Date: 21.02.2023

Dear Edward Mountain MSP,

I am writing in response to your email of 16 February 2023 which requested some further information in advance of the upcoming Net Zero, Energy and Transport Committee Inquiry into a Modern and Sustainable Ferry Service for Scotland.

The following pages provide answers to the questions raised in your last letter. I hope that these answers will help support the inquiry, which I look forward to attending this week.

Yours sincerely,

Robbie Drummond
Chief Executive of CalMac Ferries

The Committee seeks detail of the Customer Satisfaction score and how this is measured. I note the David MacBrayne Group Annual Report for 2022 shows a customer satisfaction score of 85% (meeting the target of 85%). We are interested in how this figure is calculated and whether it can be disaggregated further, such as to show satisfaction among different categories of travellers (for example, island residents, people who have made fewer than three journeys in a year).

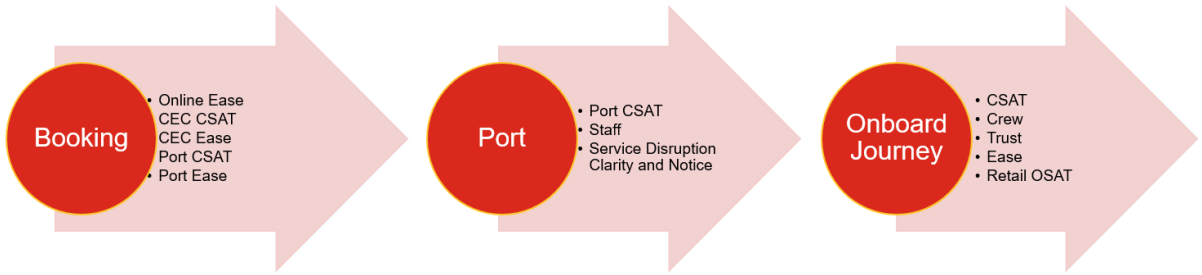
The Committee notes CalMac "also measure other metrics which are more sensitive to disruption and capacity issues such as 'trust' and 'ease of journey'."

Can you provide the "trust" and "ease of journey" figures, plus any other customer satisfaction indicators, for the last three years.

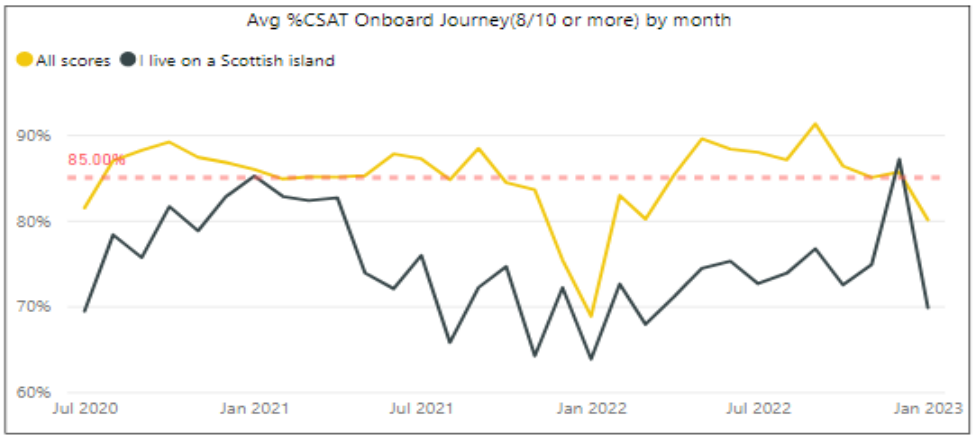
Customer Satisfaction and feedback on CFL service is measured and collated in a number of ways. The Customer Experience measures that we report on are predominantly gathered through our BAU Survey program. Survey responses are currently collated through the following channels:

- Email sent to all customers who have booked
- Email sent to all booked customers who have travelled (combined this totalled 383,000 in 2021-2022)
- Survey advertised on back of tickets
- A link to the survey on our onboard wi-fi

