

EXECUTIVE DIRECTOR SPONSOR: Amelia Morgan

Q2 Business Plan 2024/25 Performance Report

Purpose

This paper presents quarter two report on delivering our Business Plan commitments for 2024/25 and corporate Key Performance Indicators. The report incorporates quarterly health & safety, communications and marketing and corporate risk updates.

Priority

Routine.

Background

This report is prepared quarterly in conjunction with the Heads of Service. Since the last report, the KPIs for 2024/25 have further evolved and are highlighted in item 6 (iii). The socio-economic framework development with EKOS now has a logic model confirmed, and data collection is underway. A separate report will be shared with the Board at its next meeting.

Points for Noting

This report is intended to provide quality management information and actionable data. As previously reported, focus remains ongoing cross-checking performance with corporate and departmental risks and other developments to contextualise progress and insights. Development of systems and additional management information will augment the report over time particularly to streamline reporting and identify trends. Work on data definition and ownership remains ongoing in response to the internal audit recommendations on performance management. As previously highlighted resolving source data for towpath counters and interpretation of boat movement and transit records remains work in progress.

The format focuses on reporting against the Corporate Plan themes, and is in six sections:

- CEO overview.
- Quarterly RAG assessment and narrative on Business Plan commitments.
- Quarterly KPI dashboard – this integrates targeted health & safety metrics.
- Quarterly communications and marketing insights.
- Quarterly corporate risk register.
- Contribution to National Performance Framework indicators and UN Sustainable Development Goals reporting will be on an agreed annual cycle rather than quarterly (in development and linked to socio-economic framework development).

Corporate Considerations

- **Strategic Priorities:** This report is intended to fully reflect the Corporate Plan strategic themes and commitments, aligned to the Business Plan activities.
- **Health & Safety:** The quarterly health & safety report is reflected in KPI and Business Plan progress update.
- **Risk/Risk Appetite:** The quarterly corporate risk report is included. Further developments will focus on assessing alignment with agreed risk appetite.
- **Legal:** No additional commentary to report.
- **Financial:** This report complements the Board finance report.
- **Human Resources:** Specific people-related measures are reported, and additional tracking is in development to complement the new People Strategy.
- **Fair Work First:** No additional commentary to report.
- **Communication:** No additional commentary to report.
- **Community & Third Sector:** No additional commentary to report.
- **Commercial:** No additional commentary to report.
- **Asset:** No additional commentary to report.

Conclusions and Recommendations

The Board is invited to:

- a) Discuss the overall performance against the Business Plan commitments and corporate KPIs.
- b) Note the health & safety quarterly summary, subject to any points of clarification.
- c) Note the communications and marketing update.
- d) Note the corporate risk report.
- e) Comment on the presentation and areas for future development.

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Date: 24 October 2024

CEO Overview

Strategic Overview

The Scottish Canals team have made significant progress in relation to several “big ticket” legacy issues such as VAT liabilities, Section 22 clearance and work on the remainder action plan. The Senior and wider team remain challenged by other emerging issues, such as the directive to reshape business activities around a 35hr working week model, legacy pension calculations and demonstrating statutory compliance. These are all significant capacity absorbing issues for the Executive and Senior management teams, which limits capacity for wider service improvements, whilst managing business as usual and proactively engaging in interventions necessary to limit in-year budgetary pressures. EMT’s prioritisation of needed workstreams remains key to balance workload demands against available capacity, and especially so for when the 35hr week is implemented across the business which will reduce overall team capacities available to run operations and developmental projects by 5.4% (time).

Statutory compliance

The Compliance Committee (chaired by the CEO) has met three times during the last quarter to oversee the improvement action plan [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] This group will meet regularly during Q3 and Q4 2024/25 to deliver against the plan. Regular reports on progress will be given to the Executive Management Team.

[REDACTED]
[REDACTED]
[REDACTED]
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[REDACTED]

[REDACTED]
[REDACTED]
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[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2025/26 budget (on the agenda).

