



Island Community Impact Assessment (ICIA)

September 2022

This document will set out the steps CalMac followed during the completion of an Islands Community Impact Assessment (ICIA) regarding proposed changes to the freight provision on the Small Isles service. 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 Ferries Ltd (CalMac)
Island Scope:	Rum, Eigg Muck and Canna (Small Isles)
Island Representative Body:	CalMac Freight Working Group which is made up of representatives from each of the Small Isles and the Small Isles Community Council (SICC)
ICIA Purpose:	An ICIA is required under the Islands (Scotland) Act 2018 and as specified in the Islands (Scotland) Act 2018 the ICIA will: <ul style="list-style-type: none">• Describe the likely significantly different effects of the redevelopment of the freight service for the Small Isles• Assess the extent to which CalMac considers that the service will be redeveloped in such a manner as to improve or mitigate, for the Small Isles 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 Small Isles communities are kept in mind throughout the redevelopment of the freight service.
- 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 started in January 2021 with an extensive review end-to-end of the freight service process. CalMac communicated the outcome of the review to the community in April 2021 and received initial feedback in July 2021. Official consultation for the proposals for changes to the service, started April 2022 and ran until July 2022. All feedback was reviewed, considered and adjustments made to proposals before the changes to the service were permanently embedded in August 2022.

Guidance: Scottish Government (SG) Island Policy Team are available for guidance and support on the ICIA process



Objective of ICIA:

The objective for the Small Isles Freight Service redevelopment is to define a CalMac definition of Freight and provide a prescribed freight list. Any processes or procedures will be updated to align to the definition and to allow the prescribed list of freight to be managed within the service.

In addition, technology and equipment requirements will be reviewed to ensure the freight service has the capability to align to the definition of freight and prescribed freight list.

Background:

In 2021, CalMac confirmed the intent to conduct a review of the Small Isles freight service with a view to:

- Ensuring the long-term sustainability of the service and;
- Making improvements to the freight process to enhance the efficiency of the process and improve the customer experience.

After community feedback and discussion with Transport Scotland (TS) the following parameters were set for the freight service review:

- No change to the existing weight limit – 1 tonne limit will remain
- No change to pricing – as confirmed by TS
- Creation of freight service definition in line with feedback from community and freight needs is required
- Focus on process improvements
- Alignment to the Scottish Government’s Island Community Impact Assessment ICIA as part of the Islands (Scotland) Act 2018, Section 7, Section 8 and Section 12.

CalMac committed to using the principles of the ICIA process as a basis for the review to obtain community feedback to help inform and design the future service solutions. The ICIA process is a seven-step guidance for ensuring communities are kept in mind throughout change to policy, service, or strategy. CalMac, the Small Isles Community Council (SICC) and the Freight Working Group (forum of Small Isles community members) collaborated throughout the ICIA process, resulting in outcomes based on community feedback.

Proposal:

CalMac analysed and reviewed the Small Isles freight service and based on our findings from the review and initial feedback from SICC and Freight Working Group proposed the following improvements to the service.

You said/we recognised...	We propose to...	How this will help...
<ul style="list-style-type: none"> • No information available about how to use the freight service 	<ul style="list-style-type: none"> • Create and add Small Isles Freight Service page on the website • Add procedure and FAQs to the website • Create Freight Request Form and include on the website for easy reference 	<ul style="list-style-type: none"> • Will streamline and define freight making the process and procedures more visible and understandable by all users of the service
<ul style="list-style-type: none"> • Items turn up without notifications or notifications of freight too late for sailing 	<ul style="list-style-type: none"> • Increase notification period and notification for freight updated to be for freight over 25kg or large bulky items under 25kg 	<ul style="list-style-type: none"> • Freight team able to manage and control incoming freight and deliveries with request form
<ul style="list-style-type: none"> • Not everyone can get a credit account so follow 	<ul style="list-style-type: none"> • Investigate credit account criteria to allow more Small Isles businesses access to a designated freight account 	<ul style="list-style-type: none"> • Streamline payments process and make it easier to do business