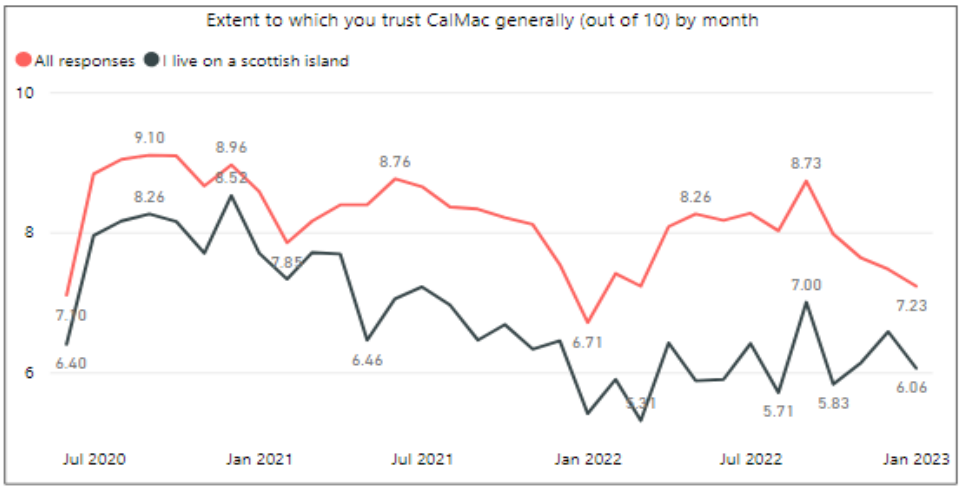
The customer experience metrics used cover three channels, 8 touchpoints and 32 metrics. Below is a summary:

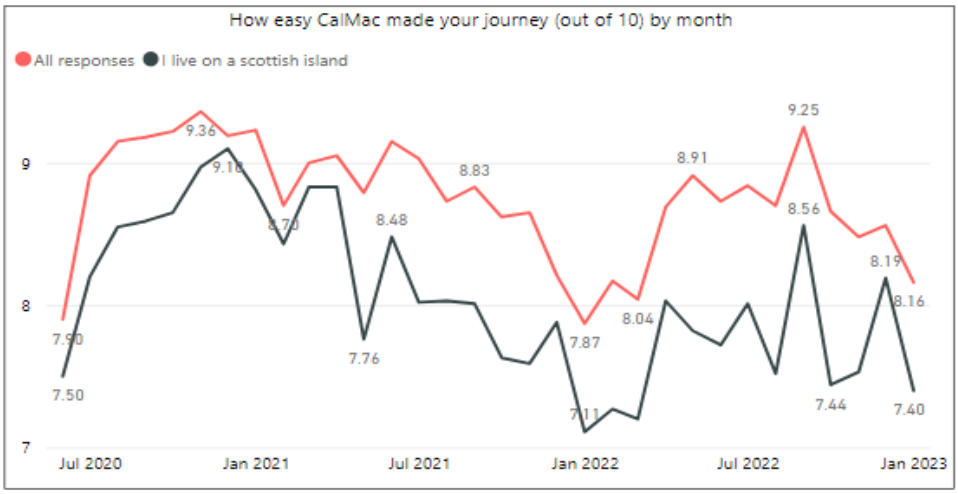


Summary: Key metric scores for the past 3 years:



CSAT = % of customers who score 8, 9 or 10 for the CSAT question.





Within our surveys, there are also many free-text comments from customers which are analysed to identify themes and areas of improvement and to better understand the reasons behind scores.

Communication and Review

Results are distributed in a report and dashboard which contains the scores for each metric, as well as the scores that show only island resident responses. In addition to island residents, results can also be split by age band, frequency of travel, new customers and reason for travel. Customer comments are also passed on to stakeholders for review and to respond if required.

Insight Forums and Action

The insight gathered from customer surveys and research support and inform the customer experience strategy and many other commercial and company plans. At a more local level, the business are owners, channel managers and key stakeholders review the results for their own area and develop local action plans. Results are formally reviewed and discussed during:

- Customer Insights Forum (Internal) – actions agreed and tracked.
- Customer Steering Group (Internal and External) – With CalMac representatives from various departments as well as members of the Ferry Committee.