Planning and modelling, based on the quarter two reforecast, coupled with an assessment of key corporate risks, is presented for discussion. This work is intended to support ongoing, high-level engagement with Transport Scotland to provide an evidence-led assessment of revenue and capital grant-in-aid requirements to deliver against our safety, compliance and statutory responsibilities.

2024/25 Budget

The financial forecast for the balance of 2024/25 remains exceptionally challenging and work is underway once again to curb the financial spend trajectory, with an emphasis on targeting discretionary spending, recruitment restraint and travel costs.

The Transformation Committee has identified five priority high-level programmes to progress over the next three years. A formal launch will feature in the upcoming 'Staff Roadshows' seeking to engage colleagues in the programme and specifically to identify potential transformation and improvement projects. Early focus is on:

- Workforce planning and the development of a new operating model for our canals. This will also; fulfil an external audit recommendation, confirm our customer service offering and dovetail with safe systems of work.
- Reprofiting our cleaning and maintenance services [REDACTED]
This works seeks to secure in-year savings and a longer-term model of delivery.
- Optimism utility supplies and billing for Scottish Canals operational estate and customer billing arrangements. This is expected to deliver debt recovery and expenditure savings are to be confirmed.
- Consideration of Licensing and moorings system development (tailored booking systems drawing on Canal and River Trust experience) to maximise revenue generation and simplify the customer booking journey.
- Digital information management. Introduction of SharePoint to simplify/streamline collaboration and sharing and associated records management compliance (being scoped and costed).

Positive progress is being made with the ongoing negotiations in respect of the renewal of the lease of c.29,000sqft to [REDACTED]

As of 31st March 2024, the BAV has confirmed the portfolio valued at [REDACTED] showing an increase in value of [REDACTED] on last year.

High Level Challenges & Constraints

The following points are key issues which impact Scottish Canals operations. More information will be provided on each point later in the agenda and a discussion on each would be welcome as appropriate.

1. Compliance and addressing legacy issues
2. Budgets
3. Employee workloads, capacity and morale

Stakeholder Updates

- Transport Scotland Team- Key figures

With the recent departure of Gary Cox & Martin Ritchie, and the appointment of Alison Irvine as the permanent CEO of Transport Scotland, focus is being given to re-establishing and forging positive working relationships with our new main contact (Andy Robinson) and seeking clarification of the new Sponsorship unit structure going forward.

A very positive meeting with Alison Irvine and John Paterson took place on 03 October 2024. John Paterson took the opportunity to share the successes and benefits Scottish Canals have brought to the Transport, Tourism and Health portfolios, and wider national outcomes, and also to share the challenges and opportunities relating to sustaining adequate revenue support necessary to achieve statutory compliance and manage asset related risks.

Next Steps: Following from this, John Paterson has accepted an invitation from Alison Irvine to present to the CEO and Transport Scotland Executive Management Team on 20 November 2024.

- Ivan McKee (Minister for Public Finance) North Glasgow visit (22 August).

The visit incorporated a short presentation and a walking tour of North Glasgow to visit the Dundashill development. The purpose of the visit was to influence around; our ability to hold funds across years, the investment strategy and our income generating capability, the need for Government to invest resources in public service reform and to highlight workforce planning is underway and the requirement of support for change. The meeting was positive with Mr McKee being actively engaged in the discussion and posting on social media an appreciation of Scottish Canals efforts to raise revenue in support of public services.

Next steps: Follow up papers were sent to Mr McKee for the investment strategy and Dundashill.

- CEO John Paterson at Scottish Parliament to mark 25th anniversary on 28 September 2024

It was an honour to be invited by Presiding Officer to represent Scottish Canals and to be one of only a very few NDPB's CEOs and Public Sector leaders at this historic occasion where the King and Queen attended and addressed Parliament.

The event also provided an opportunity for the CEO to personally engage key elected members of parliament across a number of topics to bolster Scottish Canals profile. The following MSPs were approached at the event through informal conversation, and for those in bold, we are pro-actively following up further engagement and/or correspondence on specific matters as a priority, the other elected members will be keep informed of Scottish Canals activities as appropriate.

