Improving every journey

**Management Report
Contract Period 1
Month 1 (October 2025)**

Contents

Caledonian MacBrayne
Clyde & Hebridean Ferries

Monthly performance

1. Executive Summary

Overview

– Commenced the new ten-year Clyde & Hebrides Ferry Services (CHFS3) contract on 1st October 2025, shifting from a commercial to a public-service operational model. Stakeholder attention remains high following direct award and need to quickly demonstrate improvements in contract performance.

– October saw significant weather-driven disruption across the network, including the impact of Storm Amy which triggered multiple cancellations and route delays.

– The fleet continues to be challenged by vessel unavailability and protracted repairs of older ships, affecting schedule resilience and capacity.

– The phased return of long-out-of-service vessels has added valuable resilience to the fleet at a critical time, helping to offset the reduced availability caused by the planned overhaul programme.

Key Achievements

– Successful publication and launch of the new five-year Corporate Plan together with the Annual Business Plan for Contract Period 1, setting out strategic priorities, performance commitments and investment intentions for the CHFS3 contract.

– Implemented winter Claonaig-Lochranza service providing additional resilience to Arran while also exploring solutions to resolve crewing challenges to accommodate Sound of Barra additional sailings.

– MV Caledonian Isles began a phased return to service after an extended outage, restoring essential capacity on the Arran route as well as MV Argyll Flyer returning to service on Gourock-Dunoon after a 7-month period off service.

– Effective operational response during the period of severe weather, with strengthened customer communications and contingency planning mitigating network disruption.

– While still at an early stage, performance is already strong in several areas, with progress on a number of targets running appreciably ahead of plan.

Forward Look

– Maintain tight control over and monitoring of vessel overhauls to minimise schedule overruns and support punctual return to service across the fleet.

– Strengthen operational resilience ahead of further adverse weather by enhancing contingency planning, vessel deployment flexibility and customer communication.

– Actively plan for potential resilience risks, identifying mitigations in advance — including the assessment of suitable charter options where appropriate.

– Sustain proactive engagement with key stakeholders across the network to address major service issues and support effective joint problem-solving, including timetable development for Summer 2026 as well as new vessels while also continuing to incorporate maintenance windows within timetables.

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2. Service performance measures

Status	KPIs	Target	Month Actual	YTD Actual	YTD Variance
Performance* (Annex 1)					
🔴	Reliability %	90% or more	83.2%	83.2%	-6.8%
⚫	Actual Capacity vs Scheduled %	Benchmarking	87.1%	87.1%	N/A
⚫	Weather Cancellations %	NO TARGET	7.2%	7.2%	N/A
🔴	Technical Cancellations %	3.5% or lower	9.0%	9.0%	5.5%
Network Carryings* (Annex 2)					**YoY Variance**
⚫	Shipped Passengers	YoY comparison	354,829	354,829	-12,619 (-3.4%)
⚫	Shipped Cars	YoY comparison	113,766	113,766	-226 (-0.2%)
⚫	Shipped CVs	YoY comparison	6,776	6,776	-417 (-5.8%)
⚫	Shipped CV Metres	YoY comparison	78,759	78,759	-5,025 (-6.0%)
Custromer Satisfaction* (Annex 3)					
🟢	Customer OSAT %	82% or more	85.9%	85.9%	3.9%
🔴	Islander OSAT %	75% or more	72.6%	72.6%	-2.4%
🟢	Customer Trust %	71% or more	79.5%	79.5%	8.5%
🔴	Islander Trust %	60% or more	57.2%	57.2%	-2.8%
Health & Safety					
🟢	MAIB Reportable Accidents %	5% or lower	3.4%	3.4%	-1.6%
🟢	Near Miss to Accident Ratio	3 or more	3.3	3.34	0.34
🔴	Passenger Accident Ratio	2 or lower	2.6	2.6	0.6
🟢	Lost Time Injury Frequency	3 or lower	0	0	-3

