BOARD: JUNE 2026
Item: Performance Reporting
6iii Q4 2025/26 KPI's, Health & Safety Dashboard, Corporate Communications & Marketing Report

CORPORATE / ASSURANCE / OPEN

| | |
|---|---|
| **EMT SPONSOR:** | John Paterson, CEO |
| **AUTHOR:** | Brian Auld, Interim Director of People, Safety & Governance |

**PURPOSE**
To summarise progress and activities undertaken or managed by Scottish Canals during Q4 2025/26.

**RECOMMENDATION**
The Board is invited to note the progress and performance against the 2025/26 Business Plan commitments and corporate KPI's.

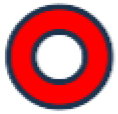
**BACKGROUND**
This report forms part of the wider suite of routine reporting for Board with the primary aim of supporting good governance and the scrutiny of assurance of key operational outcomes.

**ASSESSMENT**
Report presents a broad portfolio of management information and data that demonstrates continual improvement towards agreed strategic commitments at the end of the Q4 period. The triangulation of performance measures against the organisations strategic obligations as presented in the Corporate Plan (2023-2028) and Business Plan (2025-2026), alongside consideration of wider organisational developments, will provide the Board with assurance that progress is being made towards successful outcomes. Whilst the organisation has delivered excellent outcomes across the four strategic themes, several challenges has impacted on performance against intended outcomes as highlighted in Appendix 1 of this report.

| | |
|---|---|
| **Strategic Priorities** | This report is intended to fully reflect the Corporate Plan (2023-2028) strategic themes and commitments and is aligned to the Business Plan (2025-2026) activities. |
| **Health & Safety** | The quarterly health & safety report is reflected in the KPI and Business Plan progress update. |
| **Financial** | This report complements the Board finance report. |
| **Legal** | N/A |
| **Risk / Risk Appetite** | The quarterly corporate risk report is included. |
| **Sustainability** | N/A |
| **Environment** | N/A |
| **People** | Specific people-related measures are reported, and additional tracking is in development to complement the new People Strategy. |
| **Fair Work** | N/A |
| **Communication** | N/A |
| **Community & Third Sector** | N/A |
| **Commercial** | This report contains measures of commercial performance reflected in the KPI and Business Plan progress update. |
| **Asset** | This report contains measures of Asset performance reflected in the KPI and Business Plan progress update. |

## Quarter 4 2025/26 - KPI Dashboards

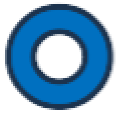
# Key:



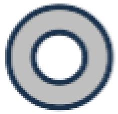
80% or less of target met

81-90% of target met

91% and above of target met



100% complete



Unable to measure OR planned to NOT measure at this time

Unless explicitly mentioned otherwise, where quantitative measures are available the % ranges above are used to represent how close to target measures were achieved.

**RAG:**

Red, Amber, Green, and Grey Status Colours represent the following qualitative assessments of how close to target measures were achieved.

| | |
|---|---|
| Red: | Significantly below target |
| Amber: | Below target |
| Green: | On or exceeding target |
| Grey: | Unable to measure OR planned to NOT measure at this time |

**Quantitative measures:**

This year we are beginning to introduce more quantitative measures where possible. These will increase over the year.

**Forecast v Actual icons:**

A forecast is the target level of the measure associated with a commitment and will visually be displayed in a black colour on graphics.

An Actual result is what was achieved for that measure in the reporting period. A line will be displayed in an appropriate RAG colour representing this

F 93%

A 50%

F 93%

A 87%

F 93%

A 100%

**Quarter 4 2025/26 - KPI Dashboards (Corporate Themes)**

## Explore and experience

RIDDOR
**1**
0 is target

Towpath Usage
See report that follows

TFW customer satisfaction
Top 3 rating is target
**6th**

Social media reach
**12.4m**

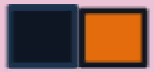
Transits
Forth & Clyde – 21% lower than forecast
Crinan – 23% lower than 2019
Caledonian – 20% lower than 2019
Wheel & Union – 12% higher than forecast

TFW visitors
New baseline being set for Q1

## Places and spaces

All Moorings Usage
**81%**

Proportion of residential moorings estate occupied
**89%**



F 91% A 89%

Annual target to reduce long term vacant and derelict list by at least one asset

**Refurb of Borron St Business Park**
**Complete**

## Canals for the future

Crinan Canal – 7 Defects Resolved
Caledonian Canal -55 Defects Resolved
Lowland Canals - 125Defects Resolved

Improving asset health and resilience (Estates)
**91%**

Quantified carbon emission reduction

Quantified carbon emission reduction
41% reduction in Scope 1 and Scope 2 carbon emissions from a 2019 baseline reported.

