Island Community Impact Assessment (ICIA)

January 2023

This document will set out the steps CalMac Ferries Ltd (CalMac) followed during the completion of an Islands Community Impact Assessment (ICIA) for a new Advanced Standby proposal. The document will provide an overview of the scope of the assessment and explain the process that was adopted as set out in the Islands (Scotland) Act 2018.

The process followed is aligned to and references the following:
- Islands (Scotland) Act 2018, Section 7, Section 8 and Section 12. See Appendix 1
- Island Community Impact Assessment: Guidance and Toolkit. The guidance is issued under Section 11 of the Islands (Scotland)Act 2018 and relates to the duty imposed by Section 7 of the Act.
- The guidance and principles specified in the "Scottish Government Consultation Good Practice Guidance". Any exceptions to this will be justified and recorded.

Conducting Authority: CalMac

Island Scope: Network wide.

Island Representative Body: Recognised Island groups: The Arran Ferry Committee; The Mull/Iona Ferry Committee; CNES; The Campbeltown Ferry Committee; The Coll Ferry Committee; The Islay Community Council Ferry Committee (ICCFC); The Tiree; Transport Forum Meeting; The Sleat Transport Forum; The Mull/Iona Ferry Committee; The Ferries Community Board. Additional stakeholder groups may also be consulted upon request.

ICIA Purpose:

An ICIA is required under the Islands (Scotland) Act 2018 and as specified in the Islands (Scotland) Act 2018 the ICIA will:

- Describe the likely significantly different effects of the redevelopment of removal of the current waitlist functionality and the introduction of a new 'Advanced Standby' proposal.
- Assess the extent to which CalMac considers the introduction of a new Advanced Standby proposal as to improve or mitigate for communities, the outcomes resulting from it.

As specified in the Islands (Scotland) Act 2018 the ICIA, on completion of the ICIA, CalMac will have:

- Ensured that the communities are kept in mind throughout the new Advanced Standby proposal
- Helped to support strong, resilient and vibrant island communities.
- Helped to meet the four principles of fairness, integration, environmental protection (green) and inclusiveness that underpin the work to support island communities.
- Promoted the voice of island communities.
- Recognised that every person in Scotland has a right to live with dignity and to enjoy high quality public services wherever they live.

Timelines: The ICIA began on 01 September 2022 with consultation commencing 01 September also. Consultation was open for a 30-day period. Once consultation was completed, the completion of the impact assessment, documentation of findings, internal approval processes and publishing results will take approximately 6 weeks. The island communities in scope will be informed of expected timescales and justification provided for any changes to timescales if required. *Please note: The consultation deadline was extended until 14 October by request of our communities.*

Guidance: Scottish Government Islands Policy and Communities Team are available for guidance and support on the ICIA process.

Objective of ICIA:	Our objective is to employ the ICIA process to facilitate listening, consulting and engaging with our communities, to successfully improve our services in alignment with our communities' needs, providing the best customer and colleague experience possible.
Background:	The consultation followed a strict process, commencing on 5 September 2022 and finishing on 14 October 2022.

We provided our designated community forums with the consultation paper, including all details, a link to the feedback form and an enquiry page. Our consultation forums are CNES, Islay, Arran, Tiree, Mull, Campbeltown, Coll, Skye, and the Ferries Community Board.

Face-to-face engagement was offered upon request.

Forum members were encouraged to reach out to their communities and neighbouring island groups to gather as much opinion as possible.

Existing Waitlist Summary

Since 2017, and excluding Arran/Campbeltown routes, on average, circa 14,200 waitlist bookings were made, equating to around 274 per week. Kennacraig – Islay passengers often utilise the waitlist process, with almost 10% of traffic waitlisted.

- Anyone can book on the waitlist at present
- No payment is required until the booking is confirmed
- A waitlist is available until the day before the desired sailing
- Most in demand during peak periods, e.g. Summer
- Available space is regularly filled with waitlist customers, meaning we cannot always meet emergency or urgent travel needs.
- Customers can join a waitlist for unlimited sailings, even if intending to travel only once.

Terminology

Old naming convention	New naming convention
Waitlist ⟶	**Advanced Standby**
Standby ⟶	Standby

Definitions

Waitlist: a customer may join if deck space becomes wholly utilised. A customer will progress on the list if a booking is cancelled or amended, freeing space. We only take payment once space becomes available and the customer accepts. The waitlist remains open until the day before travel, with all unconfirmed waitlists cancelled on the day of travel.