Sarah Boyack	Ross Grieve	Colin Beattie
Richard Leonard	Patrick Harvie	Fiona Hyslop
Jim Fairlie	Monica Lennon	Neil Gray
John Swinney	Rhona Mackay	Kevin Stewart
Mark Ruskin	Arianna Burges	

- Minister for Agriculture & Connectivity - Mr Jim Fairlie visits Caledonian Canal (17 September 2024)

Following a successful first meeting with Scottish Canals new Minister, a follow up visit took place on the Caledonian Canal. The meeting included a discussion and a walk along the busy marina and canal in Inverness. The purpose of this visit was to introduce the opportunity surrounding pump hydro storage and gather support, highlight income generation opportunities linked to Scottish Canals investment strategy and tourism, influence around budgets and inform regarding asset degradation and risk.

Next steps: Follow up with a paper on Scottish Canals Investment Strategy and on the opportunities to support the planned Pump Hydro Storage schemes.

Topical Issues

Scottish Living Wage

Scottish Canals is a Scottish Living Wage employer. The SLW Foundation announced that the hourly rate of pay will move to £12.60 per hour, a 5% increase since last year. Accredited employers have 6 months to implement the changes which will impact seasonal workers and apprentices.

Abandoned Boats and Vehicle Incidents

We have had a spate of vessels sinking and vehicle incidents which is resulting in unforeseen costs and negative publicity. A stolen car was driven into the Union Canal and because of its positioning, it was a complicated and costly removal. This further impacted Scottish Canals already limited resources. Costs of removal of cars/vessels from the canal can range from £3k to £30k. Further work is being done with Boaters to highlight the issue and encourage early reporting on vessels seen to be abandoned.

The Falkirk Wheel

The Falkirk Wheel trip boats were subject to small engine fires on two separate occasions. At both times the appropriate safety protocols were followed, and the boats were successfully evacuated. Complaints from the public were minimal however this has impacted our operation and income generation capabilities. In addition, The Falkirk Wheel playpark and splash pool has been closed,

impacting the visitor experience and gathering more negative feedback online. Funds have been secured to replace the boat engines and investigations are underway into the playpark and splash pool to increase reliability.

Lilly Loch Reservoir

We have now concluded our formal assessments regarding the future of Lilly Loch Reservoir Footbridge and we have informed the local angling club and elected members that it is not our intention to repair or construct a new bridge. The cost proposals to repair or replace the bridge were high, [REDACTED]. This cost does not allow for consents or approval from third parties like SEPA. We anticipate some local fall out from this and the communications team will manage accordingly. On the reservoir itself, construction has continued, and this project is proceeding well and is on target to resolve the statutory compliance issue as required by SEPA ahead of the December 2024 deadline.

Points to note and future noteworthy events

Let's Fish initiative

Throughout the October school holidays, young people across Scotland's Central Belt were given the opportunity to learn to fish for free. In partnership with the Scottish Federation for Coarse Angling (SFCA), we were able to offer sessions with experienced coaches, more than 100 children attended these sessions. This project supports safe interaction with the canal (and water) and funding is also in place to install accessible areas for angling.

Ghost Boat Tours – North Glasgow

Working in partnership with students from New Lanarkshire College and the Forth & Clyde Canals Society, Scottish Canals is testing the concept and market for Canal Ghost Boat Tours. Over 150 tickets were sold within a week (selling out) proving that there is an appetite for offerings of this type. Following the events, lessons learned will be taken and a wider rollout plan to generate more income will be developed as appropriate.

Employee Engagement

Scottish Canals EMT/CEO employee roadshow is taking place in November following its success in 2023. We will utilise the roadshow to promote Scottish Canals values, reinforce the message of safety and compliance first and to advocate for a one team approach to all we do. The roadshow will also offer the chance for all areas of the organisation to update EMT and their colleagues on their successes/challenges for the year to date.