## People and business

In line with forecast

A **£100%**
F **100%**
Revenue

A **100%**
F **100%**
Capital

Net expenditure in line with target – £225k
lower than RF3 and within lower materiality limit

Headcount vs Establishment
**246** **272**
**90.4%**

## Quarter 4 2025/26 – H&S Dashboard

Overall RAG Status

**Explore and experience**

# Health & Safety

RIDDOR

1

**Actual**
1

**Forecast**
0

Member of staff slipped unwrapping a mattress and sustained a fracture to their wrist and partial rotary tear.

Benchmarking behaviour frameworks with other government and similar sized/structured organisations complete.

Mental Health First Aid training complete

Integrated Visitor and Water Safety Risk Assessment Framework rolled out

Replacement of PRE ropes continues as planned across the Lowlands

**On track**

**Improvement programme**
New provider for Occupational Health Exposure Management in place

Rollout of new COSHH framework continues

Programme of replacing flammable storage units continues

**Q1 focus (2026/27)**

Occupational Health and Safety learning and development training needs analysis

EcoOnline data and dashboard training and support.

Embed new KPIs for Health and Safety

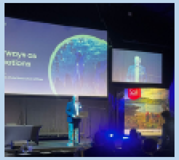
Rollout LHSWAP for 2026/27

**On track**

# Quarter 4 2025/26 – Corporate Communications & Marketing Dashboard

## Public Relations – Featured / Spotlight

Lock 16: Scotland's Centre of Excellence for Canals & Traditional Skills – Construction begins



Marine Tourism Conference

Duke and Duchess of Rothesay at The Kelpies

## Marketing

Spend to date Q4

**£5,573**

Digital advertising and Easy Jet half page magazine ad

**£252,946**

Total website income – TFW income (minus boat trips as not accurate), room bookings, licences Q1 to date

**549k** (498k, 2025)

Total website views vs 2025

**1544** (3484, 2025)

Video views vs 2025

## Q4 Press

Press Reach – **1.24B** (600m, 2025)

*Increase due to screening of Sky Arts Landscape Artist of Year

Press Stories – **2.21K** (3.52k, 2025)

Advertising – **£11.5M** (£4.69M, 2025) Equivalent

## Year to date

Reactive media enquires: **30**

Pro-active Press Releases issued: **21** (SC & partners)

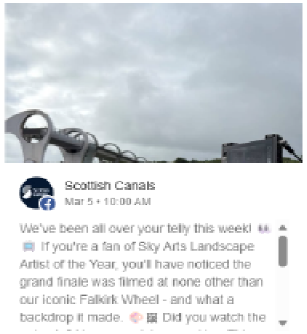
## Elected members/ Key Meetings

- Falkirk MSPs/Councillors received correspondence regarding Falkirk East Reach construction update.
- Southbank Marina Fishing and anti-social behaviour meeting held with relevant elected members/council/police/SC/boaters
- Edinburgh Councillor Neil Cuthbert/Fiona Hyslop MSP – SC CEO and SC Heritage Manager met with Councillor Cuthbert to discuss graffiti on the Union Canal/historic monument.
- EMT met with Scottish Canals Youth Panel (Young Scot) (3 year partnership report).
- SC attendance at Scottish Parliament for Heritage in Your Hand events with HES/Lock 16 Canal Centre project.
- PSH Roundtable parliamentary event with Minister and various stakeholders

## Social Media platforms

| | | |
|---|---|---|
| Followers | **101,528** | (2025, 83626) |
| Engagement | **90.6K** | (2025, 32.8k) |
| Reach | **1.14M** | (2025, 1.1m) |

### Most popular posts





## Highlights

- Scottish Government Budget Announcement increase in investment
- 25th anniversary of the Millennium Link launched.
- Attendance at Scotland Marine Tourism Conference.
- Lock 16: Scotland's Centre of Excellence for Canals & Traditional Skills enters new milestone with construction starting on site.

