



Can public  
transport ever  
offer a better  
choice?

Edinburgh

**16 September 2015**

# Transport Focus Conference

## *Can public transport ever offer a better choice?*

Phil Verster, Managing Director,  
ScotRail Alliance

# Why rail is a better choice



# Why rail is a better choice

1 **Safer - the safest railway in Europe**

2 **Greener - Travel by rail is better for the environment – with less Co2 emissions**

3 **Convenient - 2,800kms of track & 358 stations linking Scotland via 2,300 services a day**

4 **Punctual - Improving levels of reliability and punctuality**

5 **Trusted - Build and retain our customers' trust**



# 5 Key Principles for change agenda



## 1 Our customers come first

We listen to our customers and our communities and we get better at delivering what they value

## 2 We improve what we do

Our people understand our business and our teams work to continuously improve what we do

## 3 We are safe and punctual

The punctuality of our railway and the safety of our customers and our colleagues is our most important daily priority

## 4 We are one team

We make a difference and we are better when we work together as One Team – we keep it simple and we go out of our way to understand one another

## 5 We treat money as if it is our own

We find ways to be more effective and we don't like waste - every pound is spent as if it is our own money

# What is REALLY most important for us?



Station and train cleanliness?

PPM?

Train safety?

Cheaper tickets?

Better trains?

Friendliness?

Cost?

Better retail?

Better trains?

Budgets?

Safe employees?

Ease of booking?

**Our Customers**

Better trains?

Better equipment?

Safe infrastructure?

Revenue and selling tickets?

Safe employees?

# Our Vision



## CONNECTING SCOTLAND

1

Connecting people with jobs

2

Connecting tourists with destinations

3

Connecting communities with opportunities

4

Connecting business with customers



# Working together with our communities



Dedicated community rail team to work closely with Community Rail Partnerships



Actively work with RTPs to support local transport needs



Business and Civic Scotland will sit on Stakeholder Advisory Panel



Working closely with local partners both as suppliers and customers

# Transforming Scotland's railway

## Case Study: Borders Line

- Longest new domestic railway constructed in over 100 years – 35 miles
- Borders Blueprint Leadership Group
- Half hourly service Monday to Saturday, hourly service Sundays
- 7 new stations
- Improved cycle facilities at all stations
- Special steam train services for initial 6 weeks



EDINBURGH



- Brunstane
- Newcraighall
- Shawfair
- Eskbank
- Newtongrange
- Gorebridge
- Stow
- Galashiels



TWEEDBANK

# Borders Railway – opened September 2015







Can public  
transport ever  
offer a better  
choice?