Kelpies Experience – Launch 25 November 2024

Key stakeholders across the public, private and third sectors are invited to join Scottish Canals for the launch of the new Kelpies Experience. The low-cost launch event (delivered inhouse) aims to gather widespread support for Scotland's latest tourist offering. The event will evidence Scottish Canals drive to fully leverage our core assets for income generation to Transport Scotland.

Award Update - Kelpies 10 Event

Falkirk Council's Kelpies 10 team and Scottish Canals Marketing & Communications team have been short-listed for a national award. The joint award submission sees both teams competing in the "Best Events Team – Council" award at the National Outdoor Events Association (NOEA) Awards. The awards, held annually, recognise excellence in the UK events industry across various categories, from council and corporate events teams to individual contributions, safety practices and sustainable initiatives. The ceremony will take place next month.

Falkirk 5K - Launch Date tbc

Planning will get underway to launch a new 5K route around The Falkirk Wheel. The local community will be engaged in the event. More details to follow.

Volunteering

Volunteering has delivered 2,749 hours over the summer. Litter picking specifically has consumed 421 hours and collected 725 bags of litter so far. We have had various volunteer groups including; J.P. Morgan, Scottish Power, and The Seagull Trust engaged.

Look Ahead

- Implementing improvements arising from compliance assessment/investigation.
- 35hr working week re-set and implementation.
- Seasonal working model and recruitment.
- Business planning and budget modelling for 2025/26.
- An employee survey will be sent out in Q4, this will benchmark employee sentiment and provide a backdrop for 2025/26 planning and staff engagement.
- Scottish Government budget impact assessment (budget due 4 December 2024).

Appendix 1: Business Plan Commitments

Explore and experience

Activity	By March 2025 we will have	Performance measures	RAG assessment Q1	RAG assessment Q2	Q2 update
Maintain visitor safety management	Carried out a strategic review and development of organisational policy/standards relating to visitor and water safety. Developed an organisational strategy, standards and associated plans that will bring together a wide evidence base to support visitor safety. Reviewed towpath code of conduct to support visitor safety. Reviewed and upgraded Public Rescue Equipment.	Zero-harm approach to notifiable accidents. Visitor safety plans updated. New code of conduct produced and communicated. Network-wide plan published.			New methodology has been developed and trialled at two sites. Additional trials to be undertaken during Q3/Q4. Staff engagement has commenced and will continue into Q3. Drafting of implementation and training plan has commenced to prepare for organisational roll out.
Develop and promote destination experiences	Introduced new experiences at The Kelpies and The Falkirk Wheel, including engineering tours and electric boat hire. Opened campervan sites along the Caledonian Canal and at The Falkirk Wheel.	Visitor numbers for new experiences and income generated (£).			Licence renewed to operate Fort Augustus Aires and other will be renewed when approach year 1. The Kelpie experience has now received EM standard inspection and certification completed. Launch of Experience 25 November 2024.
Refresh customer delivery standards	Standardised customer and stakeholder engagement, prioritising prompt enquiry handling and resolving issues within agreed standards. Developed policies and procedures for boating customer services including storage, access to electric vehicle charging points, aligned to plans for improvements to customer facilities. Introduced assisted passage support during peak season for customers transiting the Crinan Canal.	Customer service standards published. Customer surveys completed. Policies in place for 2025 season. Numbers using assisted passage and income generated (£).			Complaints handling process being transitioned to the Governance and Legal Team. 'Boater Charter' with EMT for further review and approval prior to circulation. Moorings strategy under development and will specify standards where appropriate. Crinan Assisted Passage successfully trialled.