Some recent improvements as a result of customer experience measurement and customer research includes:

- Disruption toolkit
- Toilets and other facility improvements
- Improvement of pet facilities and pet ticketing
- Way-finding signage at Ardrossan port
- Retail food offers
- The new e-booking platform
- Customer Experience profiles by route
- Signage
- Haulier Meals
- Accessibility

From spring this year, we will see the move from our inhouse collation and measurement of customer experience metrics to working with an industry leader to provide a customer experience measurement platform. The platform will expand our listening points and methods of collection, produce touch-point specific scorecards and combined with operational data. We will benefit from near real-time monitoring of metrics and customer sentiment, and closed feedback loops.

Other customer research

In addition to monitoring and tracking customer experience metrics, we also have a research strategy that works with leading agencies and ensures all project and commercial initiatives are insight-driven and customer focused. For example:

- Face to face interviews and surveys
- Mystery passenger programme plus accessible mystery passenger programme
- Ticketing and journey planning
- Focus groups to support product development
- Track brand sentiment and traveller intentions

The Key Performance Indicators in the report on reliability and punctuality show—

CHFS Reliability and Punctuality 2020 to 2022:

Fiscal Year Name	Contractual Reliability %	Contractual Punctuality %	Operated Sailings
FY 2019/20	99.58%	99.69%	159,888
FY 2020/21	99.58%	99.89%	117,039
FY 2021/22	98.76%	99.63%	152,275

The Committee request further details of how these figures are calculated, plus—

- **How many planned/scheduled sailings were there and how many of these ended up taking place (the operated sailings figure)?**

Before answering this question, we thought it would be helpful to provide definitions of each of the key data points captured.

- Scheduled sailings – Number of sailings as published within the timetable
- Cancelled sailings – Number of sailings within the published timetable that were cancelled
- Scheduled Sailings Delivered (%) – Also known as actual reliability, this is the percentage of scheduled sailings completed
- Additional sailings – Number of additional sailings delivered over and above the published timetable
- Operated sailings – Number of scheduled sailings minus cancelled sailings, plus any additional sailings delivered (total net sailings delivered)
- Operated sailings (%) – Operated sailings as a percentage of scheduled sailings

We openly publish all sailings performance data by route which includes contractual and actual performance, cancelled sailings for weather and technical, and additional sailings.

The number of scheduled sailings compared with those that were delivered can be found in Table 1 below. The total number of additional sailings delivered has also been provided.

Table 1 – Sailing Breakdown by Financial Year

Financial Year	*Scheduled Sailings*	*Cancelled Sailings*	*Scheduled Sailings Delivered (%)*	*Additional Sailings*	*Total Operated Sailings*	*Operated sailings (%)*
FY 2019/20	162,916	8,347	94.88%	5,319	159,888	98.14%
FY 2020/21	119,420	7,115	94.04%	4,734	117,039	98.01%
FY 2021/22	157,105	10,825	93.11%	5,996	152,276	96.93%

How is "contractual reliability" defined and how do the reported reliability figures compare to the one requested above on planned/scheduled sailings and those which actually took place?

For the purposes of the CHFS contract, contractual reliability is the percentage of sailings completed (i.e. not cancelled or returned to departure port) according to the published timetable. Where the sailing is not completed because of reasons outwith CalMac's control, this is excluded for the purposes of contractual performance reporting,

This is due to marine legislation which prohibits anyone seeking to influence or apply commercial pressure to vessel crew to sail in conditions which are deemed unsafe, such as adverse weather.

The contract also goes further to exempt against reasons which enhance the provision of lifeline services such as, medical emergencies, bereavement issues, emergency situations and cascading vessels to support elsewhere within the network.

The total list of causes considered within CalMac's control can be found in Table 2.