You said/we recognised...	We propose to...	How this will help...
up required for cash payments		
<ul style="list-style-type: none"> Unclear what is allowed to be shipped and the packaging and transportation requirements 	<ul style="list-style-type: none"> Create a formal definition of what is considered as freight Create a list of agreed goods that will be carried under the freight service 	<ul style="list-style-type: none"> Everyone clear what can be shipped and service capabilities
<ul style="list-style-type: none"> Difficulties in communicating directly with the port team due to connectivity and hardware issues in the freight portacabin No line direct to the portacabin 	<ul style="list-style-type: none"> Upgrade of IT kit in portacabin Connectivity addressed Direct freight line added 	<ul style="list-style-type: none"> Customers freight requests and enquires can be addressed more efficiently
<ul style="list-style-type: none"> Capacity issue for storing and shipping heavy and bulk freight Weight not accurate at times 	<ul style="list-style-type: none"> Tipper truck and new forklift being trialled New storage container Forklift has weighing functionality 	<ul style="list-style-type: none"> Heavy and bulk freight can be delivered to each island and loaded/unloaded safely Items weighted correctly



ICIA Process: The following process steps were followed to conduct the ICIA.

Process Step Name	CalMac Activity	Island Representative Body activity	Status
1. Develop a clear understanding of objectives	<ul style="list-style-type: none"> • Terms of Reference sent to Small Isles Community Council (SICC). Timescales were subject to change as referenced in the ToR. Consultation was originally planned for May 2021, but this was not fully completed until April 2022. • High level objective shared with SICC/Freight Working Group • Review of “as is” freight process • Documented end to end process as a process map and table • Walk through of the documented process with the port staff and the freight team • Completed Root Cause Analysis of the issues highlighted during the process walk through • Completed a review of historic freight data from 2019, investigating at an itemised level for all weights. This helped to see what type of freight is impacting the service overall • Investigating the payment and sailing data to identify regular users of the service and freight trends over time • Identified a proposed “to be” process proposing changes to the service and mitigations for any island impact • Compiled a table to show the past, present, and future freight processes to highlight changes to each stage • Defined objective statement • CalMac consulted with the Scottish Government (SG) Island Policy Team and shared ICIA progress in April 2021 for review and comment. Feedback was positive and SG were happy with CalMac’s interpretation of the ICIA Guidance and outputs to date 	<ul style="list-style-type: none"> • Review and providing feedback on ToR and objective 	<ul style="list-style-type: none"> • Complete
2. Gather data and identify stakeholders	<ul style="list-style-type: none"> • Completed stakeholder matrix which includes feedback from the SICC • First draft of defined freight list shared with SICC/Freight Working Group • Review of historical freight data has provided insight into the defined freight list • Historic timeline from 2010 – present of freight activities (requested by SICC/Freight Working Group) shared with the SICC for review • Review of sailing and financial data dating back to 2010 to understand how the freight service has evolved over time. 	<ul style="list-style-type: none"> • Review and providing feedback on CalMac analysis and proposals for improvement 	<ul style="list-style-type: none"> • Complete



Process Step Name	CalMac Activity	Island Representative Body activity	Status
	<ul style="list-style-type: none"> Summary of historic freight data and analysis shared with the SICC/Freight Working Group for review Trend in the data showed that the demand for the freight service had increased over time in line with a rise in island population and technological and infrastructure advancements. However, the freight service remained static, and resources were not able to meet the demands hence changes to the service required. 		
<p>3. Consultation</p>	<ul style="list-style-type: none"> SICC/Freight Working Group have seen all outputs from Step 1 and 2 and provided feedback which informed the consultation analysis CalMac completed an assessment of the “to be” process improvements in September 2021 based on initial feedback from the community in August 2021 and identified quick wins which could be rolled out by summer 2022. Quick wins for improvement were presented to the SICC 25/03/2022 The SICC expressed the need for further consultation on the proposals and CalMac agreed to provide the following: <ul style="list-style-type: none"> Test and Feedback Period – lasted 30 days and was comprised of a document explaining the proposals and benefits of introducing the proposals, example freight form to demo and form with questions about the proposed changes Response to feedback – CalMac reviewed all feedback and provided a written response explaining where adjustments would be made or why they could not be made Transition Period – CalMac introduced the proposed changes to the freight service in June 2022 and there were two months where the freight team and community could adjust and continue to provide feedback on the live changes A timeline of all communication from January 2021 to August 2022 is available on request. This includes all consultation feedback and responses. <p>Identify Scope of Consultation:</p> <p>Conducting Business Area:</p> <ul style="list-style-type: none"> Operational Planning 	<ul style="list-style-type: none"> Participated in the consultation and provided feedback on the process Participated in the transition period and provided feedback 	<ul style="list-style-type: none"> Complete