Activity	By March 2025 we will have	Performance measures	RAG assessment Q1	RAG assessment Q2	Q2 update
Active Travel Strategy and infrastructure upgrades	Initiated strategy development and capital co-investment programme.	Active Travel Strategy in development.			Active Travel Officer joined in August 2024 and commenced scoping the remit of the proposed Active Travel Strategy in line with Transport Scotland guidance. Building internal and external relationships to support strategy development and future associated infrastructure upgrades.
Grow volunteering capacity	Third-party revenue funding secured to support scheme development and growth.	Funding secured (£). Volunteering Strategy developed.			Volunteering approach presented to EMT in Q2. Delayed due to resource pressures. Local volunteering continues on the Lowlands Canals and at Inverness. Development of a Training and Volunteering Subgroup of Scottish Waterways for All. Survey of volunteering activity to be initiated in Q3.
Navigation, transits, and moorings provision	Completed a full review of new moorings locations along the lowland canals. Carried out spot dredging and weed control to maintain navigation. Activated automated bollards and streamlined processes for utilities billing for boating customers.	Action plans developed. Capital investment (£) to support greater automation.			Smart Bollards implementation on track at WCD and WCR. Automated bollards are not scheduled to be delivered in the Lowlands during this financial year. Moorings team supporting Lowlands to resolve historic non-billing issues. Maps have been produced identifying all moorings and associated mooring bollards. These link power bollards to customers to facilitate accurate meter readings and billing. Aquatic weed harvesting has been underway all season with over 1,200

Activity	By March 2025 we will have	Performance measures	RAG assessment Q1	RAG assessment Q2	Q2 update
					tonnes of weed having been removed from the Lowland canals. Dredging plans are in place to deliver dredging early in 2025.

Places and spaces

Activity	By March 2025 we will have	Performance measures	RAG assessment Q1	RAG assessment Q2	Q2 update
Customer facilities improvements	Implemented year one priorities following the review carried out in 2023/24, focusing improvements to automate services and improve the customer experience.	Action plans developed. Capital investment in facilities and services (£).			Improvements to Customer Facilities and Welfare Facilities are now being merged into one project. The audit working group reported findings and initial priorities at the end of Q2 and these will be taken forwards into project planning during the remainder of the year. Resource constraints mean projects are unlikely to be implemented this financial year. Automated services do not form part of the improvement action plan and is led by Customer Experience & Delivery.
Maximising the impact of land and estate holdings	Review of operational estate initiated seeking to define future requirements to operational delivery. Categorised vacant properties and under-utilised land for future development. Delivered a programme of statutory compliance, planned maintenance and reactive repairs across our properties.	Proportion of estate occupied or zoned and utilised. Specific feasibility and investment plans developed.			Review of operational estate has not progressed due to lack of resource. Categorisation of long-term derelict properties is complete, review of land is delayed due to lack of resource. Statutory compliance programme and planned and reactive maintenance all underway as BAU.

Activity	By March 2025 we will have	Performance measures	RAG assessment Q1	RAG assessment Q2	Q2 update
Falkirk Wheel masterplan	Developed a design brief for a multi-year programme to renew The Falkirk Wheel visitor attraction and improve the fabric of the buildings aligned to our Net Zero Routemap. Commenced phase 1 works to upgrade customer facilities at the main visitor centre and dedicated facilities for boating customers.	Capital improvement programme investment (£).			Good progress. Design meetings commenced for projects agreed at EMT. New Port Downie works due to start on site December 2024 or January 2025. Immersive experience concept charettes in diary.
Canal Centre/Lock 16, Falkirk	Significantly progressed public sector and third sector partnerships to establish Lock 16 as a national training centre for traditional skills and shared space for operational delivery. Submitted a full business case to secure £4m of Growth Deal funding.	Full business case prepared.			Partnership discussions with HES continue with an MOU and HOT underway. RIBA Stage 3 design sign off reached in August 2024, along with associated cost plan/value engineering in September 2024. Contractor/design team instructed to progress to RIBA Stage 4. Target date for resubmission of OBC in December 2024. Revised target date for interim FBC July 2025 following completion of RIBA Stage 4 and market testing.
North Glasgow regeneration	Progressed options for the land and buildings at Applecross Street, Glasgow which draw on community and partner engagement and align with wider plans and developments.	Action plan developed.			Four expressions of interest were submitted to the C40 Reinventing Cities Urban Design Competition at the September deadline. Evaluation of the EOI by a Technical Panel and Jury is anticipated to be completed during Q3 with detailed proposals to be sought from a shortlist as Phase 2 in early 2025. Review of Scottish Canals operational need is required to be done to support Phase 2 but resource to deliver this is currently a challenge.

