %	No target for CP1	24.3%	Baselining
Staff Who Rate CalMac a Good Place to Work	No target for CP1	69%	Baselining
Local Hot Food & Drinks Served Onboard %	≥ 65%	61.5%	Not achieved
Local Retail Sold Onboard %	≥ 50%	46.1%	Not achieved

Looking ahead to Contract Period 2:

- We will focus on deepening community engagement, growing local talent and strengthening the social and economic value we deliver.
- We will establish our Islander Voice Panel to create a clearer line of sight to Islander needs and views, informing service design and supporting continuous improvement in customer experience.
- We will continue to work with communities on timetable design for new vessels and further embed area managers in service planning, supported by additional training and clearer feedback routes.
- We will also develop our approach to apprenticeships, early careers, inclusive recruitment and retention, helping attract and keep skilled people within the communities we serve.
- In CP2, we will roll out the Community Fund and continue strengthening support for local suppliers, helping local initiatives, businesses and economies benefit more directly from the services we provide.
- We will continue to increase the volume and scope of local suppliers and products across the network, supporting local supply chains and communities while improving recognition of Scottish suppliers and products throughout our retail provision.

Priority 4 – Environmental impact and low carbon

Objective	**4.1 Be environmentally responsible**
Goal(s)	**4.1.1 Create a cleaner and healthier environment**

In Contract Period 1:

- Improved the foundations for better fuel monitoring across the fleet. We agreed processes to enhance how fuel consumption is monitored, helping support emissions reduction, optimise fuel use and inform future sustainability decisions.
- Developed and began implementing our Low Carbon Plan, which was published as part of our wider Environmental Management Plan at the end of March 2026. This sets out the actions we will take to reduce the environmental impact of our operations and support national net zero ambitions through more sustainable ways of working.
- We worked with CMAL on the small electric vessel replacement programme, which is due to begin entering the fleet from 2027 and will help reduce emissions and noise on the routes served.
- Supported work to explore alternative fuels. We continued to work with CMAL as options are considered for supporting the transition to lower-emission ferry operations across the wider CalMac fleet.

Unfortunately, we were unable to achieve as planned:

- No specific commitments in this area were identified as not achieved during CP1. However, several of the actions progressed during this period are early-stage and will take time to translate into measurable reductions in emissions across the network.

Indicators of performance in Contract Period 1 showed:

- Waste recycling exceeded target, with 64% of waste recycled above a target of 60%.
- Waste sent to landfill was well above target, with 15% sent to landfill against a maximum target of 25%.
- Environmental performance showed positive early progress, particularly in waste management, while wider low-carbon benefits will take longer to realise as fuel monitoring, vessel replacement and alternative fuel work progress.

Priority 4 – Environmental impact and low carbon

Objective	**4.1 Be environmentally responsible**
Goal(s)	**4.1.1 Create a cleaner and healthier environment**

Our performance results from CP1:

Key Performance Indicator	CP1 Target	CP1 Actual	Status
Waste Recycled %	≥ 60%	64%	● Achieved
Waste to Landfill %	≤ 25%	15%	● Achieved

Looking ahead to Contract Period 2:

- We will continue to reduce the environmental impact of our operations and support the transition to lower-carbon ferry services.
- We will continue to monitor fuel consumption across the fleet, using better data to support emissions reduction, optimise fuel use and inform future sustainability decisions.
- We will implement the actions set out in our Low Carbon Plan, helping embed more sustainable ways of working across our operations and supporting national net zero ambitions.
- We will continue to work with CMAL on the introduction of the new small electric vessel replacement programme, which will support lower-emission and quieter ferry services on the routes served.
- We will also support CMAL's work to explore alternative fuels for the wider fleet, helping prepare for the longer-term transition to lower-emission ferry operations.
- We will progress Climate Risk Assessment (CCRA) work in line with our climate change and weather adaptation management plan to ensure we identify risk and opportunities for mitigation across our network in collaboration with CMAL.

Stakeholder and community engagement

Engaging with the communities and stakeholders we serve was a central part of CP1. Under CHFS3, and in line with the move towards a more community-centred public service model, we have been working to make engagement more consistent, more structured and more meaningful. This matters because ferry services affect daily life, local economies, access to essential services, and the confidence people have in being able to plan and travel when they need to.

During CP1, we continued to embed the Enhanced Engagement Model through our area manager network. This helped create clearer local routes for engagement and gave communities and stakeholders more regular opportunities to raise issues, share priorities and provide feedback. Area managers helped ensure that what communities told us was fed directly into service planning, rather than sitting separately from operational decision-making. During CP1, local feedback led to changes in our plans, including adjustments to timetable proposals, the development of deck space pilots, and the way options were considered for vessel deployment and local service arrangements. This helped ensure operational decisions were shaped not only by data and constraints, but by the lived experience of the communities who rely on the service.

Alongside formal meetings, we held wider drop-in sessions on issues including strategic vessel deployment, timetable changes and local service priorities. These sessions created more open opportunities for people to ask questions, share concerns and understand the factors shaping operational decisions.

We also increased direct engagement between senior leaders, key stakeholders and communities across the network. Senior leads spent time meeting community members, representative groups and partners to hear first-hand about the issues affecting different routes and areas.

A key area of progress was our continued support for, and active engagement with, the Ferries Community Board. During CP1, we supported the recruitment of a Chair, refreshed the Board's Terms of Reference and supported the development of its workplan. This helped strengthen the Board's role as an important forum for community insight, challenge and discussion as we continue to shape services under CHFS3.

We also continued to engage with trade unions throughout CP1. This engagement was important in supporting constructive dialogue on workforce issues, operational change and the practical realities of delivering services safely and sustainably across the network.

We recognise that engagement is not only about holding meetings or creating forums. Communities and stakeholders need to see how their feedback is considered, where it can influence decisions, and where constraints mean not everything can be delivered in the way people would wish. CP1 showed progress in building those feedback loops, but also highlighted the need to keep improving how we close the loop and explain decisions clearly.

Looking ahead, we will continue to strengthen engagement by embedding area managers in service planning, supporting the senior local authority forum, working with the Ferries Community Board and ferry committees, and improving how community and stakeholder feedback informs decisions. Rebuilding and maintaining trust will take time, but CP1 has helped put stronger foundations in place for a more open, practical and community-led approach.

Continuous improvement and innovation

Contract Period 1 helped identify the main themes for continuous improvement and innovation needed to support a more responsive, transparent and community-centred ferry service. This aligns with the intent of the Scottish Government's Public Service Reform Strategy: to make public services more preventative, joined up and efficient, while keeping people, places and relationships at the centre of how services are designed and delivered.

For us, continuous improvement is also part of how we manage quality. It means using what we learn from planning, delivery and review to improve how we work and, over time, improve the experience of customers and communities. In CP1, this meant looking openly at performance, understanding the causes of issues, and using that insight to strengthen planning, reporting, decision-making and delivery.

- **Strengthening performance management and accountability** was an important theme in CP1. We developed a clearer line of sight between the priorities in the Annual Plan, the commitments being delivered, and the measures used to track progress. This helped make performance more visible and supported more open conversations about what was working, what was delayed, and where action was needed.

- **Using data to improve decisions and outcomes** also became a stronger focus. Vessel condition assessments, critical spares analysis, deck space utilisation, constrained capacity identification, and improved waste and fuel monitoring all helped build a stronger evidence base. These are practical improvements, but they matter because better information helps us plan earlier, make better choices, and reduce avoidable disruption for customers and communities over time.