3. Benefits Realisation Plan Performance

Status	KPIs		Month Actual	YTD Actual	YTD Variance
1. Improve transparency and accountability, with a focus on enhancing the visibility of key organisational information to better reflect passenger experience					
🟢	Web Performance Report Publication %	100%	100%	100%	0%
🟢	FOIs Published on Time %	95% or more	100%	100%	5%
🟢	Delivery Plans Published on Time %	90% or more	100%	100%	10%
🟢	Delivery Plan Milestones Delivered on Time %	90% or more	100%	100%	10%
🟢	Board Minutes Published on Time %	100%	100%	100%	0%
⚫	Timetable Published on Time %	90% or more	Dates not yet agreed		
2. Enhance resilience and reliability of the ferry service					
🔴	Vessel Availability %	96% or more	94.8%	94.8%	-1.2%
🔴	Technical Port & Vessel Cancellations %	3.5% or lower	9.3%	9.3%	5.8%
🔴	Reliability %	90% or more	83.2%	83.2%	-6.8%
🟢	Punctuality %	95% or more	95.9%	95.9%	0.9%
🔴	Passenger Accident Ratio	2 or lower	2.6	2.6	0.6
🟢	Near Miss to Accident Ratio	3 or more	3.3	3.34	0.34
🟢	Lost Time Injury Frequency	3 or lower	0	0	-3
🔴	Vehicle Accident Ratio	1.6 or lower	2.0	2.0	0.4
🟢	MAIB Reportable Accidents %	5% or lower	3.4%	3.4%	-1.6%
3. Optimise service performance by capacity and align transport provisions with customer and community needs					
🟢	Customer OSAT %	82% or more	85.9%	85.9%	3.9%
🟢	Customer Trust %	71% or more	79.5%	79.5%	8.5%
🔴	Customers Using Digital Systems	45% or more	41.4%	41.4%	-3.6%
🟢	Ease of Travel %	78% or more	82.6%	82.6%	4.6%
🟢	Complaints	41 or lower	33.5	33.5	-7.5
🟢	First Contact Resolution	67% or more	70.9%	70.9%	3.9%
4. Enhance stakeholder engagement, improve local decision-making processes and adapt quicker and more flexibly to local issues					
🔴	Islander OSAT %	75% or more	72.6%	72.6%	-2.4%
🔴	Islander Trust %	60% or more	57.2%	57.2%	-2.8%
⚫	Community Engagement Hours	Benchmarking	35.0	35.0	
5. Enhance and promote onward and connecting travel					
🟢	Booked Capacity vs Utilised	94% or more	94.60%	94.6%	0.6%
🔴	B2B Utilisation %	65% or more	60.1%	60.1%	-4.9%
🟢	Vehicle Deck Utilisation %	44% or more	52.8%	52.8%	8.8%
⚫	Timetabled Connections	Benchmarking	9,445	9,445	
⚫	Missed connections	Benchmarking	2.0%	2.0%	

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Status	KPIs		Month Actual	YTD Actual	YTD Variance
6.	**Improve the customer experience across all customer touchpoint with a specific focus on improving accessibility**				
🟢	Accessibility Complaints	5 or lower	1	1	-4
⚫	Accessibility Appreciations	Benchmarking	0	0	Benchmarking
⚫	Delivery of Accessibility Audit Actions on Time %	100%		0.0%	-100.0%
7.	**Implement strategies to improve environmental sustainability in the marine environment and the communities we serve**				
⚫	Scope 1 CO_2 Emissions (Under Review)	Benchmarking	Definition under review	Definition under review	
🟢	Waste Recycled %	60% or more	61.0%	61.0%	1.0%
🟢	Waste to Landfill %	25% or lower	21.0%	21.0%	-4.0%
8.	**Increase and monitor proposals to recruit more local staff**				
⚫	Employees living locally %	Benchmarking	Annual Measure	Annual Measure	
⚫	Staff Retention %	94% or more	Annual Measure	Annual Measure	
⚫	Employees From Diverse Groups %	Benchmarking	Annual Measure	Annual Measure	
⚫	Staff Who Rate CalMac a Good Place to Work	Benchmarking	Annual Measure	Annual Measure	
9.	**Increase our partnership with local retailers**				
🟢	Local Hot Food & Drinks Served Onboard %	65% or more	69%	69.0%	4.0%
🔴	Local Retail Sold Onboard %	50% or more	46%	46.0%	-4.0%
⚫	Community Initiatives Funded	Setting up	Annual Measure	Annual Measure	

For any service performance measures or key performance indicators rated as red, a comprehensive commentary is provided below to explain the reasons for the variance. This section also details the actions being taken to resolve the issues and restore performance to green status, thereby ensuring transparency and proactive management of our performance objectives.