**Topical issues**

- Organisational structure transformational project led by Baker Tilly underway.
- SC State of the Asset Report submitted to Transport Scotland in response to DG report
- Kelvin Aqueduct emergency works dewatering and investigations continue into the cause of the leak.
- Crinan canal embankment emergency works (delayed re-opening of season May 1st).

## Filming

£13,729

Target £10K

Total requests YTD: 39

BT advert filmed with quick turnaround

Waiting on location feedback for new sci-fi drama

## Upcoming Dates to note

Scottish Canals Business Plan 2026/27 published

Falkirk Flight Staff visit

## Internal comms

Viva engage /employee events /huddles

**Huddle attendance:** **125**

**Viva Engage** Likes: **238** Posts: **82** Engagement: **5932**

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**CAPITAL WORKS:**

Film *Engineering Scotland's Canals*, released together with a playlist of team interviews for social media, 1264 views to date; second film focused on water controls and reservoirs, recorded (March) now in editing, due for release in May.

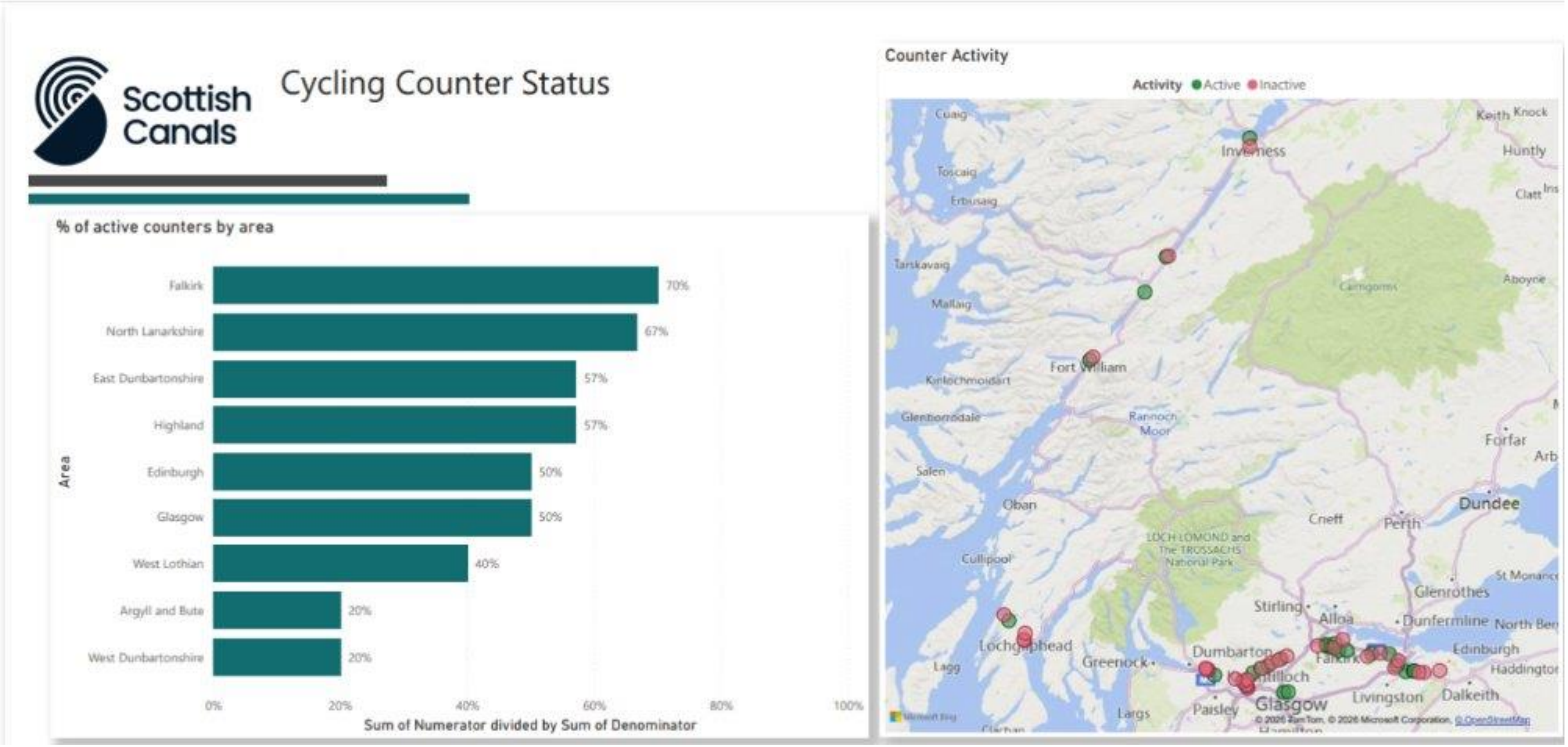
Weekly community mailings, website updates and social updates reporting on the progress of the Crinan Canal winter works, including photo galleries and videos.