Edinburgh

**16 September 2015**

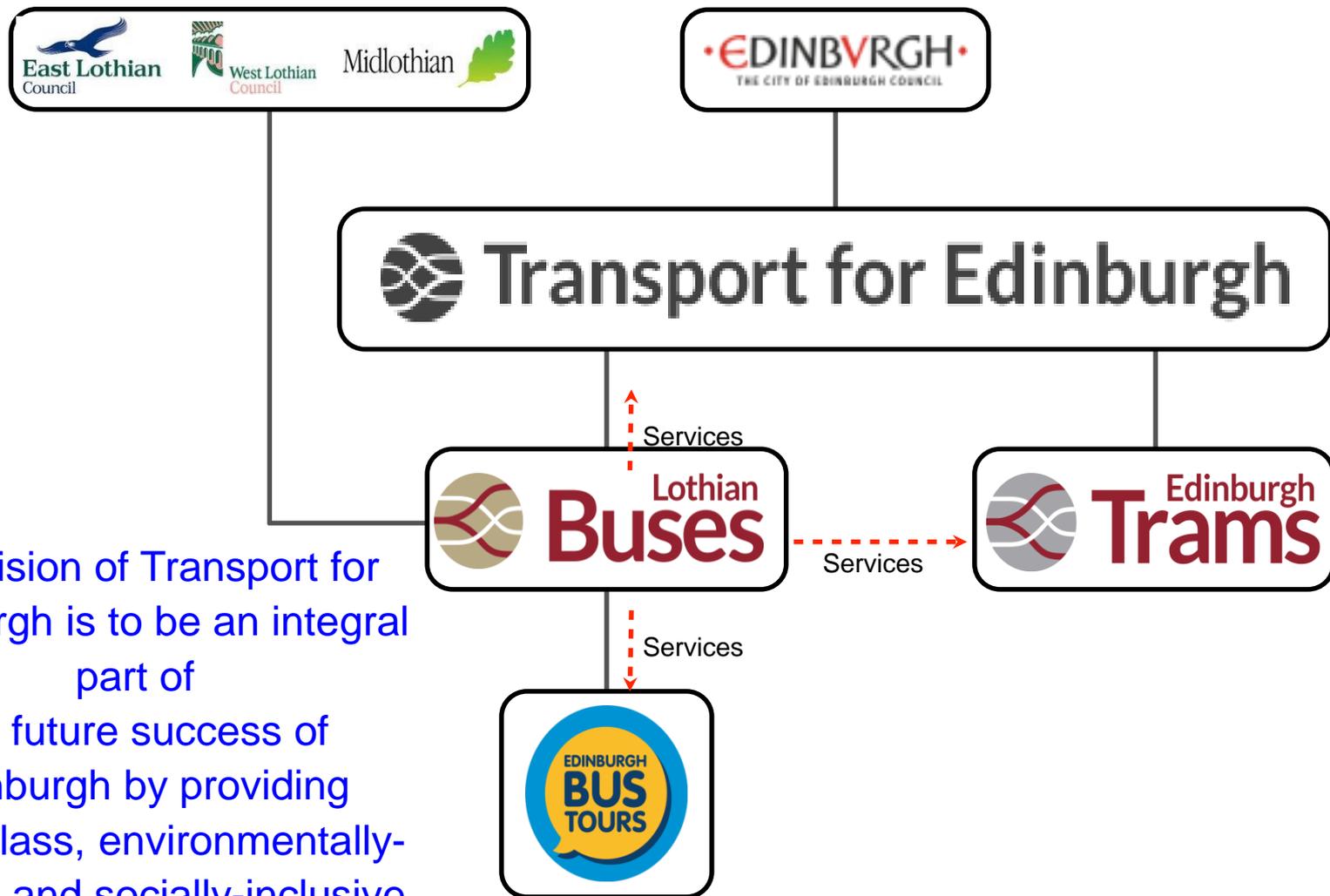
# On our way to Integrated Transport

Cllr Lesley Hinds Transport Convener  
Transport Focus event  
Wednesday 16 September 2015



• EDINBURGH •  
YOUR COUNCIL - YOUR ENVIRONMENT

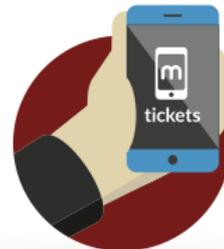
# Corporate structure



The vision of Transport for Edinburgh is to be an integral part of the future success of Edinburgh by providing world-class, environmentally-friendly and socially-inclusive transport.

# Integrated for the customer

## Transport for Edinburgh



# Service & Performance

---

- Lothian Buses operates 70 services in Edinburgh and the surrounding areas of Midlothian and East Lothian with 350,000 passenger journeys per day.
- The company employs over 2,000 people, 1,500 of whom are drivers.
- **Record-breaking 3 million extra passenger journeys, taking annual total to over 118 million.**

			<b>2014</b>
Turnover £'000	<b>122,675</b>	<b>132,263</b>	<b>135,260</b>

- Dividend to the City of Edinburgh Council - **£5million**. Increase of £2million over the previous year.

# Passenger Satisfaction



**Against all measures Lothian Buses achieved among the highest ratings in the UK**

Overall customer satisfaction	94%
Value for money	83%
Condition of vehicles	89%
Punctuality	89%

# Investment & priorities

---



- New electric bus technologies
- Continued investment in Hybrid fleet
- High street presence – Travelshops
- Ticketing, payment and information
- Replacement of on-bus ticketing hardware
- Commitment to improving the city environment
- Staff training and development.