Process Step Name	CalMac Activity	Island Representative Body activity	Status
	<p>Island Scope:</p> <ul style="list-style-type: none"> • Small Isles (Eigg, Rum, Muck and Canna) <p>Island Representative Body/Parties to be consulted:</p> <ul style="list-style-type: none"> • SICC <p>Purpose:</p> <ul style="list-style-type: none"> • The consultation is required to gather feedback on the proposed changes to the Small Isles freight Service. <p>Timelines:</p> <ul style="list-style-type: none"> • Continuous consultation at SICC meetings January 2021 to July 2022 • Continuous emails from CalMac to SICC/Freight Working Group where response to SICC/Freight Working Group requests were met and output of the review shared. January 2021 to July 2022 • 30 days Test and Feedback from 4 April 2022 to 30 April 2022 • Eight weeks Transition period from 6 June 2022 to 31 July 2022 <p>Type of Consultation:</p> <ul style="list-style-type: none"> • Ad Hoc communication about the proposed changes during face-to-face Microsoft Team calls or written via email between CalMac and SICC or community members • Formal written documentation created to be shared via email with the SICC/Freight Working Group explaining the output of the freight review • Written document with consultation information and background to proposals emailed to chair of the SICC to be circulated with the wider community 		



Process Step Name	CalMac Activity	Island Representative Body activity	Status
	<p>and it was shared with Freight suppliers too</p> <ul style="list-style-type: none"> Microsoft feedback form with questions about the proposals for change emailed to chair of the SICC to be circulated with the wider community and it was shared with Freight suppliers too 		
4. Assessment	<ul style="list-style-type: none"> All analysis and feedback were reviewed from Step 1 to 3 Based on the feedback from consultation to date it was decided to progress with proposals which would address some of the concerns raised by the community such as payment mechanism, booking process and website with information. Review of proposals for change found that most of the changes would impact the freight teams process and help to improve their efficiency and in turn improve the service for the community. During the Test and Feedback and Transition Period the community provided feedback on the proposals for change that did indicate impacts to how they would follow the proposed changes. The impacts raised would impact all island communities in scope the same. CalMac investigated mitigations and applied adjustment to the proposals where possible. The impact to the community was consistent for each Island and limited given we would not be changing price other than in line with inflation or reducing the existing weight limit. 	<ul style="list-style-type: none"> None required at this stage 	<ul style="list-style-type: none"> Complete
5. Preparing the ICIA	<ul style="list-style-type: none"> CalMac has carried out an impact assessment on proposed changes based on feedback from the Freight Team/Port Staff and SICC/Freight Working Group The assessment looked at the benefits and impact of each proposed changes, de copied changes where applicable and assessed the ease of implementation and benefit. Based on the consultation feedback it was concluded that there was no in scope proposal for change which significantly impacted one island more than another. 	<ul style="list-style-type: none"> None required at this stage 	<ul style="list-style-type: none"> Complete



Process Step Name	CalMac Activity	Island Representative Body activity	Status
6. Making adjustments to your work	<ul style="list-style-type: none"> The outcome of the impact assessment and community feedback led to the adjustment of some of the proposed changes and the removal of some based on feedback from the Freight Team, Community and Port Staff Example of the adjustments include: <ul style="list-style-type: none"> Updating the wording on the webpage and booking form to make the process clearer Updating the booking form to make the time to fill it out quicker for food goods being ordered Updating the booking form to have an option to obtain a PDF customer copy Updated the booking form to make certain personal info not mandatory 	<ul style="list-style-type: none"> None required at this stage 	<ul style="list-style-type: none"> Complete
7. Publish the ICIA	<ul style="list-style-type: none"> Once amendments were made all proposals were embedded into the Small Isle Freight Service The output of the review will be published on the CalMac website 	<ul style="list-style-type: none"> None required at this stage 	<ul style="list-style-type: none"> Complete

Conclusion:

CalMac fulfilled their commitment to review the Small Isles Freight Service and aligned their process to the Scottish Government’s ICIA. Consideration of all the consultation feedback led to multiple adjustments to improve the proposals and ensure any impacts to the community were mitigated. This resulted in the proposals for the redevelopment of the Small Isles Freight Service being embedded permanently in August 2022.

CalMac ensured the Small Isles communities were always kept in mind and changes made will support the Small Isles community thrive.