12,006 interactions (likes, comments, views) of engineering project content on social media (Facebook, Linkedin)

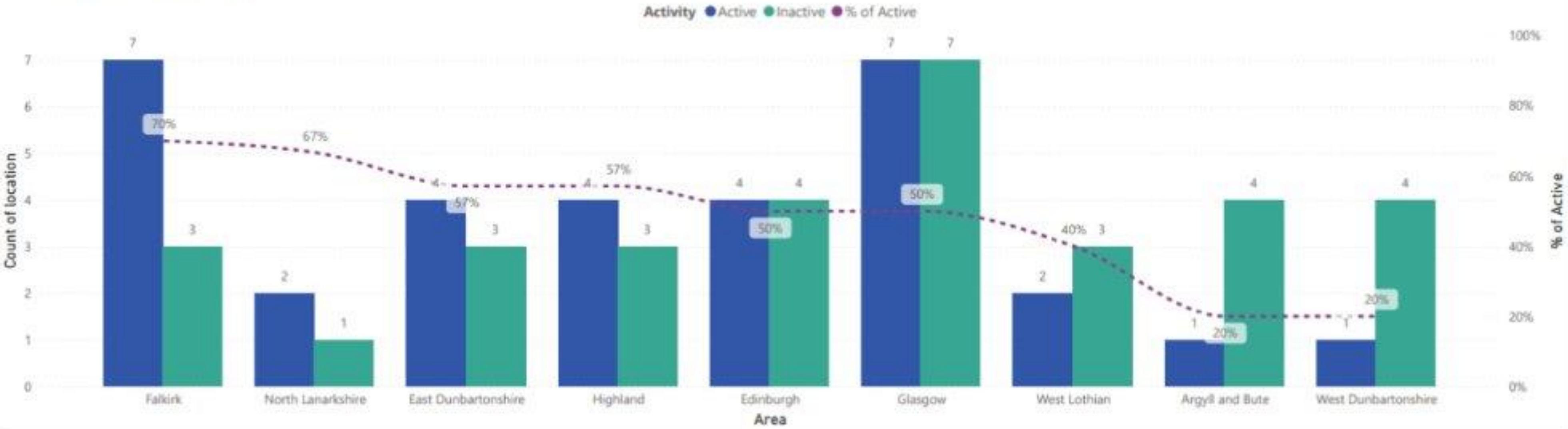
Project news published in the *Argyllshire Advertiser, Falkirk Herald, West Coast Today, The Glasgow Times, The National.*

**STEM** event for local Falkirk schools and centres (Falkirk High, St Mungos and Easter Carmuirs, Forth Valley Sensory Centre) at the Falkirk Wheel on engineering and sustainability.