Canals for the future

Activity	By March 2025 we will have	Performance measures	RAG assessment Q1	RAG assessment Q2	Q2 update
Improving asset health and resilience	Completed scoping exercise of high-risk assets and spaces to withstand impact of disruption and alignment with business continuity systems and processes. Delivered further embankment investigation and upgrading works on Union Canal. Completed a full audit of mechanical and electrical compliance regime for inspection and maintenance of canal structures.	Action plans developed. Audit findings reported and action plans in place.			Top 10 Asset groups completed and added to the 5-year CIP for capital investment opportunities.
Network-wide climate change resilience assessment	A pilot hydrological model of the Crinan Canal to support analysis of future climate change scenarios to understand likelihood and severity of resilience events on supply. Further partnership working in place to support flood mitigation developments.	Model in place and future approach to resilience and water stewardship developed.			Work continues to consider methodology and approaches to the pilot model.
Net Zero carbon	Progressed the potential for hydro, low voltage grids and battery storage along the canal network including development of prospectuses, reflecting national future infrastructure plans and policies to nurture opportunities and partnerships. Plans developed for additional electric vehicles charge points to support further transition of fleet to low carbon options and enable greater use of current electric fleet. Implemented transition plans for our fleet to renewable fuels in line with Net Zero targets. Supported scoping work and potential partnership activity for pump hydro-related freight projects.	Priorities and action plans developed. Carbon emission reduction (%). Progress on electric vehicle network roll-out.			New Sustainability and Climate Change Manager now in post. Work to draft Net Zero Routemap implementation underway with draft report due in Q3.

Activity	By March 2025 we will have	Performance measures	RAG assessment Q1	RAG assessment Q2	Q2 update
Devise and implement canal-specific strategies	Initiated improvement projects aligned to the Union Canal Strategy delivered in partnership with City of Edinburgh Council and working closely with local community and third sector partners. Fully implemented statutory harbour audit recommendations for Corpach and Adrishraig.	Union Canal projects identified. Harbour audit recommendations implemented.			PMSC audit complete. Action plan in place to address PMSC audit items. Moorings strategy will review charity and third sector arrangements with a view to standardise agreements.
Reservoir upgrades	Implemented measures to be taken in the interests of safety to Scottish Canals reservoirs. Upgraded the Lilly Loch siphon and enabling works at Townhead Reservoir ahead of rebuilding the weir in 2025/26.	Capital investment (£).			Design and works progressing on programme.
Implement local gate and infrastructure automation programme	Replacement of actuators and lock gate upgrades at Fort Augustus flight. Upgraded obsolete controls on a range of mechanised bridges. Concluded priority works to cover completion of Lock15/dummy lock and asset failure at Lock 7 along the Crinan Canal. On the Forth & Clyde Canal, replacement of Locks 16 and 31 plus additional grouting work to reduce water leakage.	Capital investment (£).			Plan in development, however Emergency works on Falkirk Flight has required additional funding which has been reallocated from this project.
Biodiversity gain	Completed surveys to assess the risk and ecological impacts of invasive species, specifically floating water fern on the Monklands Canal. Undertaken measures to reduce the risk of wild salmon entering the canal network. Refreshed approach to the risk of environmental pollution arising from boating traffic along the canal network including deployment of oil spill containment measures and training for	Identified potential control measures to support biodiversity gain and compliance with statutory obligations. Training implemented.			Invasive species control work continues. Further engagement concerning wild salmon required in Q3 following scoping report to identify potential solutions. Further engagement around the system for Boat Safety required to ensure a Panorganisational approach.

Activity	By March 2025 we will have	Performance measures	RAG assessment Q1	RAG assessment Q2	Q2 update
	employees to support prompt response. Maintained engagement with boat owners to ensure all vessels on the canal comply with the requirements of the Boat Safety Scheme.				