- **Improving communication and community feedback loops** was another key theme. We worked to strengthen engagement through area managers, community forums and the Ferries Community Board, and to provide clearer information during disruption. We know communication cannot remove the impact of disruption, but it can help people understand what is happening, plan as best they can, and see that their experience is being heard.

Continuous improvement and innovation cont.

- **Strengthening operational resilience** was brought into sharp focus by the disruption towards the end of CP1. The experience showed how quickly pressure can spread when several vessels are unavailable at the same time. This has sharpened our focus on maintenance planning, fleet flexibility, protected maintenance time, critical spares, contingency arrangements and long-term fleet renewal.

- **Digital and service innovation** progressed through work on digital concessionary travel, increased digital uptake, accessibility improvements and the establishment of the Accessibility Advisory Board. These changes are intended to make journeys simpler, more accessible and better connected over time.

- **Low-carbon innovation and environmental improvement** also remained important. The Low Carbon Plan, improved fuel monitoring, support for electric vessels and strong waste performance provide foundations for lower-impact operations in future periods.

The main lesson from CP1 is that improvement takes time, discipline and trust. Some changes are beginning to make a difference; others will take longer to be felt. In CP2, our focus will be on turning these themes into more consistent delivery, clearer accountability and practical improvements that customers and communities can see and experience.

Looking to CP2, we will build on these themes by making innovation a more consistent part of how we plan, deliver, review and improve services. We will work with the Ferries Community Board to test ideas, challenge assumptions and help ensure improvements reflect the realities of customers and communities across the network. Our focus will be on practical innovation that makes a tangible difference — better information, simpler digital services, more accessible journeys, stronger use of data, improved disruption response and lower-impact operations.

Issues, challenges and dependencies

Contract Period 1 showed the progress that can be made, but also how fragile delivery can become when several pressures come together.

The most significant challenge was fleet resilience. Ageing vessels, technical faults, overhaul pressures and periods where several vessels were unavailable at once reduced flexibility across the network and made it harder to protect services.

This was felt most clearly towards the end of the period, when disruption affected customers and communities in different ways, depending on the routes they rely on and the alternatives available. Weather also played a significant role, affecting reliability, punctuality and cancellations, and making journey planning more difficult. For communities with fewer travel options, disruption can affect work, education, healthcare, caring responsibilities, supplies and confidence in being able to travel when needed.

Some issues were linked to workforce capacity and specialist skills. Challenges in recruiting locally qualified crew delayed additional Sound of Barra services during CP1 and required an iterim alternative crewing model.

Other activity, including telephony upgrades and the wayfinding pilot, also took longer than planned, reinforcing the need for realistic planning, procurement readiness and the right capacity to deliver.

Contract period 1 also highlighted dependencies across the wider ferry system. Fleet renewal, vessel delivery, port readiness, infrastructure works and asset management all rely on close partnership working with CMAL, Transport Scotland, local authorities, suppliers and communities. Where these dependencies move, operational plans and the timing of customer benefits can also be affected.

These challenges do not reduce our responsibility to improve. They make clearer where sustained effort is needed. In CP2, we will use what we learned to strengthen risk management, improve contingency planning, communicate constraints more clearly, and work with partners to reduce the impact of disruption on customers and communities.

Looking ahead

As we move into Contract Period 2, our focus will be on turning the foundations built during CP1 into more consistent improvements for customers and communities.

Strengthening fleet resilience remains the priority. We will work with CMAL and partners on vessel entry into service, asset management, fleet flexibility, critical spares, protected maintenance time and relief cover, helping reduce avoidable disruption and rebuild confidence over time.

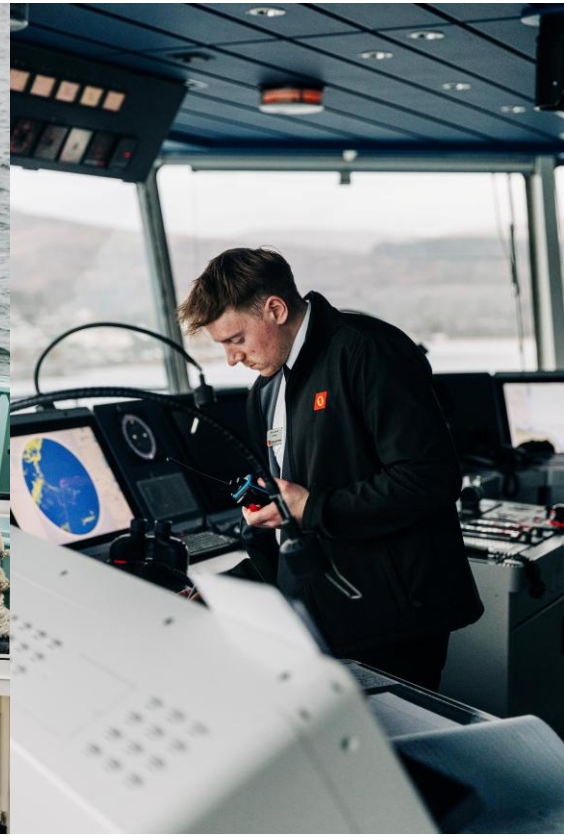
We will continue to improve how we engage. This means publishing clearer performance information, strengthening feedback loops with communities, embedding the stakeholder engagement approach, and making sure local insight helps shape service planning wherever possible.

For customers, we will focus on simpler, more accessible and better-connected journeys. This includes progressing digital services, telephony improvements, accessibility work, wayfinding, unmet demand analysis and more inclusive service design through the Accessibility Advisory Board.

with ScotRail, Citylink and other transport providers to support more seamless journeys. Building on the positive ScotRail partnership developed in CP1, this will include better-aligned timetables, improved interchange at key hubs such as Oban, continued development of Rail & Sail ticketing, and more collaborative real-time operational problem solving

We will build on progress in environmental performance by implementing the Low Carbon Plan, improving fuel monitoring and supporting work on electric vessels and alternative fuels.

CP1 showed that change is underway, but also that improvement will take time. In CP2, we will keep learning, strengthen delivery, and focus on practical improvements that customers and communities can see and experience.



Conclusion

CP1 was the first step in delivering a long-term programme of change under CHFS3. It showed that progress is being made, with important foundations put in place across fleet resilience, transparency, accessibility, community engagement and environmental performance.

It also showed that improvement is not yet being felt consistently. Disruption, particularly towards the end of the period, had a real impact on customers and communities and reinforced the scale of the challenge ahead. We recognise that rebuilding confidence will take time, sustained effort and continued openness about both progress and setbacks.

The work delivered in CP1 gives us a stronger base to build from. As we move into CP2, our focus will be on turning early progress into more visible and consistent improvements — strengthening resilience, improving communication, involving communities in decisions, and continuing to improve the experience of customers across the network.

There is more to do, but CP1 has given us clearer evidence, stronger foundations and a sharper focus on what matters most. We will carry that learning forward with care and determination, working with partners and communities to build a service that is more reliable, more responsive and more reflective of the people and places it serves. That is how we will continue to improve every journey.

Appendices

The appendices provide the supporting evidence behind the performance narrative in this report. They include detailed KPI, performance and carryings information at monthly, network, regional and route level, helping show how services were experienced across different parts of the network.

Together, the appendices help show the link between the strategic priorities set out in the Annual Plan and front-line delivery across the network. They also provide a clearer evidence base for future reporting, service planning and continuous improvement.

Appendix A: Full monthly KPI scorecard

Provides the full monthly performance scorecard for CP1, showing results against agreed targets across the key performance indicators used to assess delivery.