# Edinburgh Trams



- Revenue of £6.4 million in its first seven months of operation, around 3% higher than projected.
- During the full first year of service 4.92 million travelled on the trams, around 370,000 ahead of the target set before launch.

# Passenger satisfaction success



- 95% overall satisfaction rating in first Passenger Focus survey
- 70% of those surveyed said they were 'very satisfied' with the service - the joint highest percentage of tram operators surveyed.

Other key measures:

- Punctuality – 94% overall satisfaction
- Journey time – 86% overall satisfaction



# Looking forward

- Passenger numbers and revenues healthy early in year two of operations
- Focus remains on delivering the highest levels of customer service and service reliability.
- Growth of the business sits at the centre of this approach with new targets to achieve for the second year.
- A recent trial of bicycle carriage ran well and carriage is now a permanent part of the service.





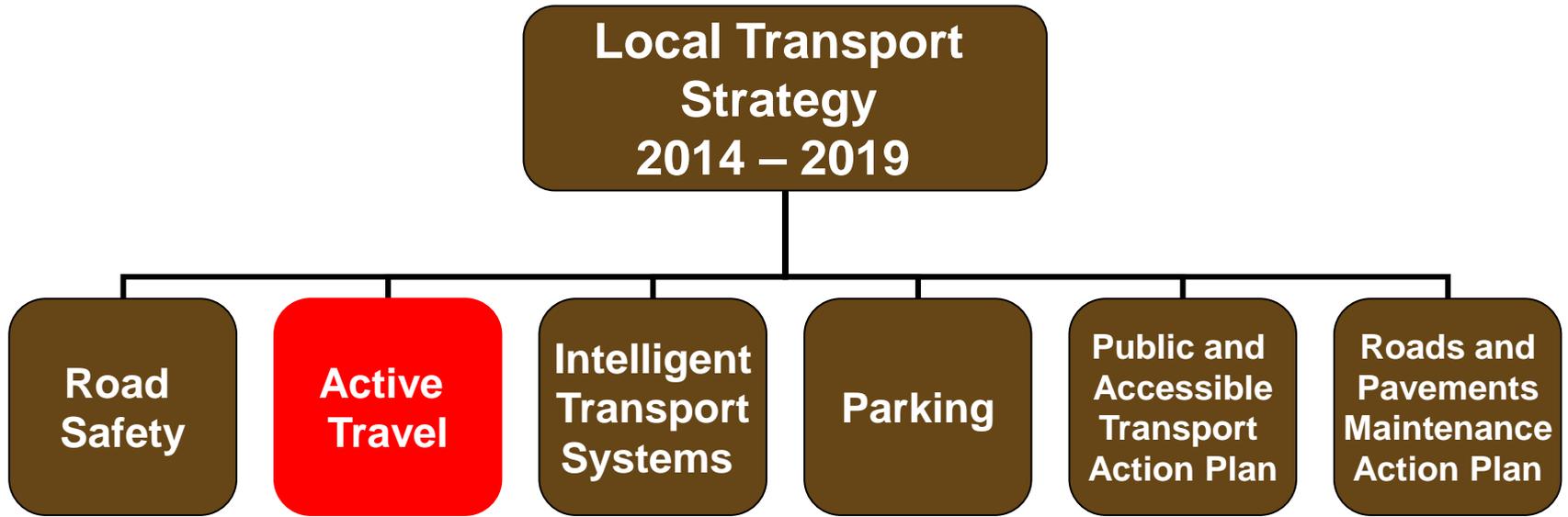
# Transport for Edinburgh



The vision of Transport for Edinburgh is to be an integral part of the future success of Edinburgh by providing world-class, environmentally-friendly and socially-inclusive transport.



# Local Transport Strategy



# The Active Travel Action Plan

The ATAP is at the heart of the Local Transport Strategy and aims to increase the numbers of people walking in Edinburgh by:

- Improving the city's walking infrastructure
- Making it safer
- Making it more convenient.