Status	KPIs	Commentary
🔴	Vessel Availability %	There was a total of 15 technical incidents this month. While the KPI hasn't met the target, this is the third month in a row where there has been improvement. The return of MV Argyll Flyer from a long term technical incident part way through the month should hopefully mean that the KPI further improves again next month - it accounted for over 600 hours lost this month.
🔴	Technical Port & Vessel Cancellations %	Of the total 1,118 technical cancellations reported, 968 were attributed to issues with two vessels: the MV Argyll Flyer experienced 500 cancellations owing to exhaust problems, resulting in the Gourock/Dunoon route operating with only one vessel, while the MV Loch Fyne accounted for 468 cancellations due to damage sustained to its forward ramp whilst serving the Colintraive/Rhubodach route.
🔴	Reliability %	In addition to technical cancellations, there were 1,036 weather-related cancellations. Of these, 642 occurred between October 2nd and 6th due to storm Amy.
🔴	Passenger Accident Ratio	There was a total of 9 passenger accidents reported this month. This is more than double the same period last year, however carryings remained relatively consistent. The ratio has improved from the previous month however and it is expected that the number of accidents will continue to decrease as is usual in the winter months.
🔴	Vehicle Accident Ratio	Much like passenger accidents, vehicle accidents continue to exceed the threshold. The number of vehicle accidents this month were over double that of the same period last year but carryings were basically the same, leading to the increased ratio. This could be attributed to the fact that there have been a few vessels out of service due to technical issues, leading to busier sailings (either due to smaller vessels or lack of vessels). As is usual, most of the vehicle accidents happened on vessels.

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Status	KPIs	Commentary
🔴	Customers Using Digital Systems	Digital sales and revenue in October 2025 showed year-on-year growth compared to 2024, reflecting continued platform engagement; however, month-on-month figures declined versus September, driven by seasonal factors such as reduced demand following the end of summer season, the shift to the winter timetable, technical disruptions, and weather, including Storm Amy, which also contributed to the downturn.Enhancements to the website, app, and eBooking systems are ongoing to improve the overall customer experience.
🔴	Islander OSAT %	From a YoY perspective the score almost mirrors October 24's score, Islander dissatisfaction feedback themes focus on availability to book preferred sailing, boarding esp foot pax and service disruption. Overall steady performance within the context of winter timetable launch and impact of weather and vessel disruptions this month.
🔴	Islander Trust %	The score for Oct 25 represents a 2.5% increase from the previous year. Themes in feedback for all island responses are disruption due to weather our technical, communication of changes, difficulty booking on preferred sailings. Often islanders are feel the impact of disruption more due to nature of their journeys/frequency of travel. Overall this is a steady performance within the context of winter timetable launch and impact of weather and vessel disruptions this month.
🔴	B2B Utilisation %	Refreshed Terms and Conditions for block booked customers commenced 20th October, and if terms are breached space will be charged for. This will see an improvement in utilisation.
🔴	Local Retail Sold Onboard %	Slight increase due to proportion of regular users (smaller purchases) and alcohol trade.