Appendix B: Network, regional and route performance and carryings

Shows performance at network, regional and route level, including reliability, cancellations, capacity, utilisation and customer experience measures. This helps show where performance varied across the network and where impacts were felt more strongly.

Appendix C: KPI definitions and methodology

Explains how KPIs are defined, calculated and reported, including targets, benchmarking measures and any relevant methodology notes.

Appendix A – Key performance indicator scorecard

This appendix provides the full monthly KPI scorecard for Contract Period 1. It shows performance against the agreed measures used to assess delivery of the Annual Plan, with results reported by month and for the period as a whole. The scoring approach for the red, amber and green status can be found in page 50.

Key performance indicator	Target	Oct '25	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	Year end result
PRIORITY ONE - Goal 1.1.1 Provide a consistently safe and reliable ferry service.								
Vessel Availability %	96% or more	95%	96%	97%	98%	98%	93%	96%
Technical Port & Vessel Cancellations %	3.5% or lower	9.3%	2.5%	1.2%	1.7%	4.1%	5.4%	4.2%
Reliability %	90% or more	83%	90%	88%	87%	89%	88%	87%
Punctuality %	95% or more	96%	97%	97%	97%	95%	93%	96%
Passenger Accident Ratio /100k PAX	2 or lower	2.0	3.2	2.0	1.7	3.4	2.0	2.3
Near Miss to Accident Ratio	3 or more	3	5	4	5	5	5	5
Lost Time Injury Frequency	3 or lower	2.3	0.0	2.3	7.0	2.6	4.4	3.2
Vehicle Accident Ratio / 10k Veh	1.6 or lower	1.7	2.1	1.0	0.4	1.7	0.9	1.4
MAIB Reportable Accidents %	5% or lower	3.5%	0.0%	3.0%	12.9%	2.7%	6.8%	4.6%
PRIORITY ONE - Goal 1.2.1 Create greater trust, support stakeholders to be more informed, and foster stronger relationships.								
Web Performance Report Publication %	100%	100%	100%	100%	100%	100%	100%	100%
FOIs Published on Time %	95% or more	100%	89%	93%	86%	91%	64%	86%
Delivery Plans Published on Time %	90% or more	100%	100%	0%	None Due	None Due	100%	93%
Delivery Plan Milestones Delivered on Time %	90% or more	100%	65%	50%	50%	100%	94%	81%
Board Minutes Published on Time %	100%	100%	None Due	None Due	0%	None Due	100%	67%
Timetable Published on Time %	90% or more	100%	100%	100%	93%	93%	100%	98%

Appendix A – Key performance indicator scorecard cont.

Key performance indicator	Target	Oct '25	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	Year end result
PRIORITY TWO - Goal 2.1.1 Provide a smooth, seamless and frictionless travel experience.								
Customer OSAT %	82% or more	86%	75%	83%	77%	82%	73%	80%
Customer Trust %	71% or more	80%	65%	70%	67%	72%	63%	71%
Customers Using Digital Systems	45% or more	41%	39%	46%	59%	58%	58%	50%
Ease of Travel %	78% or more	83%	69%	79%	73%	77%	68%	75%
Complaints (per 100,000 passengers)	41 or lower	34	44	26	40	37	56	40
First Contact Resolution	67% or more	71%	65%	71%	71%	76%	65%	69%
PRIORITY TWO - Goal 2.1.2 Provide easier and more equitable access to ferry services.								
Accessibility Complaints	5 or lower	1	5	0	3	3	0	2
Accessibility Appreciations	Benchmarking	Data not yet collected			5	11	28	7
PRIORITY TWO - Goal 2.1.3 Ensure customers can book and travel when they need to, with fair fares and sufficient capacity.								
Booked Capacity vs Utilised	94% or more	94.6%	94.5%	94.3%	95.1%	95.0%	94.7%	94.7%
B2B Utilisation %	65% or more	60%	67%	59%	63%	66%	64%	63%
Vehicle Deck Utilisation %	44% or more	53%	43%	39%	37%	43%	48%	44%
Timetabled Connections	Baselining	589	1,527	1,544	1,416	1,382	1,419	1,313
Missed connections	Baselining	2.7%	2.8%	3.4%	2.9%	4.3%	8.5%	4.4%

Appendix A – Key performance indicator scorecard cont.

Key performance indicator	Target	Oct '25	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	Year end result
PRIORITY THREE - Goal 3.1.1 Deliver a ferry service which more accurately reflects community needs								
Islander OSAT %	75% or more	73%	57%	76%	71%	76%	65%	70%
Islander Trust %	60% or more	57%	41%	53%	51%	60%	45%	52%
Community Engagement Hours	Baselining	35.0	75.4	86.1	64.5	76.1	75.4	68.7
PRIORITY THREE - Goal 3.1.2 Build a strong, capable local workforce								
Employees living locally % [1]	Baselining						67%	67%
Staff Retention % [1]	94% or more						93%	93%
Employees From Diverse Groups % [1]	Baselining						24%	24%
Staff Who Rate CalMac a Good Place to Work [1]	Baselining						69%	69%
PRIORITY THREE - Goal 3.1.3: Help communities thrive by supporting local businesses and creating lasting community value								
Local Hot Food & Drinks Served Onboard %	65% or more	60%	61%	60%	62%	65%	64%	62%
Local Retail Sold Onboard %	50% or more	48%	46%	46%	44%	44%	46%	46%
PRIORITY FOUR - Goal 4.1.1: Create a cleaner and healthier environment.								
Waste Recycled %	60% or more	61%	72%	68%	58%	48%	56%	64%
Waste to Landfill %	25% or lower	21%	14%	17%	9%	11%	10%	15%

[1] Annual measure

Appendix B - Network, regional and route performance

This appendix provides supporting detail on network, regional and route-level performance and carryings during CP1. It is included because network-wide results do not always show how services were experienced by individual communities, particularly where disruption, weather, vessel availability or capacity constraints affected some routes more than others.

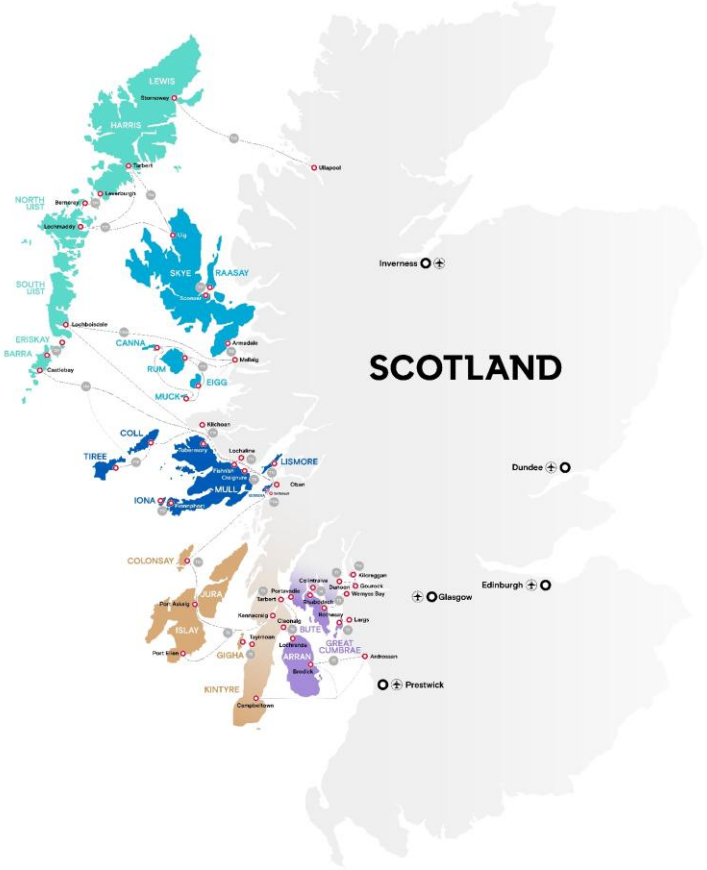
Performance measures are grouped under the Islands Connectivity Plan priorities used in the Annual Plan, showing the link between strategic priorities and front-line delivery. Green shows target achieved, amber shows performance within 5% of target, and red shows performance more than 5% outside target. Measures marked N/A are included for context.