# Cycling in Edinburgh



 **4.8% travel to work**  
(increasing)

12.5% increase in trips 2012-13

 **£5M Expenditure**

 **Market research (CHAMP project):**

- **safety concerns - buses, trams,**
- **narrow streets/lack of cycle lanes**
- **low knowledge of how/where to cycle**
- **60% people wouldn't consider themselves cyclists**



• EDINBURGH •  
YOUR COUNCIL - YOUR ENVIRONMENT

**Cycling Forum**

# Walking in Edinburgh:



 18.2% **travel to work**  
(increasing)

 Significant capital and  
revenue expenditure

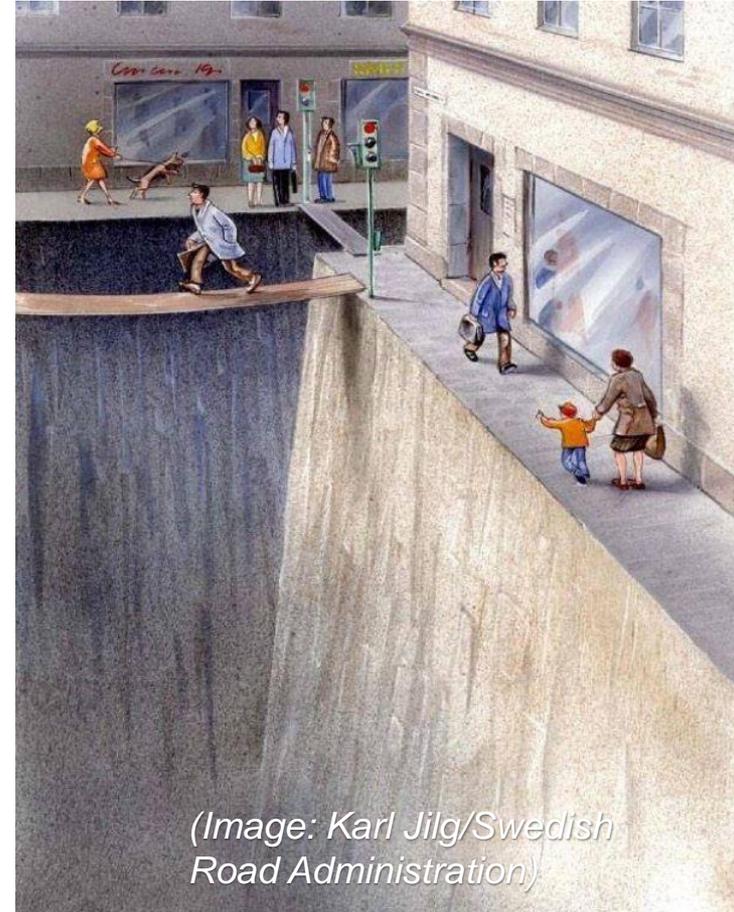
-  Market research:
- **adequate and safe**
  - **easy to navigate**
  - **many footpaths**
  - **issues with cyclists respecting shared space/paths**



# New street design guidance

## Factsheets/areas for change in **Street Design Guidance** – examples:

- Tight corners (**small radiuses**)
- **Crossfalls** of footways by driveways
- **Flush** surfacing
- Crossing points on **desire lines**
- **Seating**
- Removal of **redundant street furniture**



Minutes of Transport Forum available online

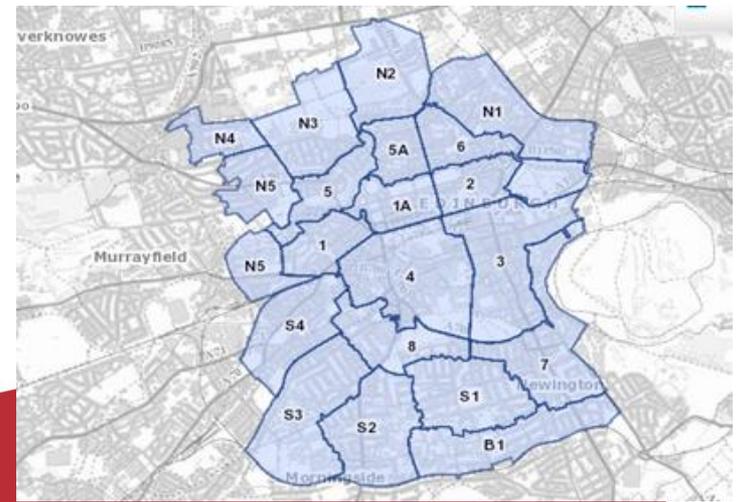
# Looking ahead

New Local Transport Strategy will:

- Promote integrated public transport.
- Reduce speed within the city.
- Improve the Parking Strategy.
- Develop the Council's Travel Plan.
- Contribute to reducing emissions.



To achieve this an integrated and well informed approach is essential.





Can public  
transport ever  
offer a better  
choice?

Edinburgh

**16 September 2015**

---

Martin Dorchester, Managing Director,  
CalMac Ferries

Transport Focus Conference,  
Edinburgh , 2015

# CalMac Ferries Ltd – A Lifeline Service



Caledonian MacBrayne  
Hebridean & Clyde Ferries



# Key Facts about CalMac

---

- A private company owned by Ministers operating to a Government contract.
- Started life in 1851 as a steamer company under the name of David Hutcheson & Co. Caledonian MacBrayne was formed by the merger in 1973 of David MacBrayne and the Caledonian Steam Packet Company
- Awarded Clyde and Hebrides Ferry Services (CHFS) contract in 2007. Currently extended to 2016 and now out to tender for 2016-2024

# CalMac's Operations

---

- 33 ferries on 49 routes providing 130,000 sailings per year
- Technical Reliability and Punctuality over 99%
- 1476 people
- Turnover £151m pa
- 4.65m passengers and 1.1m cars pa
- 93,000 commercial vehicles and 11,000 coaches
- In terms of routes and vessels, CalMac is the UK's largest ferry operator

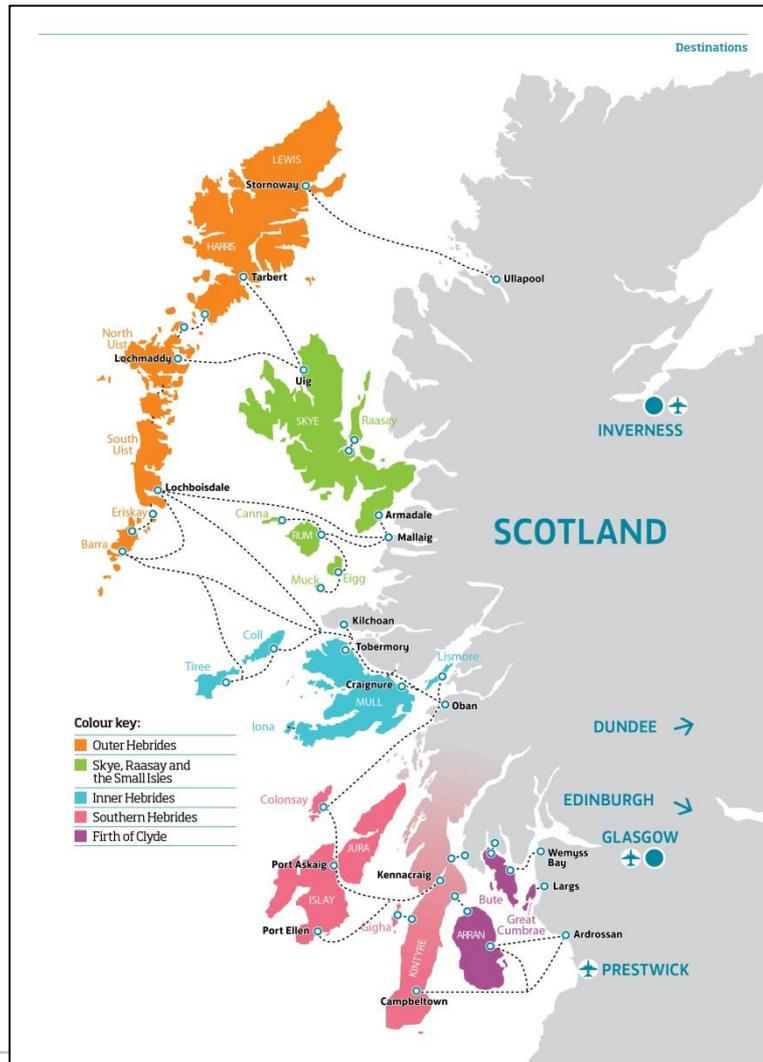
# Clyde and Hebrides Ferry Services (CHFS)