# Quarter 4 2025/26 – Towpath Useage Report



**Total counters working by area**




**% of Cycling PEDS currently Working**

# Scottish Canals

# Cycling Counter Quarterly Analysis

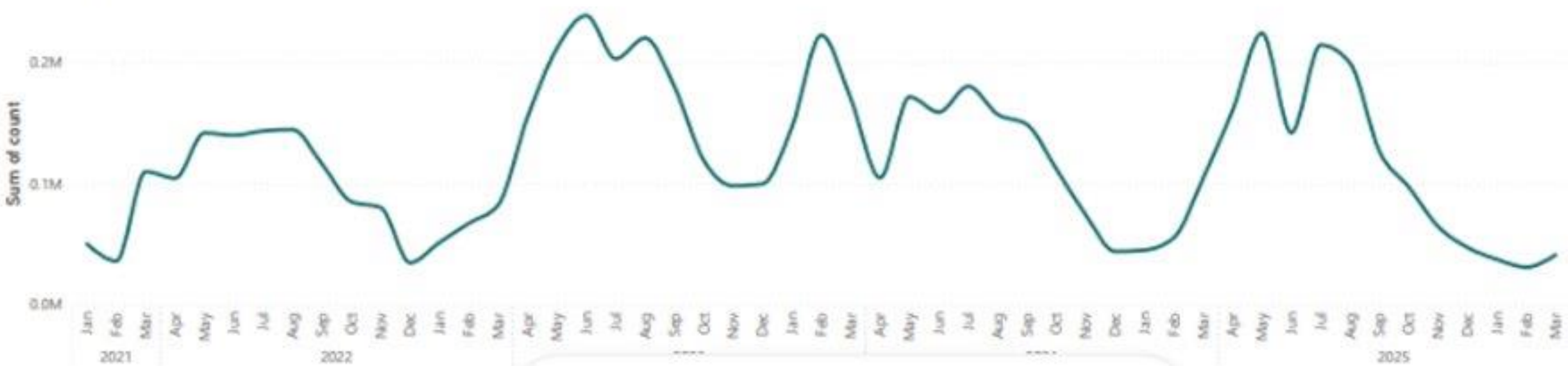
### Year-on-Year by month

| Financial Month | 2021 | 2022 | 2023 | 2024 | 2025 | Total |
|---|---|---|---|---|---|---|
| Apr | | 104,428 | 155,017 | 104,770 | 160,501 | **524,716** |
| May | | 141,833 | 211,829 | 171,587 | 224,232 | **749,481** |
| Jun | | 139,972 | 238,824 | 159,028 | 142,034 | **679,858** |
| Jul | | 143,462 | 203,114 | 180,264 | 214,473 | **741,313** |
| Aug | | 144,642 | 220,208 | 157,226 | 199,465 | **721,541** |
| Sep | | 116,167 | 179,923 | 148,788 | 126,537 | **571,415** |
| Oct | | 85,050 | 119,002 | 112,102 | 97,066 | **413,220** |
| Nov | | 80,178 | 98,201 | 74,141 | 64,432 | **316,952** |
| Dec | | 34,637 | 99,817 | 43,942 | 47,196 | **225,592** |
| Jan | 50,201 | 51,339 | 146,765 | 45,029 | 37,334 | **330,668** |
| Feb | 36,005 | 67,171 | 222,588 | 55,260 | 30,951 | **411,975** |
| Mar | 109,822 | 82,343 | 170,177 | 104,621 | 41,185 | **508,148** |
| **Total** | **196,028** | **1,191,222** | **2,065,465** | **1,356,758** | **1,385,406** | **6,194,879** |

### Year-on-Year by Location

| area | 2021 | 2022 | 2023 | 2024 | 2025 | Total |
|---|---|---|---|---|---|---|
| Glasgow | 10,595 | 147,391 | 581,864 | 582,945 | 530,748 | **1,853,543** |
| Edinburgh | 75,180 | 397,446 | 759,992 | 225,683 | 149,687 | **1,607,988** |
| Falkirk | 26,953 | 168,025 | 188,943 | 169,478 | 164,853 | **718,252** |
| East Dunbartonshire | 35,028 | 196,370 | 181,686 | 131,605 | 150,850 | **695,539** |
| West Lothian | 24,142 | 106,611 | 84,712 | 25,469 | 304,886 | **545,820** |
| West Dunbartonshire | 5,397 | 64,604 | 154,018 | 111,303 | 34,805 | **370,127** |
| Argyll and Bute | 5,416 | 39,760 | 34,098 | 45,841 | 21,227 | **146,342** |
| Highland | 10,242 | 42,533 | 35,995 | 40,587 | 9,818 | **139,175** |
| North Lanarkshire | 3,075 | 28,482 | 44,157 | 23,847 | 18,532 | **118,093** |
| **Total** | **196,028** | **1,191,222** | **2,065,465** | **1,356,758** | **1,385,406** | **6,194,879** |