Environmental measures are tracked at network and/or vessel level and cannot be reliably attributed to individual routes, so they are not included in the regional and route performance views.

Carryings data shows how passengers, vehicles and commercial traffic used the network during CP1. Blue bars compare volumes within each category, with longer bars showing higher carryings. These should be read alongside the figures shown in each row.

The appendix is presented in the following order:

1. Network summary
2. Argyll
3. Clyde North
4. Clyde South
5. Hebrides North
6. Hebrides South
7. Kintyre



Appendix B – Network summary

Across the network, CP1 showed a mixed performance picture. Some measures were close to or within target, but reliability, technical cancellations and islander trust showed the continuing impact of disruption, weather and vessel availability pressures.

Performance: what this shows

- Priority 1: Reliable and resilient — Argyll performed strongest at 92.9%, and Hebrides North met target at 90.0%. Reliability was most challenged in Clyde South at 76.2%, where both weather and technical cancellations were high, and in Hebrides South, where longer and more exposed routes were affected by disruption.

- Priority 2: Accessible — Hebrides South, Clyde North and Kintyre reported stronger customer satisfaction and trust, while Clyde South was notably lower, reflecting the impact of disruption on key routes. Vehicle deck utilisation was highest in Hebrides North, Clyde South and Kintyre, showing stronger demand for vehicle space in those areas.

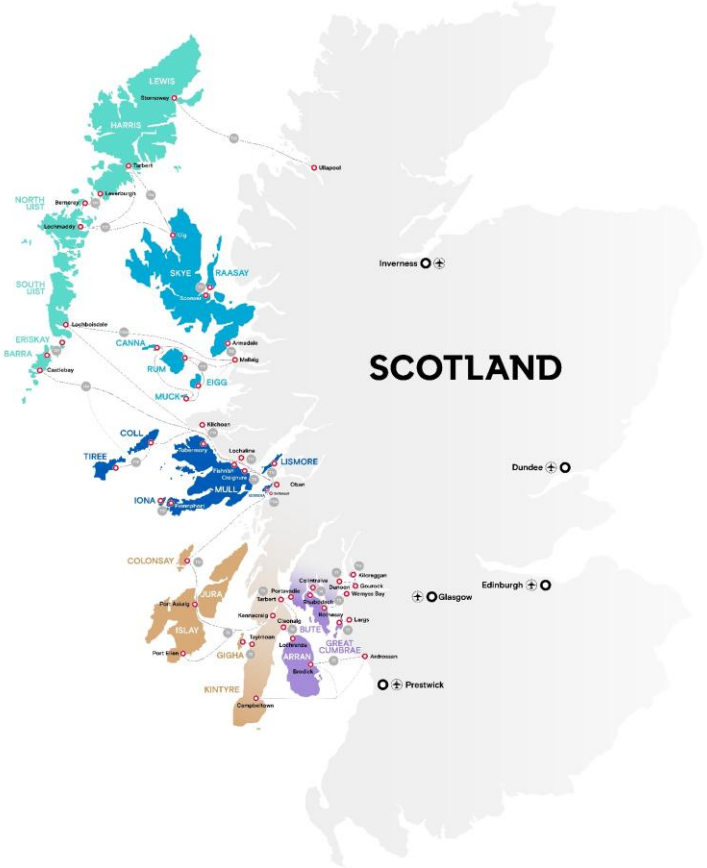
- Priority 3: Integrated — Hebrides North performed strongest, with both islander satisfaction and trust above target. Hebrides South also recorded strong islander satisfaction, although trust remained below target. Clyde South and Argyll showed the lowest islander trust scores, underlining how disruption and limited alternatives can affect confidence differently across communities.

Carryings: what this shows

- Clyde North carried the highest passenger and vehicle volumes, with 612,083 passengers and 190,561 vehicles, reflecting the high-frequency island routes in that region.

- Hebrides North carried the highest commercial vehicle metres, reflecting the importance of longer-distance lifeline routes such as Ullapool–Stornoway for freight, supplies and island business activity.

- Kintyre and Clyde South also carried significant commercial traffic, reflecting the importance of routes serving Islay and Arran for residents, visitors, freight and local economies.



Appendix B – Network summary

	Priority 1: Reliable and resilient			Priority 2: Accessible					Priority 3: Integrated	
	Reliability	Weather Cancellations	Technical Cancellations	Actual Capacity vs Scheduled	Average Vehicle Deck Utilisation	Average Passenger Utilisation	Customer Satisfaction (OSAT)	Customer Trust	Islander Satisfaction (OSAT)	Islander Trust
Targets	≥ 90%	N/A	≤ 3.5%	N/A	≥ 44%	N/A	≥ 82%	≥ 71%	≥ 75%	≥ 60%
Network performance	**87%**	**8%**	**4%**	**90%**	**44%**	**10%**	**80%**	**71%**	**70%**	**52%**
Argyll	**93%**	**5%**	**2%**	**94%**	**47%**	**12%**	**81%**	**66%**	**73%**	**42%**
Clyde North	**87%**	**8%**	**4%**	**93%**	**34%**	**8%**	**86%**	**69%**	**81%**	**55%**
Clyde South	**76%**	**12%**	**11%**	**80%**	**54%**	**16%**	**68%**	**54%**	**55%**	**28%**
Hebrides North	**90%**	**7%**	**2%**	**93%**	**64%**	**13%**	**84%**	**77%**	**79%**	**67%**
Hebrides South	**83%**	**10%**	**6%**	**80%**	**34%**	**9%**	**88%**	**79%**	**78%**	**56%**
Kintyre	**86%**	**11%**	**3%**	**87%**	**54%**	**9%**	**86%**	**73%**	**76%**	**51%**

Appendix B - Network carryings summary

	Shipped Passengers	Shipped vehicles	Shipped CVs	Shipped CV(m)
Network total	1,418,560	493,722	37,837	437,383
Argyll Total	251,080	85,436	6,079	62,051
Clyde North Total	612,083	190,561	9,646	98,987
Clyde South Total	223,858	77,203	4,670	48,992
Hebrides North Total	154,618	67,213	9,826	134,863
Hebrides South Total	73,548	31,415	1,575	16,633
Kintyre Total	103,373	41,894	6,041	75,856

Appendix B – Argyll summary

Performance across Argyll was mixed, with some routes showing strong reliability and customer experience, while others were more affected by weather, capacity pressures and local variation.

Performance: what this shows

- Priority 1: Reliable and resilient — regional reliability higher than the network average and above target at 92.9%, with technical cancellations at 1.8%. Although weather cancellations still affected delivery on some routes, this was mostly driven by a lack of capable vessels arising from the technical disruption experienced elsewhere.
- Priority 2: Accessible — customer measures were close to target overall, with OSAT at 81% and customer trust at 73%, but vehicle and passenger utilisation varied significantly by route.
- Priority 3: Integrated — islander satisfaction and trust varied across the region, showing why route-level data is important alongside the regional picture.