Standby: a customer turns up on the day of travel and may join the 'Standby' queue if they don't have a pre-booked ticket. Subject to deck space availability, this is a first come, first served service. Therefore, we are not proposing any changes to the existing Standby process.

Advanced Standby: we propose to amend the existing 'Waitlist' service. Only those who meet the designated criteria may join in the future, and we will take payment. Advanced Standby is available until 12 hours before travel. We will provide a full refund if it isn't confirmed.

Proposal:

New 'Advanced Standby' Criteria

To better support our communities' needs, we propose implementing the following eligibility criteria for 'Advanced Standby':

- Vehicles carrying ambient, time-critical food or shellfish
- Emergency response, medical and military vehicles
- Customers with urgent medical appointments (excluding where NHS protocol applies)
- Close family critical illness, death or funerals
- Urgent vet appointments
- Vehicle bookings impacted by service disruption
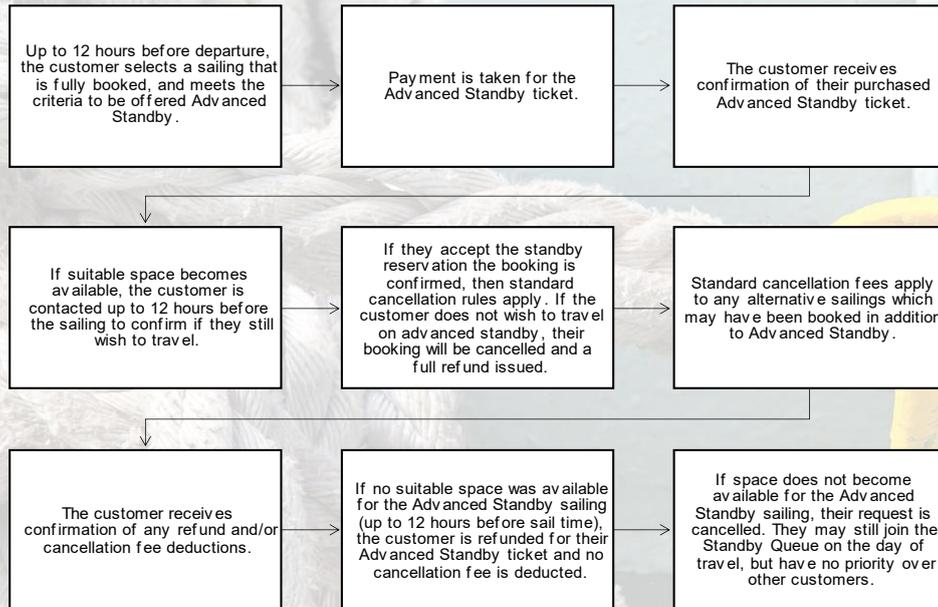- CalMac operations: critical travel during incident management.

Additional key changes:
- We will offer Advanced Standby to those who meet the criteria if their chosen sailing is full. It will be available until 12 hours before departure.
- Payment for an Advanced Standby ticket will be required.

'Advanced Standby' additional information

- If a place has not been confirmed within *12 hours* of the sailing, the Advanced Standby ticket is no longer valid. The customer may join the standby queue at the port on a first come, first served basis. Standby spaces are offered depending on suitable deck space.

- *If an Advanced Standby sailing becomes available, but the customer no longer wishes to travel, we will refund the ticket with no cancellation fee.*

- *If an Advanced Standby space is unavailable, we will refund the ticket with no cancellation fee.*

- Should the customer accept the place offered, the booking will become confirmed, and standard cancellation rules will apply.

- An Advanced Standby ticket does not guarantee the sailing and is only confirmed once contacted by Caledonian MacBrayne and accepted by the customer.

- We will only manage the process at the Ports – there will be no digital self-serve.