Sum of cycle count by Financial Year and Financial Month



Overall Theme RAG Status

## Explore and experience (1/3)

**(Please note Corporate Risks are cross-referenced in the following dashboards; this excludes 3 emerging risks in Q2 around Business Resilience, Service Continuity, and Stakeholder Management.)**

| KPI descriptor | Measure | Q4 Forecast (target) | Q4Actual | Q3 | Q4 |
|---|---|---|---|---|---|
| Zero-harm approach to notifiable accidents | 0 RIDDOR – member of public | 1 | 1 RIDDOR Reported | | |
| Refreshed visitor safety plans and promoting responsible access of Scotland's canals on and beside the water | Visitor Safety Plans | Visitor Safety Plans – Completion at 91% and over. | The new Visitor and Water Safety Risk Management Framework has now been rolled out across all areas of the business. Plans will now be developed for all locations during 2026/27. | | |
| Customer satisfaction (TFW) | Customer feedback ratings top 3 of competitor set | 3 or greater | 6th.<br>Lower volume and scored down on closures, people not knowing not to pay for parking when closed but using machines. | | |
| Customer satisfaction (TFW) | 85% + overall Review Pro | 90% | 89'40% &YE 92.3% | | |
| Customer satisfaction | 4.5 / 5 Lock Chambers - Trip Advisor | 4.5 | 4.5 | | |
| Towpath usage – walking and cycling | See Towpath section of the report. | n/a | An issue related to the shutting off of the 3G network has resulted in a further reduction in the number of functioning counters. Walk Wheel Cycle Trust are working to resolve it but the count data is therefore significantly lower than anticipated. A proposal to review the towpath counter strategy and explore alternative, fit for purpose, solutions has been approved by EMT and this workstream will progress in 26/27. | | |
| Visitor numbers to TFW | Trip boat passenger numbers 5% increase year-on-year | Increase by 5% or > on same Q LY. New baseline being set as new cameras and ped counters | Need to consider if measure is boat numbers or total site footfall now new ped camera at gate. | | |

## Explore and experience (2/3)

Overall Theme RAG Status

| KPI descriptor | Measure | Q4 Forecast (target) | Q4Actual | Q3 | Q4 |
|---|---|---|---|---|---|
| Destinations gross profit (TFW) | % gross profit | Above 40% | 41% | | |
| Net profit contribution to core costs | % net profit increase | Below 10% | 13% - this has reduced due to tight controls | | |
| Transit and boat movement numbers | Transit numbers and boat movements (updated measure – transits are licences issued, and boat movements relate to each boat navigating a structure e.g. bridge or lock gate). | 200 | 157 | | |
| Transit numbers | Crinan Canal Boat Traffic (Visitor Licence Sales) will return to or exceed 2019 levels. | 91% and over | Canal Closed - Minimal Traffic | | |
| Transit numbers | Caledonian Canal Boat Traffic (Visitor Licence Sales) will return to or exceed 2019 levels. | 70% or lower | Canal Closed - Minimal Traffic (£11,012) | | |
| Boat movement numbers | Forth & Clyde Canal | 800 | 785 | | |
| Boat movement numbers | Union Canal (Inc. TFW) | 500 | 765 | | |

# Explore and experience (3/3)

Overall Theme RAG Status

| KPI descriptor | Measure | Q4 Forecast (target) | Q4Actual | Q3 | Q4 |
|---|---|---|---|---|---|
| Website views | Data Google Analytics | 193800 | 549,000 - The results show our top pages being targeted during this period are The Falkirk Wheel and Kelpies Experience this is a direct result of social media engagement and ads running during this period. Engagement from a high-profile Influencer engagement contributed to this. Destinations pages including: The Falkirk Wheel and The Kelpies Experience and activities pages also received high viewing figures during this period. | | |
| Social media reach (all social pages) | All social pages, (excluding X) | 1026120 | 12440479 - Higher because of Royal visit to Kelpies and targeted influencer campaign work. Alongside capital works targeted video updates. | | |
| Social media engagement (all social pages) | All social pages, (excluding X) | 57120 | 90,699 - Engagement activity was higher due to targeted influencer campaign works related to The Kelpies Experience. | | |
| Press Reach | Meltwater | 676880000 | 1,240,000,000 - numbers are higher due to screening of Landscape artist of the Year promotion of TFW. Lock 16: Canal Centre construction works progressing. | | |
| Press Stories | Meltwater | 5406 | . 2210 - Issuing less releases and focussing on social media update (as press media landscape changing on how they receive news). Going forward issuing releases for major updates depending on business priorities. | | |
| Customer Satisfaction Survey | Customer feedback 80 Good or Very Good | Customer feedback 80 Good or Very Good | Transit survey requires to be redesigned and implemented | | |