Carryings: what this shows

- Carryings in Argyll were concentrated on Oban–Craignure, reflecting its role as the main Mull–mainland route for residents, visitors, freight and access to services.
- Fishnish–Lochaline was also one of the busier routes, providing an important alternative connection for Mull and the wider area particularly during disrupted periods on Oban-Craignure.
- Longer and more weather-sensitive routes, including Oban–Coll/Tiree and Oban–Colonsay, carried lower volumes than the busiest Mull services, reflecting different journey patterns, sailing frequency and seasonal demand.
- These figures should be read alongside the performance data, as disruption, weather, vessel availability and shared vessels operating multiple routes, can affect both demand and customers' confidence in planning travel.

Appendix B – Argyll performance

	Priority 1: Reliable and resilient			Priority 2: Accessible					Priority 3: Integrated	
	Reliability	Weather Cancellations	Technical Cancellations	Actual Capacity vs Scheduled	Average Vehicle Deck Utilisation	Average Passenger Utilisation	Customer Satisfaction (OSAT)	Customer Trust	Islander Satisfaction (OSAT)	Islander Trust
Targets	≥ 90%	N/A	≤ 3.5%	N/A	≥ 44%	N/A	≥ 82%	≥ 71%	≥ 75%	≥ 60%
Network performance	**87%**	**8%**	**4%**	**90%**	**44%**	**10%**	**80%**	**71%**	**70%**	**52%**
Argyll	**93%**	**5%**	**2%**	**94%**	**47%**	**12%**	**81%**	**66%**	**73%**	**42%**
Fionnphort - Iona	92%	7%	1%	90%	25%	9%	72%	17%	76%	17%
Fishnish - Lochaline	96%	2%	2%	111%	36%	7%	70%	67%	64%	33%
Gallanach - Kerrera	97%	2%	1%	53%	48%	32%	96%	100%	90%	100%
Oban - Coll/Tiree	77%	20%	2%	83%	60%	15%	82%	73%	73%	60%
Oban - Colonsay	84%	13%	3%	89%	26%	5%	79%	64%	59%	36%
Oban - Craignure	88%	6%	6%	93%	65%	18%	80%	61%	71%	29%
Oban - Lismore	94%	6%	0%	80%	47%	10%	84%	73%	88%	68%
Tobermory - Kilchoan	92%	7%	1%	80%	24%	6%	91%	0%	85%	0%

Appendix B – Argyll carryings

	Shipped Passengers	Shipped vehicles	Shipped CVs	Shipped CV(m)
Network total	**1,418,560**	**493,722**	**37,837**	**437,383**
Argyll Total	**251,080**	**85,436**	**6,079**	**62,051**
Fionnphort - Iona	31,300	4,378	296	2,700
Fishnish - Lochaline	38,388	20,611	1,840	19,179
Gallanach - Kerrera	14,599	1,119	105	710
Oban - Coll/Tiree	13,953	6,553	831	10,129
Oban - Colonsay	3,289	1,794	72	769
Oban - Craignure	133,244	45,381	2,796	27,317
Oban - Lismore	8,858	3,418	131	1,195
Tobermory - Kilchoan	7,449	2,182	8	52

Appendix B – Clyde North summary

Performance in Clyde North was mixed, with strong customer satisfaction and trust at regional level, but reliability affected by disruption on some routes.

Performance: what this shows

- Priority 1: Reliable and resilient — Regional reliability was below target, with weather and technical cancellations affecting performance, although on a par with wider network performance.
- Gourock–Dunoon and Gourock–Kilcreggan were particularly affected by weather-related disruption, while Largs–Cumbrae Slip and Wemyss Bay–Rothesay performed more strongly.
- Priority 2: Accessible — Customer satisfaction and trust were strong overall for the region, with both measures above network average. However, vehicle deck utilisation varied by route, reflecting different service types, demand patterns and capacity available.
- Priority 3: Integrated — Islander satisfaction and trust varied across the region, with stronger results on Wemyss Bay–Rothesay and lower scores on Largs–Cumbrae Slip. The lower scores on Largs-Cumbrae were likely influenced in part by the recent timetable changes introduced on the route in response to health and safety concerns.

Carryings: what this shows

- Carryings in Clyde North were concentrated on Wemyss Bay–Rothesay and Largs–Cumbrae Slip, reflecting their role as high-frequency island routes supporting residents, visitors, vehicles and commercial traffic.
- Gourock–Dunoon and Gourock–Kilcreggan carried lower volumes in comparison, reflecting different service types and journey patterns, including passenger-only provision on some services.

Appendix B – Clyde North performance

	Priority 1: Reliable and resilient			Priority 2: Accessible					Priority 3: Integrated	
	Reliability	Weather Cancellations	Technical Cancellations	Actual Capacity vs Scheduled	Average Vehicle Deck Utilisation	Average Passenger Utilisation	Customer Satisfaction (OSAT)	Customer Trust	Islander Satisfaction (OSAT)	Islander Trust
Targets	≥ 90%	N/A	≤ 3.5%	N/A	≥ 44%	N/A	≥ 82%	≥ 71%	≥ 75%	≥ 60%
Network performance	**87%**	**8%**	**4%**	**90%**	**44%**	**10%**	**80%**	**71%**	**70%**	**52%**
Clyde North	**87%**	**8%**	**4%**	**93%**	**34%**	**8%**	**86%**	**69%**	**81%**	**55%**
Colintraive - Rhubodach	91%	4%	5%	92%	18%	3%	95%	100%	90%	100%
Gourock - Dunoon	71%	17%	11%			6%	71%		66%	
Gourock - Kilcreggan	83%	17%	0%			6%	68%		61%	
Largs - Cumbrae Slip	96%	4%	0%	100%	40%	9%	81%	52%	75%	32%
Wemyss Bay - Rothesay	91%	7%	2%	89%	49%	14%	92%	81%	86%	70%

Appendix B – Clyde North carryings

	Shipped Passengers	Shipped vehicles	Shipped CVs	Shipped CV(m)
Network total	**1,418,560**	**493,722**	**37,837**	**437,383**
Clyde North Total	**612,083**	**190,561**	**9,646**	**98,987**
Colintraive - Rhubodach	61,243	34,086	3,217	35,216
Gourock - Dunoon	68,383	-	-	-
Gourock - Kilcreggan	16,677	-	-	-
Largs - Cumbrae Slip	214,677	72,619	2,442	23,001
Wemyss Bay - Rothesay	251,103	83,856	3,987	40,771

Appendix B – Clyde South summary

Clyde South was one of the most challenged regions in CP1, with performance heavily shaped by disruption on the Ardrossan–Brodick route. Carryings were also concentrated on this route, reflecting its role as the main Arran–mainland service.

Performance: what this shows

- Priority 1: Reliable and resilient — Regional reliability was below target across Clyde South as well the network average, with higher levels of technical and weather-related cancellations. Ardrossan–Brodick had the greatest impact on the regional position, reflecting the scale of disruption experienced on this key route.
- Priority 2: Accessible — Customer satisfaction and trust were below target at regional level. Vehicle deck utilisation was relatively high, particularly on Ardrossan–Brodick, showing continued demand even during a period of disruption.
- Priority 3: Integrated — Islander satisfaction and trust were significantly below target, reflecting the impact disruption had on Arran communities, where confidence in being able to plan and travel is especially important.