4. Network Performance

Annex 1

Region	Route	Reliability %	Actual Capacity vs Scheduled %	Weather Cancellations %	Technical Cancellations %
Argyll	Fionnphort - Iona	92.3%	91.9%	7.7%	0.0%
	Fishnish - Lochaline	96.9%	105.3%	3.1%	0.0%
	Gallanach - Kerrera	98.8%	64.3%	1.3%	0.0%
	Oban - Coll/Tiree	87.0%	91.5%	9.3%	3.7%
	Oban - Colonsay	84.0%	86.0%	16.0%	0.0%
	Oban - Craignure	86.4%	89.4%	10.8%	0.2%
	Oban - Lismore	93.4%	86.7%	6.6%	0.0%
	Tobermory - Kilchoan	87.8%	87.8%	9.1%	3.0%
	Argyll Total	**93.4%**	**93.2%**	**5.8%**	**0.4%**
Clyde North	Colintraive - Rhubodach	70.9%	74.6%	5.0%	24.2%
	Gourock - Dunoon	56.2%		5.4%	37.5%
	Gourock - Kilcreggan	94.7%		5.3%	0.0%
	Largs - Cumbrae Slip	94.8%	94.7%	5.3%	0.0%
	Wemyss Bay - Rothesay	89.3%	88.6%	4.7%	6.0%
	Clyde North Total	**78.3%**	**84.3%**	**5.1%**	**16.4%**
Clyde South	Ardrossan - Brodick	81.4%	82.1%	15.0%	3.2%
	Claonaig - Lochranza	89.1%	89.1%	10.9%	0.0%
	Tarbert LF - Lochranza	100.0%	100.0%	0.0%	0.0%
	Clyde South Total	**85.1%**	**83.7%**	**13.0%**	**1.6%**
Hebrides North	Berneray - Leverburgh	94.3%	96.7%	5.1%	0.6%
	Uig - Tarbert/Lochmaddy	93.6%	97.8%	5.8%	0.0%
	Ullapool - Stornoway	84.0%	112.2%	9.6%	0.0%
	Hebrides North Total	**90.5%**	**105.0%**	**6.9%**	**0.2%**
Hebrides South	Ardmhor (Barra) - Eriskay	88.6%	87.8%	11.4%	0.0%
	Mallaig - Armadale	36.7%	47.9%	9.2%	39.0%
	Mallaig - Eigg/Muck/Rum/Canna	64.2%	79.5%	13.6%	22.2%
	Mallaig - Lochboisdale	76.5%	76.5%	23.5%	0.0%
	Oban - Castlebay/Lochboisdale	75.0%	64.4%	25.0%	0.0%
	Sconser - Raasay	89.7%	77.5%	7.3%	3.1%
	Hebrides South Total	**72.7%**	**70.2%**	**10.7%**	**12.9%**
Kintyre	Kennacraig - Islay	86.8%	94.6%	13.2%	0.0%
	Kennacraig - Islay/C'say/Oban	25.0%	26.8%	75.0%	0.0%
	Tarbert LF - Portavadie	91.1%	89.2%	8.9%	0.0%
	Tayinloan - Gigha	82.7%	82.0%	16.8%	0.5%
	Kintyre Total	**86.9%**	**89.5%**	**12.9%**	**0.2%**
	Grand Total	**83.2%**	**87.1%**	**7.2%**	**9.0%**

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Annex 2

Region	Route	Shipped Passenger	Shipped CVs	Shipped CV Metres	Shipped Cars
Argyll	Fionnphort - Iona	12,664	32	295	814
	Fishnish - Lochaline	13,120	402	4,283	6,612
	Gallanach - Kerrera	3,646	15	103	221
	Oban - Coll/Tiree	4,226	210	2,476	1,832
	Oban - Colonsay	1,065	17	180	502
	Oban - Craignure	38,857	463	4,499	11,045
	Oban - Lismore	2,060	31	239	715
	Tobermory - Kilchoan	2,778	2	0	836
	Argyll Total	**78,416**	**1,172**	**12,074**	**22,577**
Clyde North	Colintraive - Rhubodach	12,364	571	6,077	6,431
	Gourock - Dunoon	13,748	0	0	0
	Gourock - Kilcreggan	3,978	0	0	0
	Largs - Cumbrae Slip	43,840	279	2,472	14,136
	Wemyss Bay - Rothesay	51,927	714	7,601	16,253
	Clyde North Total	**125,857**	**1,564**	**16,150**	**36,820**
Clyde South	Ardrossan - Brodick	50,932	782	8,620	16,190
	Claonaig - Lochranza	5,248	98	919	2,368
	Tarbert LF - Lochranza	87	1	7	41
	Clyde South Total	**56,267**	**881**	**9,545**	**18,599**
Hebrides North	Berneray - Leverburgh	4,420	143	1,445	2,123
	Uig - Tarbert/Lochmaddy	13,899	482	6,584	6,083
	Ullapool - Stornoway	23,293	1,162	16,192	8,453
	Hebrides North Total	**41,612**	**1,787**	**24,221**	**16,659**
Hebrides South	Ardmhor (Barra) - Eriskay	2,982	104	994	1,460
	Mallaig - Armadale	8,511	3	25	2,383
	Mallaig - Eigg/Muck/Rum/Canna	1,499	33	325	227
	Mallaig - Lochboisdale	2,640	44	521	1,316
	Oban - Castlebay/Lochboisdale	2,407	84	1,104	1,096
	Sconser - Raasay	8,180	53	534	3,044
	Hebrides South Total	**26,219**	**321**	**3,502**	**9,526**
Kintyre	Kennacraig - Islay	16,903	961	12,472	5,797
	Kennacraig - Islay/C'say/Oban	129	7	97	41
	Tarbert LF - Portavadie	5,781	15	113	2,171
	Tayinloan - Gigha	3,645	68	586	1,576
	Kintyre Total	**26,458**	**1,051**	**13,266**	**9,585**
Grand Total		**354,829**	**6,776**	**78,759**	**113,766**