# Places and spaces (1/1)

Overall Theme RAG Status

| KPI descriptor | Measure | Q4 Forecast (target) | Q4Actual | Q3 | Q4 |
|---|---|---|---|---|---|
| All moorings usage | Total occupancy rate | 91% and above | 81%Occupancy and demand continue to be negatively affected by the suspension of navigation at Falkirk Flight and Kelvin Aqueduct. | | |
| Leisure moorings usage | Caledonian Canal occupancy rate | 91% and above | 88% | | |
| Leisure moorings usage | Lowlands Canals occupancy rate | 81 - 90% | 67% Lowlands leisure occupancy has been consistent at approximately 66-70% for the past two years. We should be reviewing the target occupancy for this portfolio<br>We have converted abandoned and non-compliant occupancies with associated debt into active, compliant accounts. 2025/26, 18 leisure moorings sold and 20 vacated. Of those vacated, 15 boats were removed through the evasion process | | |
| Leisure moorings usage | Crinan Canal occupancy rate | | 60% Re-siting of vessels due to winter works | | |
| Residential moorings usage | Residential occupancy rate | | 89% Reflect changes movement at Southbank and canals not being accessible due to works. | | |
| Reduce number of vacant & derelict properties, repurposing of assets to help tackle inequality and promote inclusive growth. | No. of properties | equal to 1 or more | Two long term V&D properties resolved in the year:<br>Refurbishment of Units 23 & 24, 100 Borron Street Business Park completed, units under negotiation to let.<br>Sale of Glentarff House, Fort Augustus by means of Community Asset Transfer | | |
| Reduce the number of vacant properties and maximise impact of property portfolio | Proportion of estate occupied | 80% | 83% | | |
| Crinan Canal - Wharfage | Wharfage - Freight Income (from HC) | 2019 – | £15317.34 -this figure has grown from last quarter however is still lower than expected. | | |

# Canals for the future (1/2)

Overall Theme RAG Status

| KPI descriptor | Measure | Q4 Forecast (target) | Q4Actual | Q3 | Q4 |
|---|---|---|---|---|---|
| Lost Time/defects | By canal/location. Defects identified and 25% of scheduled defects resolved in line with the Asset Management Plan | Crinan Canal – 40 Defects Resolved | Crinan Canal – 7 Defects resolved | | |
| | | Caledonian Canal – 20 Defects Resolved | Caledonian Canal – 55 Defects Resolved | | |
| | | Lowland canals – 60 Defects Resolved | Lowland Canals – 125 Defects Resolved | | |
| Improving asset health and resilience (Estates) | Statutory Compliance targets (excluding commercially let property). Target 90% | 90% | 91% | | |
| Improving asset health and resilience | Prioritised good maintenance based on planned asset health assessments to extend the effective operational life of canal assets. Measure is F v A, projection coming from CIP or Revenue. | Based upon the Asset Inspection procedures, (updated May 2025)Additional TS funding for 3 years will ensure works to further improve asset health will be developed through the next 3 FYs. Works programming beginning to develop a robust works package for each area of the organisation. | Additional TS funding for 3 years will ensure works to further improve asset health will be developed through the next 3 FYs. Works programming commencing to develop a robust works package for each area of the organisation. All programmed winter works finalised in Q4 as programmed. See Corporate Risks 1001, 1004, 1008 & 2139. | | |
| Develop a five-year capital investment plan, linked to the 2018-2030 Asset Management Strategy | Delivered planned capital investment programme in line with forecast. Measure is F v A, projection coming from CIP or Revenue. | 91% and above | 5 and 1yr CIP approved in Principle by EMT & Board. Submitted to TS first week April for their final consideration. See Corporate Risks 1001, 1004, 1008 & 2139. | | |