People and business

Activity	By March 2025 we will have	Performance measures	RAG assessment Q1	RAG assessment Q2	Q2 update
Initiate a multi-year transformation programme	Launched transformation programme focused on improving effectiveness and efficiency across the organisation to deliver lasting benefits for customers and stakeholders, support employee engagement and wellbeing and a sustainable operating model. Established a robust, evidence-led socio-economic and environmental impact evaluation framework. Programme Management Office fully operational and supporting project and change management culture and framework for successful implementation of revenue and capital initiatives. Embedded procurement policy to maximise value for money for contracted services and goods. Removed all non-compliant spend and improve planning.	Annual and multi-year project portfolio in place (capital and revenue £). Impact evaluation framework published. Progress against internal audit recommendations and overall level of assurance for the 2024/25 audit programme. Proportion of compliant procurement spend.			Transformation Programme priorities confirmed and formal launch during Q3. PMO recruitment underway.
Workforce planning and development	Workforce Plan prepared with supporting actions for future skills, capacity and expertise requirements, seeking to position Scottish Canals as an employer of choice. All canal operational teams trained in	Workforce Plan in place. Apprenticeship and trainee scheme developed. Percentage of turnover invested in			Workforce Plan scoped and internal engagement underway. Apprenticeship scheme approved by EMT. Initial focus on 'hard to recruit'

Activity	By March 2025 we will have	Performance measures	RAG assessment Q1	RAG assessment Q2	Q2 update
	'Exceeding Visitor Experience' and 'Right First Time.'	learning. Number of people trained.			roles and building capacity and resilience in engineering roles. Leadership and management programmes (ILM accredited) ongoing.
Community engagement and employability programmes	The Treehouse Inverness and The Eggshed Ardrishaig operating as high-quality spaces available for community use. Refreshed stakeholder engagement with partners to shape projects and initiatives, securing support and attracting grant funding for implementation. Hosted the second year of Youth Engagement Forums through our Young Scot partnership, helping to shape plans which promote the voice of young people in the future of our canals.	Occupancy and use (bookings and income generated). Progress against plans. Number of young people engaged.			The Young Scot engagement is confirmed to be taking place, with the first session with them Saturday 26 October 2024 and another by December. By the end of the year (March), four engagement session will have taken place.
Ongoing investment in employee wellbeing, health, and safety	Progressed initiatives which support work life balance including proposals for a shorter working week whilst fulfilling operational arrangements to manage canal assets safely 24/7, year-round. Implemented year one priorities following the welfare review carried out in 2023/24, adopting a risk-based approach to improvements. Occupational health surveillance refreshed for employees exposed to health hazards for all known activities.	Progress on operating model and 35hr working week business case. Progress on welfare upgrade plans. Occupational health monitoring framework in place.			Building upon Q1 performance, a Safety Culture and Wellbeing Committee has been established as a sub-committee of the National Health and Safety Committee. The Committee will take ownership of developing a Pan-organisation Wellbeing Strategy. Committee has met once in August 2024 with the next meeting scheduled for October 2024.
Information management, digital systems, cyber security, and safety	Initiated phased delivery of improved records system, physical and digital records, ensuring compliance with Public Records Scotland Act (PRSA) and UK GDPR provisions. Progressed M365 consolidation and implemented recommendations for review carried out in 2023/24. Designed and	Compliance performance. Progress against action plans. IT playbook in place.			Significant work has been done with ICT in response to Cyber threats. A Cyber-security playbook is in place. Work is in progress to update Business Impact Assessments. External audit to review and provide recommendations to refresh current Business Continuity

Activity	By March 2025 we will have	Performance measures	RAG assessment Q1	RAG assessment Q2	Q2 update
	implemented IT playbook and response plan for a variety of scenarios including cyber incidents and disaster recovery. Develop and procure a cyber-attack response partner for Scottish Canals.				Policy; Business Continuity Plan; Risk Policy and Management Framework; Business Area Impact assessments/Response Plans; and Business Continuity Incident Management Plan which are the current components to manage business continuity.

Appendix 2: Q2 Performance Dashboard

Please see PowerPoint slide deck for KPI report, H&S dashboard, Communications & Marketing insights.