

# **Key Performance Indicators (KPIs) Quarter 2 2024/25**

# Contents



Title	Page
Quarter 2 2024/25 KPI Dashboards	
Key	3
Corporate Themes KPI Dashboard	5
Health & Safety Dashboard	5
Corporate Communications & Marketing Dashboard	6
KPI RAG Status Summaries by Corporate Theme	
Explore and experience	8 – 10
Places and spaces	11 – 12
Canals for the future	13 – 15
People and business	16 – 18

# Key:



80% or less  
of target  
met



81-90% of  
target met



91% and  
above of  
target met



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.

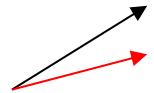
## Forecast v Actual icons:

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%



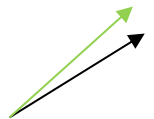
F 93%

A 87%



F 93%

A 100%



# Quarter 2 Corporate Themes KPI Dashboard

## Explore and experience

RIDDOR

**1**

ABOVE target

Towpath  
usage

Data  
incomplete

TBC

2% ABOVE target

TFW customer  
satisfaction

**92%**

Social  
media  
reach

**10.9m**

Circa 9.3m ABOVE  
target

23% BELOW target

Boat movements  
F&C Canal

**68%**

TFW  
visitors  
(PED Counter  
remains broken)

N/A

## Places and spaces

Crinan Canal wharfage  
income

**£27,108**

Remains STRONG

All moorings usage

**84%**

1% BELOW target

**82%**

Proportion of  
residential  
moorings estate  
occupied

2% ABOVE target



F 80% A 82%

## Canals for the future

Defects resolved



F 194 A 111

**57%**

34% BELOW target

Improving Asset  
Health – progressing  
remediation  
programme plan

ON target – 12-month programme of  
development being progressed

Buildings statutory  
compliance

**91%**

A **91%**

F 90%

1% ABOVE target

## People and business

A **£5m**

F **£6m**

Revenue – Cash

A **£3.6m**

F **£6m**

Capital – Cash

Revenue out-turn **£5.05m**

Slightly lower than £5.2m  
forecast due to higher  
retail income

Headcount  
92% Occupancy

**229**



F 248 A 229

## Quarter 2 Health & Safety Report

Overall RAG Status 

### Explore and experience



# Health & Safety

RIDDOR

1

\*



Actual  
Forecast 0

\*

1 retrospective RIDDOR processed in this period  
0 new

## On track

Testing methodology for new integrated risk management approach to water and visitor safety currently being tested at several different sites.

## On track

Continued to embed EcoOnline audit activity and POWRA. New leading and lagging KPI monitoring across the organisation to drive improvements in HS performance and understanding across the organisation.

### Improvement programme

Independent audit of M&E Assets progressing well. Welfare facilities improvement programme in early stages of commencement. SMT Safety Leadership session delivered by PHSS.

### Q3 focus (2024/25)

- Health and Safety impact assessment for 35-hour working week
- Further testing of integrated visitor and water safety risk assessment
- Health and Safety Strategy development
- Towpath Code of Conduct review
- Public facing health and safety policy planning and scoping.

# Quarter 2 Corporate Communications & Marketing Report

## Overall RAG Status

### DASHBOARD Q2 (JULY-SEPTEMBER 2024)

#### Press

Press Reach 382.1m  
Press Stories 1,643  
Advertising equivalent £3,537m

#### Filming requests

Total requests 30 YTD  
**Current income >£8,011**

#### Key paid for marketing campaigns

- Lock Chambers rooms
- Boat licences
- Ghost Boat Tour (sold out)
- Behind The Wheel tours
- The Falkirk Wheel general
- Recruitment (key roles)

#### Stakeholder/Partner engagement

- Nature Scot engagement for #WildlifeWednesday
- Net Zero Scotland partnership for #ScotClimateWeek
- Keep Scotland Beautiful engagement for #ScotClimateWeek
- Autumnal canal image sharing from Seagull Trust
- Young Scot Partnership promotion for offers at TFW
- Engagement with Forth & Clyde Canal Society for Ghost Boat Tours
- Visit Falkirk promotion of The Falkirk Wheel
- Samaritans to promote #WorldSuicidePreventionDay
- Linlithgow Canal Centre Canal fun day promotion
- Pinkston 10 event promotional support
- Scottish Canals commitment to net zero emissions for #ScotClimate Week
- Fountainbridge Canalside Community Trust comedy promotion
- Mackenzies and ICE engagement re Civil Engineering Award for Crinan Canal
- Let's Fish promotion (128 attendees to programme over summer)
- Pinkston 10 event promotional support
- Water Safety Scotland drowning prevention campaign
- RNLI drowning prevention campaign
- Sustrans Stockingfield report press release