Table 2 – Disruption Causes within CalMac's Control

Cause description	Qualifying relief event
Bunkering issues	Used if bunkering causes a delay e.g. tanker delayed or slower pump.
Ballast operations	Typically used when shifting or adjusting of ballast causes delay to planned timetables.
Mechanical problems (ship)	Mechanical Problems (ship). e.g. ramp failure, engine breakdowns
Mechanical problems (shore)	Mechanical Problems (shore). e.g. passenger gangway breakdown (CFL operated piers only)
Pier work (operator or under HOA)	Pier Work (Operator or under HOA). Use for work carried out at CalMac operated piers
Volume of traffic	To be used during very busy periods when large loads (>=70% vehicle utilisation) are causing delays
Vessel changeover	Used when vessels are cascaded to different routes to cover annual overhauls, causing unplanned interruptions to service
Substitute vessel (other reason)	Used when a vessel of lower specification is used for unplanned maintenance
Industrial dispute (operator)	Any delays or cancellations caused by strike action within the company
Berth not free (operator)	Used when another CalMac berth is blocking the berth causing interruptions to service

Actual reliability is defined as the percentage of sailings completed according to the published timetable, regardless of cause. This represents the real experience of users.

The comparison of contractual reliability to actual reliability can be found in Table 3. As can be seen below, actual reliability is typically around 5% lower than contractual reliability. However, once additional sailings are considered, operated sailings (as a percentage of scheduled sailings) are between 1-2% lower than contractual reliability.

Table 3 – Contractual v actual reliability

Financial Year	Contractual reliability %	Actual Reliability %	Operated Sailings (%)
FY 2019/20	99.58%	94.88%	98.14%
FY 2020/21	99.58%	94.04%	98.01%
FY 2021/22	98.91%	93.11%	96.93%

How is “contractual punctuality” defined and how many scheduled sailings departed later than timetabled?

Contractual punctuality is the percentage of sailings that arrived on time according to the published timetable (‘on time’ is defined as arrival within 5 and 15 minutes of the published arrival time which varies according to the route). Similar to contractual reliability, when delays are experienced for reasons outwith CalMac’s control, these are considered to be delivered on time for the purposes of the contract.

The comparison between contractual punctuality and actual punctuality can be found in Table 4.

Table 4 – Contractual v Actual Punctuality

Financial Year	**Contractual Punctuality %**	**Actual Punctuality %**
FY 2019/20	99.69%	96.17%
FY 2020/21	99.90%	97.26%
FY 2021/22	99.61%	96.71%

Of scheduled sailings which did not take place, can you provide data on the reasons for cancellation? For example, how many did not take place because of weather, mechanical faults and others. The Committee also requests data on the reasons for cancellations broken down by route.

Details of scheduled sailings which did not take place can be found in Table 5. Reason for cancellations broken down by route can also be found in Appendix 1. Due to the size of this data set, data for FY 2021/22 only is included in Appendix 1 as this was the largest year for cancellations.

Table 5 – Cancelled Sailings by Cause

Disruption Cause Name	*FY 2019/20*	*FY 2020/21*	*FY 2021/22*
*Action of blue light services**	6	5	7
Adverse weather	6,311	4,550	5,113
All others	5	7	43
*Bereavement issues**		2	
*Berth not free (cal mac)**	2		
*Berth not free (external) **			28
Bunkering issues		2	10
*Bunkering issues**		2	
*Drills on passage**		2	
*Force majeure event**	135	1,194	2,053
Livestock sailing			5
*Mechanical problems (ship)**	1,064	498	1,678
*Mechanical problems (shore)**	109	18	25
*Medical emergency**	6	8	1
Navigational issues	7	3	10
No call required	18	35	12
*Pier work (external)**	220	44	16
Scot government approved	120	485	1,551
*Ship involved in emergency**	7	6	14
*Sub vessel (other reason)**	3	2	2
Substitute vessel (ann o/haul)			5
Very high tide	15	171	81
Very low tide	207	81	167
Vessel changeover	1		4
*Vessel redeployed**	91		
Total	**8,347**	**7,115**	**10,825**

*Causes marked * are considered to be within CalMac's control*

Appendix 1 – Causes of Cancelled Services by Route (FY 2021/22)