Carryings: what this shows

- Carryings in Clyde South were concentrated on Ardrossan–Brodick, which is expected given its role as the main Arran–mainland route for residents, visitors, freight and access to services.
- On Ardrossan/Troon–Brodick, performance was largely affected by weather disruption, alongside some technical issues.
- The enhanced Claonaig–Lochranza service, did see increased utilisation through CP1, reflecting its role as an additional resilience route, particularly during the winter period, rather than the primary Arran route.

Appendix B – Clyde South performance

	Priority 1: Reliable and resilient			Priority 2: Accessible					Priority 3: Integrated	
	Reliability	Weather Cancellations	Technical Cancellations	Actual Capacity vs Scheduled	Average Vehicle Deck Utilisation	Average Passenger Utilisation	Customer Satisfaction (OSAT)	Customer Trust	Islander Satisfaction (OSAT)	Islander Trust
Targets	≥ 90%	N/A	≤ 3.5%	N/A	≥ 44%	N/A	≥ 82%	≥ 71%	≥ 75%	≥ 60%
Network performance	**87%**	**8%**	**4%**	**90%**	**44%**	**10%**	**80%**	**71%**	**70%**	**52%**
Clyde South	**76%**	**12%**	**11%**	**80%**	**54%**	**16%**	**68%**	**54%**	**55%**	**28%**
Ardrossan - Brodick	69%	10%	19%	79%	59%	18%	68%	53%	55%	28%
Claonaig - Lochranza	85%	14%	1%	86%	31%	7%	73%	42%	66%	17%
Tarbert LF - Lochranza	100%	0%	0%	0%	44%	10%	53%		50%	

Appendix B – Clyde South carryings

	Shipped Passengers	Shipped vehicles	Shipped CVs	Shipped CV(m)
Network total	**1,418,560**	**493,722**	**37,837**	**437,383**
Clyde South Total	**223,858**	**77,203**	**4,670**	**48,992**
Ardrossan - Brodick	206,832	68,855	4,119	43,587
Claonaig - Lochranza	16,414	8,044	534	5,248
Tarbert LF - Lochranza	612	304	17	157

Appendix B – Hebrides North summary

Hebrides North showed one of the stronger regional performance pictures in CP1, with regional reliability at target and customer and islander measures performing well. Carryings were concentrated on the major vessel routes, particularly Ullapool–Stornoway, reflecting their role in supporting longer-distance lifeline travel, freight and access to services.

Performance: what this shows

- Priority 1: Reliable and resilient — Regional reliability was at target at 90.0%, with technical cancellations relatively low at 2.2%. Weather cancellations remained a factor, particularly on more exposed routes, but the regional position was stronger than the network average. The route saw some impact from technical issues on MV Loch Seaforth resulting in a short period of reduced capacity.

- Priority 2: Accessible — Customer satisfaction and trust were ahead of target and the network average, with OSAT at 84% and customer trust at 79%. Vehicle deck utilisation was also high at 64%, reflecting strong demand for vehicle space across the region.

- Priority 3: Integrated — Islander satisfaction and trust were both above target at regional level, with islander OSAT at 77% and trust at 67%. This suggests a stronger customer and community experience in Hebrides North compared with some other parts of the network during CP1.

Carryings: what this shows

- Carryings in Hebrides North were concentrated on Ullapool–Stornoway, reflecting its role as the core mainland connection for Lewis and Harris and a key route for residents, visitors, vehicles and commercial traffic. Uig–Tarbert/Lochmaddy also carried significant demand, reflecting its role in connecting Skye, Harris and North Uist, and supporting both community travel and wider island connectivity.

- Berneray–Leverburgh carried lower volumes, which is expected given the different scale, vessel type and role of the route as an inter-island connection.

Appendix B – Hebrides North performance

	Priority 1: Reliable and resilient			Priority 2: Accessible					Priority 3: Integrated	
	Reliability	Weather Cancellations	Technical Cancellations	Actual Capacity vs Scheduled	Average Vehicle Deck Utilisation	Average Passenger Utilisation	Customer Satisfaction (OSAT)	Customer Trust	Islander Satisfaction (OSAT)	Islander Trust
Targets	≥ 90%	N/A	≤ 3.5%	N/A	≥ 44%	N/A	≥ 82%	≥ 71%	≥ 75%	≥ 60%
Network performance	**87%**	**8%**	**4%**	**90%**	**44%**	**10%**	**80%**	**71%**	**70%**	**52%**
Hebrides North	**90%**	**7%**	**2%**	**93%**	**64%**	**13%**	**84%**	**77%**	**79%**	**67%**
Berneray - Leverburgh	94%	6%	0%	93%	61%	17%	71%	70%	66%	62%
Uig - Tarbert/Lochmaddy	89%	5%	5%	94%	58%	10%	83%	76%	78%	67%
Ullapool - Stornoway	87%	11%	1%	91%	69%	16%	86%	79%	80%	67%

Appendix B – Hebrides North carryings

	Shipped Passengers	Shipped vehicles	Shipped CVs	Shipped CV(m)
Network total	**1,418,560**	**493,722**	**37,837**	**437,383**
Hebrides North Total	**154,618**	**67,213**	**9,826**	**134,863**
Berneray - Leverburgh	15,115	8,337	523	5,377
Uig - Tarbert/Lochmaddy	50,014	24,111	2,641	37,723
Ullapool - Stornoway	89,489	34,765	6,662	91,763

Appendix B – Hebrides South summary

Hebrides South showed a mixed picture in CP1. Customer and islander satisfaction were strong at regional level, but reliability was below target, reflecting the impact of weather and technical disruption on several longer and more exposed routes.

Performance: what this shows

- Priority 1: Reliable and resilient — Regional reliability was below target at 82.6%, with both weather and technical cancellations affecting performance. Longer routes such as Mallaig–Lochboisdale and Oban–Castlebay/Lochboisdale experienced greater pressure as they were heavily impacted by vessel absences and shared services as a result of technical issues across the network. Mallaig-Armadale was also impacted by vessel absences, with services cancelled to allow for vessels to be deployed elsewhere.

- Priority 2: Accessible — Customer satisfaction and trust were strong at regional level, with OSAT at 88% and trust at 78%. However, capacity delivered and vehicle deck utilisation varied by route, reflecting different service patterns and disruption impacts.

- Priority 3: Integrated — Islander satisfaction was above target at 79%, while islander trust was below target at 56%. This suggests that while many customers rated their experience positively, disruption continued to affect confidence in the service.

Carryings: what this shows

- Carryings in Hebrides South were spread across a range of routes, reflecting the region's mix of inter-island, mainland-island and longer-distance services.

- Sconser–Raasay carried some of the highest passenger and vehicle volumes in the region, which is expected given its role as a frequent short crossing supporting everyday travel between Raasay and Skye.

- Mallaig–Armadale and Ardmhor–Eriskay also carried significant demand, reflecting their importance for island access, local journeys and visitor travel.

- Longer major vessel routes, including Mallaig–Lochboisdale and Oban–Castlebay/Lochboisdale, carried lower volumes than the shorter high-frequency routes.