#### Elected members (incoming)

- SNP Airdrie Councillor Alan Beveridge - path issues leading to Hillhead Reservoir
- Ivan McKee (Minister for Public Finance) North Glasgow visit
- Banavie Swing Bridge - Jamie Halcro Johnston MSP Highlands & Islands
- CEO John Paterson invited to Scottish Parliament to mark 25th anniversary
- Minister for Agriculture & Connectivity Jim Fairlie visits Caledonian Canal

#### Social Media platforms

##### Followers

Facebook 202.5K LinkedIn 18.7K  
Twitter 35.5K Instagram 18.3K

##### Engagement

Facebook 193.7K LinkedIn 580  
Twitter - Instagram 2,290

##### Reach

Facebook 10.83m LinkedIn 25.3K  
Twitter - Instagram 19.8K

##### New followers 2,087

##### Reporting

**Facebook** = Scottish Canals Corporate. The Falkirk Wheel, Crinan Canal and Caledonian Canal.

**Instagram** = Scottish Canals Corporate and The Falkirk Wheel\*

**Twitter** = Scottish Canals Corporate. - Reporting platform upgrade in progress affecting reporting

**LinkedIn** = Scottish Canals Corporate.

\*Facebook engagement is reported over 90 period.

Sources:



#### Topical issues

- TFW: Playpark closure/Splashpark closure recurring complaints
- Trip boat fires - reputational risk managed
- Corporate Comms (35 hours)
- Aberchelder swing bridge - BEAR issue impacting navigation
- Forth & Clyde Canal East Flight - suspension of boat movements numerous issues with degradation on lock gates
- Stolen car abandoned in Union Canal (Negative press coverage)
- Footbridge Lost Shore development (concerns over cost of air leasing from SC)
- Media enquiries received Argyllshire Advertiser: Crinan Steamer Terminal update, Crinan Basin regen works, Ardrishaig Lighthouse.
- Banavie Swing Bridge Closure Network Rail
- Water shortages (Forth & Clyde and Crinan canals)
- Active travel benches at TFW complaint from locals
- Crinan Basin landscape works - local concerns over plans

#### Website page views

365K

#### Video views\*

In minutes

4,818

#### Training

Destinations duty managers booked for 23 Oct  
Website/social media / copy-writing / reputational risk training provided for Crinan ops and TFW activities team

#### Yammer Internal staff comms platform

Likes 544 Posts 141 Engagement 26,578

#### E-zine database Launched Aug 2023

Sign ups 1088 Opened 52% Clicked 1122

# **KPI RAG Status Summaries by Corporate Plan Theme**



## Explore and experience (1/3)

## Overall Theme RAG Status



KPI descriptor	Measure	Q2 Forecast (target)	Q2 Actual	Commentary	Q2	Q1
Zero-harm approach to notifiable accidents	0 RIDDOR – member of public	0	0 recorded, 1 retrospective	1 Retrospective RIDDOR submitted to the HSE regarding the release of Asbestos Containing Material (ACM) at the Union Inn, Falkirk following the Whistleblowing investigation See Corporate Risk Title: "Health and Safety".		
Refreshed visitor safety plans and promoting responsible access of Scotland's canals on and beside the water	Visitor Safety Plans	Produce new model and approaches and consult with employees on its application to manage and reduce risks related to water and visitor safety.	Model complete and employee engagement now in early stages to seek feedback on wider user across Scottish Canals. Target Met	New model has been produced and currently in the final stages of planning for the integration of the model across asset-based systems and processes. Trial at 2 sites complete with further trials planned for Q3. See Corporate Risk Title: "Health and Safety".		
Customer satisfaction (TFW)	Customer feedback ratings top 3 of competitor set	1 <sup>st</sup> , 2 <sup>nd</sup> or 3 <sup>rd</sup>	5th	Boat cancellations were part of issue.		
Customer satisfaction (TFW)	85% + overall Review Pro	90%	92%	Retained a very good score despite unplanned Wheel and boat outages.		
Customer satisfaction	4.5 / 5 Caledonian Canal Centre – Trip Advisor	4	4	Reduced target from 4.5 to 4 due to ongoing staffing shortages in peak season.		N.B Now CCC
Towpath usage – walking and cycling	TBA	TBA	Data unavailable	Issues with Sustrans data and faulty Ped Counters – in liaison with Sustrans to resolve.		