Route Name	*ACTION OF BLUE LIGHT SERVICES**	*ADVERSE WEATHER*	*ALL OTHERS*	*BERTH NOT FREE (EXTERNAL) **	*BUNKERING ISSUES*	*FORCE MAJEURE EVENT**	*LIVESTOCK SAILING*	*MECHANICAL PROBLEMS (SHIP)**	*MECHANICAL PROBLEMS (SHORE)**	*MEDICAL EMERGENCY**	*NAVIGATIONAL ISSUES*	*NO CALL REQUIRED*	*PIER WORK (EXTERNAL)**	*SCOT GOVERNMENT APPROVED*	*SHIP INVOLVED IN EMERGENCY**	*SUB VESSEL (OTHER REASON)**	*SUBSTITUTE VESSEL (ANN O/HAUL)*	*VERY HIGH TIDE*	*VERY LOW TIDE*	*VESSEL CHANGEOVER*	*TOTAL*
Ardmhor (Barra) - Eriskay		200	4			18		85						12				1			**320**
Ardrossan - Brodick		337				150		32	2				13	263	1						**798**
Ardrossan - Campbeltown		4				4		35													**43**
Berneray - Leverburgh		94	10			20		38											70	2	**234**
Claonaig - Lochranza		74				12		22						16					3		**127**
Colintraive - Rhubodach		361				255		66						86							**768**
Fionnphort - Iona	3	420						14											2		**439**
Fishnish - Lochaline		29						10													**39**
Gallanach - Kerrera		122				18		2			4	11		2	2						**161**
Gourock - Dunoon	2	901	2		10	166		73						150				1			**1,305**
Gourock - Kilcreggan		398	4			150		60							2			24	2		**640**
Kennacraig - Islay		55				25		77						40			1			2	**200**
Kennacraig - Islay/C'say/Oban		14						27						7							**48**
Largs - Cumbrae Slip		308	18			377		273		1	2		1		1						**981**
Mallaig - Armadale		213	4			12		40	6					402	2			1	2		**682**
Mallaig - Eigg/Muck/Rum/Canna		169	1			1	1	10	15								3		22		**222**

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Route Name

	ACTION OF BLUE LIGHT SERVICES*	ADVERSE WEATHER	ALL OTHERS	BERTH NOT FREE (EXTERNAL) *	BUNKERING ISSUES	FORCE MAJEURE EVENT*	LIVESTOCK SAILING	MECHANICAL PROBLEMS (SHIP)*	MECHANICAL PROBLEMS (SHORE)*	MEDICAL EMERGENCY*	NAVIGATIONAL ISSUES	NO CALL REQUIRED	PIER WORK (EXTERNAL)*	SCOT GOVERNMENT APPROVED	SHIP INVOLVED IN EMERGENCY*	SUB VESSEL (OTHER REASON)*	SUBSTITUTE VESSEL (ANN O/HAUL)	VERY HIGH TIDE	VERY LOW TIDE	VESSEL CHANGEOVER	TOTAL
Mallaig - Lochboisdale		14				10		35						113							**172**
Oban - Castlebay/Lochboisdale		72				18		24						29			1				**144**
Oban - Coll/Tiree		108				18	1	6						1				1			**135**
Oban - Coll/Tiree/Castlebay							3							9							**12**
Oban - Colonsay		16				3		10						15		2					**46**
Oban - Craignure		115				43		59	2		1			92							**312**
Oban - Lismore		71				18		21				1						49	15		**175**
Sconser - Raasay	2	88						6			3										**99**
Tarbert LF - Portavadie		171				229		30						300	2				18		**750**
Tayinloan - Gigha		233		28				21													**282**
Tobermory - Kilchoan		88				54		4						12	2				33		**193**
Uig - Tarbert/Lochmaddy		57				3		39					2								**101**
Ullapool - Stornoway		123				29		20						2				1			**175**
Wemyss Bay - Rothesay		258				420		539							2			3			**1,222**
Total	**7**	**5113**	**43**	**28**	**10**	**2053**	**5**	**1678**	**25**	**1**	**10**	**12**	**16**	**1551**	**14**	**2**	**5**	**81**	**167**	**4**	

*Causes marked * are considered to be within CalMac's control*

Caledonian MacBrayne
Clyde & Hebridean Ferries