---

The contract awarded by Transport Scotland sets out:

- Routes
- Fares
- Timetables
- Vessels
- We do not own or procure our ships and also have no direct involvement in maintaining or improving port or harbour facilities
- Profit over £1.8m is returned to Ministers

# Where we operate



# The Economic and Social Impact of CalMac Ferries Ltd on Scotland

April 2015

# Fraser of Allander study

---

- CalMac is one of the largest companies headquartered in Scotland . It is based in Inverclyde where it is one of the region's key businesses, directly employing 169 people and in 2014 injecting more than £9m into the local economy
- CalMac employees have a total of more than 20,000 years of experience
- It supports a total turnover of nearly £270 million in companies across Scotland
- It employs 1476 people and supports a total of 5883 jobs in mainland and island communities across the country.

# Fraser of Allander Study – headline findings

---

- Average wages at CalMac are 12% higher than the average wage in Scotland
- £41 million paid in salaries to CalMac's Scottish employees supports a total of £85 million worth of wages in Scotland
- In key Scottish communities (by Council area) CalMac employs:
  - 281 people in Argyll and Bute, spending nearly £8m on wages
  - 184 people in Comhairle nan Eilean Siar, spending £5m on wages
  - 148 people in Highland region, spending £4.2m on wages
- CalMac's contribution to tourism on the islands enables 3,247 jobs and £53.4m worth of wages in local tourism

# On-board promotion of local produce

CalMac is proud to support and serve island provenance – over 50% from the islands

- A taste of the islands – The best of Scottish Larder produce offering passengers a flavour of the destinations they're sailing to and from
- Cooking fresh to order - Cooked fresh to order in each of our Mariners outlets. We create our own recipes and work with island partners to develop menus that can be cooked to order, ensuring passengers of the freshest, tastiest result. 10% increase in passenger spend in 2014
- Selling local produce on board for example Arran Ice Cream, Arran Tablet, Harris Tweed products
- Visit Scotland – Taste our Best accreditation - a ferry first



# Supporting tourism

---

- The Visitor Economy is worth\*£11.6 billion to the Scottish economy \*Deloitte
- For every £1 invested in marketing we get £20 back for the Scottish economy.
- CalMac produces a range of promotional materials designed to attract visitors to the West Coast
- Strategic partnerships with Destination Marketing Organisations and Visit Scotland have attracted around 1.5m visitors in 2014
  - 19% increase in international bookings
  - 62% increase in ticket sales via Visit Scotland VICs
  - 4.5% increase in passenger spend
  - 13.34% increase in travel trade business



# CalMac Ferries Ltd – A community partner

- Long history of supporting communities and Gaelic language through sponsorship of the Royal National Mod
- 120 events large and small supported in 2014 including
  - HebCelt Festival (Isle of Lewis)
  - Tìree Music Festival
  - Colonsay Book Festival
- Sponsor of first Scottish Rural Parliament



# CalMac Ferries Ltd – A community partner

The '5<sup>th</sup> Emergency Service' providing relief support, technical expertise and comfort when island weather is at its wildest



The Independent Newspaper for Islay and Jura

## Finlaggan Crew Samaritans

A fortnight ago they were over in the Outer Hebrides when the weather was truly wild and came to the assistance of the good folk of Harris. The island had been without power for approaching 48 hours.