New 'Advanced Standby' Process

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┌─────────────────────────┐     ┌─────────────────────────┐     ┌─────────────────────────┐
│ Up to 12 hours before   │     │                         │     │ The customer receives   │
│ departure, the customer │     │ Payment is taken for the│     │ confirmation of their   │
│ selects a sailing that  │ ──> │ Advanced Standby ticket.│ ──> │ purchased Advanced      │
│ is fully booked, and    │     │                         │     │ Standby ticket.         │
│ meets the criteria to be│     │                         │     │                         │
│ offered Advanced Standby│     │                         │     │                         │
└─────────────────────────┘     └─────────────────────────┘     └─────────────────────────┘
            │
            v
┌─────────────────────────┐     ┌─────────────────────────┐     ┌─────────────────────────┐
│ If suitable space       │     │ If they accept the      │     │ Standard cancellation   │
│ becomes available, the  │     │ standby reservation the │     │ fees apply to any       │
│ customer is contacted   │ ──> │ booking is confirmed,   │ ──> │ alternative sailings    │
│ up to 12 hours before   │     │ then standard           │     │ which may have been     │
│ the sailing to confirm  │     │ cancellation rules      │     │ booked in addition to   │
│ if they still wish to   │     │ apply. If the customer  │     │ Advanced Standby.       │
│ travel.                 │     │ does not wish to travel │     │                         │
│                         │     │ on advanced standby,    │     │                         │
│                         │     │ their booking will be   │     │                         │
│                         │     │ cancelled and a full    │     │                         │
│                         │     │ refund issued.          │     │                         │
└─────────────────────────┘     └─────────────────────────┘     └─────────────────────────┘
            │
            v
┌─────────────────────────┐     ┌─────────────────────────┐     ┌─────────────────────────┐
│ The customer receives   │     │ If no suitable space    │     │ If space does not become│
│ confirmation of any     │     │ was available for the   │     │ available for the       │
│ refund and/or           │ ──> │ Advanced Standby sailing│ ──> │ Advanced Standby        │
│ cancellation fee        │     │ (up to 12 hours before  │     │ sailing, their request  │
│ deductions.             │     │ sail time), the customer│     │ is cancelled. They may  │
│                         │     │ is refunded for their   │     │ still join the Standby  │
│                         │     │ Advanced Standby ticket │     │ Queue on the day of     │
│                         │     │ and no cancellation fee │     │ travel, but have no     │
│                         │     │ is deducted.            │     │ priority over other     │
│                         │     │                         │     │ customers.              │
└─────────────────────────┘     └─────────────────────────┘     └─────────────────────────┘
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Caledonian MacBrayne Clyde & Hebridean Ferries

ICIA Process: The following process steps will be followed to conduct the ICIA. Further detail of the activities involved at each step is provided in Appendix 2.

Process Step Name	CalMac Activity	Dedicated stakeholder group activity	Status
1. **Develop a clear understanding of objectives**	• Outline the proposed objective of the change • Rationale for islands in scope • Outline expected impact to community • Consult with the Client Manager in Operational Planning and consider if Transport Scotland require approval or input to the change to service, policy or strategy	None required at this stage	Complete
2. **Gather data and identify stakeholders**	• Identify Stakeholders and create a stakeholder Matrix • Carry out informal feedback sessions • Review and collate relevant feedback from informal sessions • Identify sources of data – this is essential to ensure the full picture is identified and reviewed • Consider all data collected and analyse for any gaps or trends to help inform objective • Catalogue communication to date on proposed objective. This should show who it is from and how it was provided e.g., email	Provide CalMac with any relevant island surveys or data relevant to the objective	Complete
3. **Consultation**	• Think about the impact consultation would have on the change you are planning, will any	None at this stage	Complete

Process Step Name	CalMac Activity	Dedicated stakeholder group activity	Status
	feedback from the community result in a change to the service, policy or strategy you are proposing to change or do the communities require awareness of the change rather than having an opportunity to feed into it • You could be making a change where community input is key to the solution and there is scope to adapt the change to the service, policy or strategy based on feedback from the community • There could be gaps in the data gathering and consultation will help identify the gaps • Scale of the change should be considered and timings. Consultation may be desirable but the value of delivering the change quickly outweighs the benefit of consulting • Consult with Operational Planning on examples of consultations carried out previously		

Identify Scope of Consultation:

Conducting Business Area:	Customer Experience, Commercial Team/Operational Planning Team, Operations.
Island Scope:	Network wide.
Island Representative Body/Parties to be consulted:	Recognised island groups: The Arran Ferry Committee; The Mull/Iona Ferry Committee; CNES; The Campbeltown Ferry Committee; The Coll Ferry Committee; The Islay Community Council Ferry Committee (ICCFC); The Tiree; Transport Forum Meeting; The Sleat Transport Forum; The Mull/Iona Ferry Committee; The Ferries Community Board. Additional stakeholder groups may also be consulted upon request.
Purpose:	We recognise a need to continue with the principle of waitlisting however we need to amend the process to control the volume of customers taking advantage and ensure a fair opportunity for all for the use of last-minute available space on sailings. We are proposing to remove the waitlist option and move to a new model called Advanced Standby which would restrict the number of customers able to be waitlisted for multiple sailings. Full detail of the proposal is in the Advanced Standby Consultation doc found within the initial consultation pack.
Timelines:	The consultation will start 1 September 2022 and last for 30 days ending on 30 September 2022
Type of Consultation:	Written correspondence via email/forms, however, face to face consultation may be organised via the dedicated form within the consultation pack. This must be requested within the first 10 days of the consultation being open.

Process Step Name	CalMac Activity	Dedicated stakeholder group activity	Status
3. Consultation	• Identify Scope of Consultation • Draft Consultation questions, statement, or full proposal to be shared with Island Representative Body/Parties to be consulted • Ensure any consultation material is reviewed for tone of voice • Agree method of consultation. Consultations will be in the format of one on one (including a face to face, call or video call) or written such as email – consider accessibility for all parties and tailor consultation to each island where possible • Develop Communication Plan • Consider GDPR and management of personal data being collected– review and reference CalMac privacy notice on the website and/or engage with CalMac's Information Manager • Consider CalMac's wider Stakeholder engagement strategy and align where possible • Engage with CalMac's internal/colleague communication team as part of the plan prior to any public consultation to ensure alignment • Explain how responses will be collected, stored, shared, and managed • Notify stakeholders of consultation as per Communication Plan • Go live with consultation • Capture lessons learned from consultation process • Collate feedback from consultation • Review feedback and assess impact • Respond to feedback • Decisions and solutions for objective will come out of assessment • Carry out follow up consultations where required if iterative process	• Assist and accommodate CalMac where possible to facilitate consultation • Respond to consultation • Share awareness of consultation • Provide feedback during the consultation, which is to the best of your knowledge accurate and true • Feedback any lessons learned during consultation process	Complete
4. Assessment	• Analyse findings from Steps 1 to Step 3 • Address impacts by identifying mitigating solutions to reduce or remove the impact • Decide if impacts identified effects islands in scope differently, if yes then complete Step 5, if no, complete Step 6 • Collate Step 1 to Step 4 and document findings	None required at this stage	Complete
5. Preparing the ICIA	• Create an impact assessment for example a matrix with likelihood of impact, different	None required at this stage	Complete

	impacts on each island and significance of the difference • Decide on a suitable impact scale and ratting criteria • Consider further mitigations			
6. **Making adjustments to your work**	• Justify any mitigations with evidence and update objective accordingly • Capture lessons learned from ICIA process	• Feedback any lessons learned during ICIA process	Complete
7. **Publish the ICIA**	• Document all findings in an appropriate format • Obtain internal sign-off of ICIA • Publish on the CalMac Website	• Review output	In progress

Conclusion: Consultation feedback

The majority of the communities are in favour of Advanced Standby. We will now progress with the rollout plan to apply the new process consistently across all bookable routes. We have mapped the feedback into a themes matrix.

Key feedback theme	Comment/response
Confusion over terminology	Community feedback suggested confusion over the current Waitlist/Standby/Advanced Standby processes, with some customers saying they never even knew we had a 'Waitlist'. As a result, we have created additional guidance to help clarify (see pack).
Having to pay for two bookings (even if you do get refunded for one) to ensure you can travel will have an impact on people on low incomes at a time when we are facing a cost-of-living crisis.	To provide the best customer experience, we want to guarantee travel whenever possible and prevent duplicate booking requests to optimise deck space utilisation.
Questions about cancellation charges if you book another sailing but then get on the advanced standby and have to cancel the confirmed sailing.	Cancellation charges will apply if you cancel a confirmed sailing. However, you can amend it for free within the permitted time limitations.
"Another way to steal money from islanders"	Our proposal aims to support lifeline services and the community. The introduction of advance payment is twofold; to streamline customer experience on the day of travel once advance standby is confirmed and to minimise subscribing to multiple sailings with the intent only to use one.
"It will make it harder to change plans"	Cancellation charges will apply if you cancel a confirmed sailing. However, you can amend it for free within the permitted time limitations.
How will the criteria be applied?	We will apply criteria case-by-case, and the evidence asked for depends on the case. We reserve the right to verify suitability criteria if required.
No consideration appears to be being given to prioritise Island communities outside of emergency situations.	The criteria aim to align with community needs and provide cover for both urgent and emergencies whilst aligning to our existing emergency processes.
The outcome is essentially the same as before if all Waitlist/AS bookings are extinguished 12 hours prior to the sailing. To prove otherwise, CalMac must demonstrate with evidence that the sailing manifest is in fact always updated 12 hours prior	Our manifest operates in real time. Customers can utilise the 'Waitlist' 24 hours before travel. The 'Advanced Standby' proposal extends this up to 12 hours before travel. After that, customers can join the standby queue on the day of travel.