Appendix B – Hebrides South performance

	Priority 1: Reliable and resilient			Priority 2: Accessible					Priority 3: Integrated	
	Reliability	Weather Cancellations	Technical Cancellations	Actual Capacity vs Scheduled	Average Vehicle Deck Utilisation	Average Passenger Utilisation	Customer Satisfaction (OSAT)	Customer Trust	Islander Satisfaction (OSAT)	Islander Trust
Targets	≥ 90%	N/A	≤ 3.5%	N/A	≥ 44%	N/A	≥ 82%	≥ 71%	≥ 75%	≥ 60%
Network performance	**87%**	**8%**	**4%**	**90%**	**44%**	**10%**	**80%**	**71%**	**70%**	**52%**
Hebrides South	**83%**	**10%**	**6%**	**80%**	**34%**	**9%**	**88%**	**79%**	**78%**	**56%**
Ardmhor (Barra) - Eriskay	85%	15%	0%	83%	40%	13%	62%	36%	40%	14%
Mallaig - Armadale	56%	12%	24%	55%	71%	22%	92%	89%	86%	67%
Mallaig – Eigg / Muck / Rum / Canna	78%	15%	8%	70%	34%	10%	89%	83%	70%	53%
Mallaig - Lochboisdale	60%	18%	22%	62%	53%	16%	88%	78%	72%	50%
Oban – Castlebay / Lochboisdale	62%	24%	14%	68%	40%	6%	80%	70%	64%	48%
Sconser - Raasay	95%	4%	1%	92%	23%	6%	89%	95%	90%	86%

Appendix B – Hebrides South carryings

	Shipped Passengers	Shipped vehicles	Shipped CVs	Shipped CV(m)
Network total	**1,418,560**	**493,722**	**37,837**	**437,383**
Hebrides South Total	**73,548**	**31,415**	**1,575**	**16,633**
Ardmhor (Barra) - Eriskay	12,275	7,026	624	5,715
Mallaig - Armadale	15,894	5,169	4	37
Mallaig - Eigg/Muck/Rum/Canna	4,974	908	118	1,121
Mallaig - Lochboisdale	3,700	1,928	72	785
Oban - Castlebay/Lochboisdale	9,703	4,705	474	6,034
Sconser - Raasay	27,002	11,679	283	2,941

Appendix B – Kintyre summary

- Kintyre showed strong customer satisfaction and trust during CP1, but reliability was below target, mainly reflecting the impact of weather and disruption on key routes. Carryings were heavily concentrated on the Islay route, particularly for vehicles and commercial traffic.

Performance: what this shows

- Priority 1: Reliable and resilient — Regional reliability was below target at 85.8%, with weather cancellations a significant factor. Technical cancellations were within target overall, although performance varied by route. Services to Colonsay service were particularly affected by the lack of capable vessels arising from disruption elsewhere as well as the deployment of shared services across multiple routes.

- Priority 2: Accessible — Customer satisfaction and trust were strong at regional level, with OSAT at 86% and trust at 76%. Vehicle deck utilisation was also above target at 54%, reflecting strong demand for vehicle space, particularly on the Islay service.

- Priority 3: Integrated — Islander satisfaction was close to target at 73%, while islander trust was below target at 51%. This suggests that while many customers rated their experience positively, disruption continued to affect confidence in the service.

Carryings: what this shows

- Carryings in Kintyre were concentrated on Kennacraig–Islay, reflecting its role in the resident travel, visitor demand, freight and commercial traffic.

- The Islay route carried particularly high commercial traffic, with 5,220 commercial vehicles and 68,562 CV metres, showing its importance for island supply chains, local businesses and the wider economy, although this has been offset somewhat with a downturn in the whisky industry affecting Islay in particular.

- Tarbert–Portavadie and Tayinloan–Gigha carried lower volumes, reflecting their different roles, journey patterns, service frequency and the communities served.

Appendix B – Kintyre performance

	Priority 1: Reliable and resilient			Priority 2: Accessible					Priority 3: Integrated	
	Reliability	Weather Cancellations	Technical Cancellations	Actual Capacity vs Scheduled	Average Vehicle Deck Utilisation	Average Passenger Utilisation	Customer Satisfaction (OSAT)	Customer Trust	Islander Satisfaction (OSAT)	Islander Trust
Targets	≥ 90%	N/A	≤ 3.5%	N/A	≥ 44%	N/A	≥ 82%	≥ 71%	≥ 75%	≥ 60%
Network performance	**87%**	**8%**	**4%**	**90%**	**44%**	**10%**	**80%**	**71%**	**70%**	**52%**
Kintyre	**86%**	**11%**	**3%**	**87%**	**54%**	**9%**	**86%**	**73%**	**76%**	**51%**
Kennacraig - Islay	85%	12%	3%	92%	80%	13%	87%	75%	76%	51%
Kennacraig – Islay / C'say / Oban	70%	20%	8%	67%	44%	9%	88%	100%	85%	50%
Tarbert LF - Portavadie	87%	10%	3%	87%	21%	5%	91%	100%	79%	100%
Tayinloan - Gigha	85%	12%	2%	79%	41%	8%	86%	40%	81%	60%

Appendix B – Kintyre carryings

	Shipped Passengers	Shipped vehicles	Shipped CVs	Shipped CV(m)
Network total	**1,418,560**	**493,722**	**37,837**	**437,383**
Kintyre Total	**103,373**	**41,894**	**6,041**	**75,856**
Kennacraig - Islay	63,776	25,402	5,220	68,562
Kennacraig - Islay/C'say/Oban	3,217	1,221	198	2,373
Tarbert LF - Portavadie	19,423	7,526	83	640
Tayinloan - Gigha	16,957	7,745	540	4,282

Appendix C - KPI definitions and methodology

This appendix explains how the Key Performance Indicators (KPIs) in this report are defined, calculated and presented. The KPIs are used to assess progress against the CP1 Annual Plan and to show how strategic priorities translate into front-line delivery for customers, communities and stakeholders.

How results are reported

Results are reported for Contract Period 1, covering October 2025 to March 2026. Where useful, monthly results are also shown to highlight trends, changes in performance and the impact of disruption.

Targets are shown where a CP1 target was agreed. Measures marked as benchmarking had no formal CP1 target and are included to build an evidence base for future reporting and service planning.

Status methodology

Performance is shown using a red, amber and green assessment:

- Green — target achieved.
- Amber — performance within 5% of target.
- Red — performance more than 5% outside target.
- Baselining — reported for context, with no CP1 target.
- None due — no relevant actions were scheduled during CP1.

For measures where a lower result is better — for example cancellations, complaints or waste sent to landfill — the same approach is applied in reverse.

Data sources and interpretation

KPIs draw on operational, customer, corporate, workforce, engagement, retail, environmental and governance data.

Where possible, performance is shown at network, regional and route level. This helps show how services were experienced locally, rather than relying only on network-wide averages. Some indicators, including environmental measures, are tracked at network and/or vessel level and cannot be reliably attributed to individual routes.

Results should be read alongside the narrative in the main report. A single KPI does not always explain the full customer or community experience. Reliability, capacity, weather, vessel availability, customer confidence and local context can all affect how services are experienced.

Some customer and islander measures are based on survey responses and should be interpreted alongside operational performance, complaints and community feedback. Route-level results may also be more sensitive to smaller sample sizes or localised disruption.