Opening up her gangway to members of the community from 4-8pm, the Master, Barry Scott, and his crew welcomed approximately 50 local residents on board and provided hot drinks and filled rolls, as well as offering them the chance to take a shower. Some who were aboard took hot water and food back to those who could not venture out, and also took the opportunity to re-charge mobile devices in case the telephone network was restored.

Meanwhile the ship's Chief Engineer and 2nd Engineer were able to apply their technical expertise at a local hotel, wiring an emergency generator to supply power.

# Our people

- Extremely skilful and experienced professional staff with more than 20,000 years of experience between them
- Employees with a wealth of local knowledge, from the communities they serve
- Continually investing in our staff to equip them with the skills to provide a safe, efficient and customer-focused service
- 43 Cadets
- 20 deck and engine ratings under training



## Staff investment:

- Emergency response training programme
- Disability awareness/handling training programme
- World Host Customer Service training
- Leadership Academy

**“Strong communities are essential to the continued wellbeing of our islands.**

**“Social and economic development is fundamental to achieving growth and employment opportunities, particularly in remote, sparsely-populated areas.**

**“Supporting communities to build dynamic, creative, sustainable places is integral to improving the wellbeing of people on the islands and to building fairer and wealthier communities.**

**“Building on their diverse range of resources, opportunities and skills, our ambition is to see every community across the islands reach its full potential”**

*Extract from Empowering Scotland's Island Communities,  
June 2014*

# CalMac Ferries Ltd – Customer improvements

- Dedicated contact centre handles 260,000 calls at an average of around three minutes per call
- Opening hours extended to meet customers needs 6am – 10pm
- Launch of new disruption social media information service
  - 2,791 followers
  - 8,500 tweets sent
- Improved integration of disruption information with other transport bodies
- Implementation of screens at port to improve access to information



 **Caledonian MacBrayne**  
Hebridean & Clyde Ferries

**FOLLOW TWITTER  
CALMAC\_UPDATES  
FOR INFO AND  
SERVICE UPDATES  
FROM 6AM - 10PM**

Or visit <http://status.calmac.info/service-status.aspx>



# Increasing the reach

- We regularly communicate with our customers and partners through monthly eNewsletters
  - We currently have over 101,000 people on our CalMac Connects database
  - We also have approximately 111 email addresses on our Destination Marketing Organisation database and we would encourage more
- Social Media
  - We also communicate regularly to our customers through Social Media and currently have over 21,000 Facebook followers and approx 7,000 followers on Twitter



# Award winning service

---

- **Company Awards**

- In 2014 we achieved a raft of awards and recognition including
  - National Transport Awards - first company to be named Best Ferry Operator
  - Institute of Directors Scotland - Director of the Year
  - Scottish Transport Awards - Public Sector Director of the Year
  - Scottish Transport Awards - Frontline Employee of the Year
  - Bees Knees Inverclyde Awards - Best Performing Large Business
  - Armed Forces Silver Award – Support for reservists
  - Guardian and Observer Travel Awards - Best Ferry Company
  - Trip Advisor Certificate of Excellence for service provision
  - VistScotland Taste Our Best

# Awards continued...

---

## Highly commended in:

- The Herald Scottish Digital Business Awards 2014 (Public Sector Award);
- Lloyds List (Ship Operator Award);
- SCDI Awards (SCDI Highlands and Islands Chairman's Award for Outstanding Business Achievement)

## In 2015:

- MV Finlaggan awarded International Safety Award
- Shortlisted for Scottish Sourcing Award in Scottish Food and Drink Awards
- Shortlisted for Best Sea Carrier at National Coach Tourism Awards

# Looking to the future...

---

Subject to winning the CHFS Tender we will continue to:

- Invest in local people and local produce
- Invest in marketing the mainland and island destinations we serve as well as the wider destination of Scotland
- Extend the company reach into new markets and opportunities
- Enhance the reputation of Scottish business by developing leaders and winning new business



**Caledonian MacBrayne**  
Hebridean & Clyde Ferries



Can public  
transport ever  
offer a better  
choice?

Edinburgh

**16 September 2015**