# Canals for the future (2/2)

Overall Theme RAG Status

| KPI descriptor | Measure | Q4 Forecast (target) | Q4Actual | Q3 | Q4 |
|---|---|---|---|---|---|
| Carbon use | Quantified carbon emission reduction | Quantified carbon emission reduction | Annual sustainability report has been submitted and approved by the Board. Work plan continues to focus on carbon reduction across the estate. | | |
| Developed transition plans for our fleet to renewable fuels in line with Net Zero targets | Fleet impact | Fleet impact | Work continues to expand our electric vehicle complement across the estate. | | |
| Action plan in place and percentage of reduced water usage | Pilot a water stewardship approach | This work will be further developed in 2025/26 subject to appropriate resourcing. | No data source was created for this KPI and has now been redefined for 2026/27.<br>Refer to Corporate Risk 1906 & 1907. | | |

## People and business (1/3)

Overall Theme RAG Status

| KPI descriptor | Measure | Q4 Forecast (target) | Q4Actual | Q3 | Q4 |
|---|---|---|---|---|---|
| Attraction and retention | Headcount v establishment | 90% establishment | Establishment slightly down due to some restructure and occupancy slightly down to 246/272 = 90.4%<br><br>Refer to Corporate Risk 1905. | | |
| Mandatory training | Compliance at over 90% for essential online training – health & safety and other legal/statutory requirements | 90% | Compliance training levels remain consistently high, at 86% Dropped slightly from Q3 but figures skewed due to onboarding of casual workers. | | |
| Compliance | Access to information, statutory compliance | Yes | Information management compliance is in line with statutory requirements<br><br>Refer to Corporate Risk 2139. | | |

# People and business (2/3)

Overall Theme RAG Status

| KPI descriptor | Measure | Q4 Forecast (target) | Q4Actual | Q3 | Q4 |
|---|---|---|---|---|---|
| Develop a robust and actionable Disaster Recovery plan and testing schedule | Point 1 - Gather data on system dependencies from stakeholders. | See Measure. | Awaiting final sign off and testing schedule. | | |
| | Point 2 - Create and distribute DR template doc for business owner information and system dependencies, and step by step guidance on recovery. | | | | |
| | Point 3 - Create actionable testing schedule. | | See Corporate Risk 1006. | | |
| Review, Revise, and Update Cyber Resilience Strategy | Point 1 - Itemise and expand on Cyber Risks in "Insight4Risk". | See Measure. | Point 1 - All risks within Insight4Risk updated and reviewed regularly. Inherited items expanded, revised, or closed. | | |
| | Point 2 - Create Cyber Resilience Policy. | | Point 2 - n/a | | |
| | Point 3 - Prepare report on Cyber Resilience for EMT to raise awareness. | | Point 3 - n/a | | |
| | Point 4 - Create guidance documents for end users. | | Point 4 - n/a | | |
| | Point 5 - Implement Phishing platform. | | Point 5 - n/a | | |
| | Point 5 Additional - Utilise mandatory training. | | Point 5 Additional - n/a | | |
| | | | See Corporate Risk 1006. | | |

# People and business (3/3)

Overall Theme RAG Status

| KPI descriptor | Measure | Q4 Forecast (target) | Q4 Actual | Q3 | Q4 |
|---|---|---|---|---|---|
| Capital – drawdown Cash | Within 100k – threshold by end of year | 34% | 100%<br>See Corporate Risk 1003 | | |
| Revenue – drawdown Cash | £2m threshold | 61% | 100%<br>See Corporate Risk 1003 | | |
| Revenue outturn in line with budget – net expenditure | Meet budgeted revenue targets as £ Red below target- not recoverable for period, Amber within 5% and recoverable within quarter, Green meeting or exceeding | £687k | £225k overspend – lower than RF3 and within lower materiality limit<br>See Corporate Risk 1003. | | |
| Absence Management | Sickness Absence % or hours | | Monthly: 269 days lost (39 short term and 230 long term) = 5.4% | | |
| Employee / Union relations | RAG status on Potential action comfort level | | No dispute, and no imminent threat of dispute. | | |