Key feedback theme	Comment/response
to sailing and that on routes like ours the Waitlist concept can actually have an impact.	
Confusion around process: Does the customer have to contact CalMac to confirm that they are still on the list or now definitely booked? How will you contact us out of hours?	For Advance Standby, we will contact customers by telephone if their requested sailing becomes available. In addition, we will provide a full refund to customers who have not received a confirmed Advanced Standby booking. We will call initially and then follow up by email. We will send cancellation and refund information via email. Timeframe - auto

Recommendations

➢ **We have listened to our communities, and 'Advanced Standby' will replace the old 'Waitlist' facility.**

➢ We will continue to review over a 6- and 12-month period and replicate the previously used ICIA process.

➢ We will start implementation whilst our old booking system (COMPASS) is in place and transition the process over to our new eBooking system when available.

➢ Whilst still using COMPASS: For the Ardrossan – Brodick route we will operate a cars only Advance Standby option for the 08:20am sailing from Brodick, Monday to Friday.

Alongside the proposed criteria, we recommend adding the following criteria to align with community need:

1. Hospitality – customers with confirmed accommodation bookings on the island (proof must be given).

2. Offshore workers returning home.

3. Council response vehicle bookings – i.e., replacement/additional gritting vehicles (only in times of inclement weather) and landslip repairs, burials, social care requirements (emergency/urgent appointments) and education requirements (supply teachers travelling to and from school).

Additional considerations

• Inconvenience versus actual need must be taken into consideration.

Approximate timelines

Executive 09/11/22	Transport Scotland 16/11/22	Community Board 02/12/22	Colleagues 5/12/22	Communities 5/12/22	Delivery (Jan 2023, date TBC)

Appendix 1 – Legislation Excerpts

Section 7:

7 Duty to have regard to island communities

(1)A relevant authority must have regard to island communities in carrying out its functions.

(2) In this Part, a "relevant authority" means a body, office-holder or other person listed in the schedule.

(3)The Scottish Ministers may by regulations amend the schedule by—

(a)adding an entry for any person, body or office-holder,

(b)varying the description of an entry, or

(c)removing an entry

Section 8:

8Island communities' impact assessment

(1)A relevant authority must prepare an island communities impact assessment in relation to a—

(a)policy,

(b)strategy, or

(c) service, which, in the authority's opinion, is likely to have an effect on an island community which is significantly different from its effect on other communities (including other island communities) in the area in which the authority exercises its functions.

(2)Subsection (1) applies to the development, delivery and redevelopment of the policy, strategy or service (as the case may be).

(3)An island communities impact assessment prepared under subsection (1) must—

(a)describe the likely significantly different effect of the policy, strategy or service (as the case may be), and

(b)assess the extent to which the authority considers that the policy, strategy or service (as the case may be) can be developed or delivered in such a manner as to improve or mitigate, for island communities, the outcomes resulting from it.

(4)If a relevant authority does not prepare an island communities impact assessment in relation to a—

(a)policy,

(b)strategy, or

(c)service, which has an effect on an island community, it must publish, as soon as reasonably practicable afterwards and in such manner as it considers appropriate, an explanation of its reasons for not doing so.

Section 12:

12Reporting regarding section 7 duty

(1)A relevant authority to which the duty imposed by section 7 applies in a reporting period must publish information about the steps which the authority has taken to comply with that duty during that reporting period.

(2)A "reporting period" is any period determined by the authority of up to a maximum of one year.

(3)The relevant authority may publish the information in such manner as the authority considers appropriate (for example in an annual or other report prepared by the authority).

(4)Subsection (1) does not apply to the Scottish Ministers (see section 5