Appendix C - KPI definitions and methodology

Priority and goal	Key performance indicator	Definition
PRIORITY ONE - Goal 1.1.1 Provide a consistently safe and reliable ferry service.	Vessel Availability %	Vessel availability measures the percentage of time a vessel is available for service, based on real-time hours lost against the total hours in the reporting period. It is calculated using a 24-hour day as the baseline, regardless of scheduled sailing hours. Planned overhaul periods are included, meaning vessels in overhaul are counted within total available hours. This provides a consistent view of fleet availability to support operational planning and performance monitoring.
	Technical Port & Vessel Cancellations %	Technical cancellations measure the percentage of scheduled sailings cancelled due to technical issues affecting the vessel or port infrastructure. This includes vessel faults and port-related issues, such as power outages or damage, that prevent safe boarding, disembarkation or operation of the scheduled service. The measure is based on the original timetable and reflects technical disruption across both vessels and ports.
	Reliability %	Reliability measures the percentage of scheduled sailings delivered against the original published timetable. It is calculated by subtracting cancelled scheduled sailings from the total number originally planned. Unlike the previous CHFS2 contractual reliability measure, this includes all cancellations, including weather and tidal cancellations, and excludes any additional sailings added after publication. This provides a transparent view of delivery against the published schedule.
	Punctuality %	Punctuality measures the percentage of scheduled sailings that arrived within the agreed lateness threshold, based on the original published timetable. A sailing is counted as late if it arrives more than 5 minutes late for journeys of 30 minutes or less, more than 10 minutes late for journeys of 31–90 minutes, or more than 15 minutes late for journeys over 90 minutes. The measure compares actual arrival times with scheduled arrival times and excludes additional sailings added after publication.
	Passenger Accident Ratio /100k PAX	Passenger accident ratio measures the number of passenger-related accidents per 100,000 passengers carried during the reporting period. It uses verified passenger boarding figures to provide a consistent view of safety performance relative to passenger volumes and supports monitoring of customer safety and welfare.
	Near Miss to Accident Ratio	Measures the number of near misses reported by staff and crew compared with the number of recorded accidents in the same period. A higher ratio can indicate stronger safety awareness, early risk identification and proactive reporting.

Appendix C - KPI definitions and methodology

Priority and goal	Key performance indicator	Definition
PRIORITY ONE - Goal 1.1.1 Provide a consistently safe and reliable ferry service.	Lost Time Injury Frequency	Measures the number of lost time injuries per one million hours worked. A lost time injury is a work-related incident that prevents an employee from carrying out normal duties for at least one full shift or working day.
	Vehicle Accident Ratio / 10k Veh	Measures vehicle-related accidents onboard vessels or at ports per 10,000 cars carried. It includes incidents during embarkation, disembarkation or while onboard, supporting monitoring of vehicle safety and operational procedures.
	MAIB Reportable Accidents %	Measures the percentage of recorded accidents that meet the criteria for reporting to the Marine Accident Investigation Branch. It supports monitoring of significant marine incidents and compliance with statutory reporting obligations.
PRIORITY ONE - Goal 1.2.1 Create greater trust, support stakeholders to be more informed, and foster stronger relationships.	Web Performance Report Publication %	Measures whether monthly Regional Performance Reports are published on the company website within the required timeframe, before the end of the calendar month following the reporting period.
	FOIs Published on Time %	Measures the percentage of Freedom of Information and Environmental Information requests responded to within the statutory 20 working day timeframe.
	Delivery Plans Published on Time %	Measures the percentage of delivery plans published on the company website within the agreed timelines set out in the Grant Agreement.
	Delivery Plan Milestones Delivered on Time %	Measures the percentage of delivery plan milestones completed within the agreed timescales for the reporting period.
	Board Minutes Published on Time %	Measures the percentage of Board minutes published on the company website within 20 working days of formal approval by the Board.
	Timetable Published on Time %	Measures the percentage of timetables published in line with agreed publication dates set through formal timetable consultation with Transport Scotland.

Appendix C - KPI definitions and methodology

Priority and goal	Key performance indicator	Definition
PRIORITY TWO - Goal 2.1.1 Provide a smooth, seamless and frictionless travel experience.	Customer OSAT %	Measures the percentage of customers who reported being satisfied or very satisfied with their journey, based on post-journey, onboard and departure port survey responses.
	Customer Trust %	Measures the percentage of customers who expressed a positive level of trust in CalMac, based on survey responses where customers selected agree or strongly agree.
	Customers Using Digital Systems	Measures the percentage of eligible bookings made through digital channels, showing customer uptake of online and self-service systems.
	Ease of Travel %	Measures the percentage of customers who agreed or strongly agreed that their journey was easy, based on customer survey responses.
	Complaints (per 100,000 passengers)	Measures the number of formal complaints received through official channels, expressed per 100,000 passengers carried.
	First Contact Resolution	Measures the percentage of customers who confirmed that their query was resolved during their first interaction with the Customer Engagement Centre.
PRIORITY TWO - Goal 2.1.2 Provide easier and more equitable access to ferry services.	Accessibility Complaints	Measures the number of formal complaints received that specifically relate to accessibility across CalMac services, including digital channels, ports, vessels or assistance.
	Accessibility Appreciations	Measures the number of positive comments received that specifically relate to accessibility, highlighting where customers recognise inclusive service improvements or support.

Appendix C - KPI definitions and methodology

Priority and goal	Key performance indicator	Definition
PRIORITY TWO - Goal 2.1.3 Ensure customers can book and travel when they need to, with fair fares and sufficient capacity.	Booked Capacity vs Utilised	Measures the percentage of booked vehicle deck capacity that was actually used on the day of travel, helping show unused capacity from no-shows or booking changes.
	B2B Utilisation %	Measures how effectively business-to-business / National Accounts customers use the lane metres they have block booked, excluding unused space where the sailing was cancelled by CalMac.
	Vehicle Deck Utilisation %	Measures the percentage of available vehicle deck space used during sailings, based on actual vehicle loading and the configured vessel capacity.
	Timetabled Connections	Measures the number of public transport connections advertised in published timetables, initially focused on train connections and used as a baseline for future reporting.
	Missed connections	Measures the percentage of advertised train connections likely missed because of ferry arrival delays, based on the connection times shown in published timetables.
PRIORITY THREE - Goal 3.1.1 Deliver a ferry service which more accurately reflects community needs	Islander OSAT %	Measures the percentage of island resident customers who reported being satisfied or very satisfied with their journey, based on post-journey, onboard and departure port survey responses.
	Islander Trust %	Measures the percentage of island resident customers who expressed a positive level of trust in CalMac, based on survey responses where customers selected agree or strongly agree.
	Community Engagement Hours	Measures the average number of hours per month that area managers spent actively engaging with communities and stakeholders in each area.

Appendix C - KPI definitions and methodology

Priority and goal	Key performance indicator	Definition
PRIORITY THREE - Goal 3.1.2 Build a strong, capable local workforce	Employees living locally %	Measures the percentage of employees who live within 15 miles of a mainland port operated by CalMac, or who are permanent residents of one of the islands served by the network.
	Staff Retention %	Measures the percentage of permanent employees who remained employed with the organisation year-on-year, excluding temporary and agency staff.
	Employees From Diverse Groups %	Measures workforce diversity. Current reporting is based on available diversity data and is limited by voluntary disclosure and data completeness.
	Staff Who Rate CalMac a Good Place to Work	Measures the percentage of employees who agreed or strongly agreed that they would recommend CalMac as a great place to work, based on staff survey responses.
PRIORITY THREE - Goal 3.1.3: Help communities thrive by supporting local businesses and creating lasting community value	Local Hot Food & Drinks Served Onboard %	Measures the percentage of onboard hot food and drink items sold that contain ingredients sourced from within Scotland.
	Local Retail Sold Onboard %	Measures the percentage of onboard retail items sold that originate from suppliers based in Scotland.
PRIORITY FOUR - Goal 4.1.1: Create a cleaner and healthier environment.	Waste Recycled %	Measures the percentage of waste recycled, based on waste contractor reports and manual calculations where contractor data is not available.
	Waste to Landfill %	Measures the percentage of waste sent to landfill, based on waste contractor reports and manual calculations where contractor data is not available.