## Explore and experience (2/3)

Overall Theme RAG Status



KPI descriptor	Measure	Q2 Forecast (target)	Q2 Actual	Commentary	Q2	Q1
Volunteering capacity with more people caring for our canals	More people volunteering and increased frequency/time given.	None set	N/A	Not measured in this quarter. Paper submitted to devise new approach. To be revisited after EMT decision.		
Visitor numbers to TFW	Trip boat passenger numbers 5% increase year-on-year (excludes boats).	46412	PED counter not working however travel trade volume has increased.	PED counter not working however travel trade volume has increased.		
Destinations gross profit (TFW)		39.7%	42.0%	In Line with target, as expected for Q2.		
Net profit contribution to core costs	% net profit increase.	-48.00%	-41.00%	In Line with target.		
Transit and boat movement numbers (Lowland Canals)	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).	9	0	The canal is obstructed between the Kelpies and Lock 16 so transiting the canal is not possible.		
Transit numbers	Crinan Canal Boat Traffic (Visitor Licence Sales) will return to or exceed 2019 levels.	672	614	Boat traffic slightly down – partly through draft reduction.		
Transit numbers	Caledonian Canal Boat Traffic (Visitor Licence Sales) will return to or exceed 2019 levels .	651	533	Boat traffic down in September.		
Boat movement numbers	Forth & Clyde Canal.	552	Journeys 377 Boat Movements – 1,497	68% The canal has been limited with low water levels earlier in the year and now a temporary prohibition of navigation between Lock 16 and the Kelpies.		



## Explore and experience (3/3)

Overall Theme RAG Status



KPI descriptor	Measure	Q2 Forecast (target)	Q2 Actual	Commentary	Q2	Q1
Transit numbers (Journeys through the wheel & Union Canal)	Union Canal (Inc. TFW)	1748	Trips through TFW - 1580 Journeys on the Union Canal - 711  Total Journeys - 2291	130%		
Website views	Q1 190,000 Q2 251,000 Q3 131,000 Q4 190,000 Data - Google Analytics	251,000	365,000	145%		
Social media reach (all social pages excluding Twitter)	Data - Meltwater	1,588,000	10,875,110			
Customer Satisfaction Survey	Customer feedback 80 Good or Very Good	90%		Caley Cruisers survey results only. SC survey in place for Q2.		New
Social media engagement (all social pages, excluding Twitter)	Data - Meltwater	37,000	196,570			New
Press reach	Data - Meltwater	628,000,000	382,100,000* . Last year in July was the breaking news about protesters climbing The Kelpies which hit BBC news. This platform can triple our usual reach meaning we were competing with last years unprecedented viral news stories.			New
Press stories	Data - Meltwater	5,200	1,643			New



## Places and spaces (1/2)

## Overall Theme RAG Status



KPI descriptor	Measure	Q2 Forecast (target)	Q2 Actual	Commentary	Q2	Q1
All moorings usage	Total occupancy rate	85%	84%	Focusing attention on demand.		
Leisure moorings usage	Caledonian Canal occupancy rate	85%	88%	Work on annual and winter moorings.		
Leisure moorings usage	Lowlands Canals occupancy rate	85%	69%	Problems with weed on canal. only 35 names on waiting list. Waiting list at Auchinstarry and Bowling exhausted.		
Leisure moorings usage	Crinan Canal occupancy rate	85%	73%	Winter works and canal closures have had an impact on occupancy. Waiting lists exhausted.		
Residential moorings usage	Residential occupancy rate	85%	94%	Continues to improve - now 7% above target.		



## Places and spaces (2/2)

## Overall Theme RAG Status



KPI descriptor	Measure	Q2 Forecast (target)	Q2 Actual	Commentary	Q2	Q1
Reduce number of vacant & derelict properties, repurposing of assets to help tackle inequality and promote inclusive growth.	Annual movement in No. of properties. Target to reduce list by at least one long term vacant & derelict asset each year. Roughly 5% reduction.	Annual target to reduce long term vacant & derelict list by at least one asset.	N/A	Currently three properties in scope for FY24/25: Moy Cottage, Gairloch Units 23/24 Borron Street, Glasgow Glentarff, Fort Augustus.		
Reduce the number of vacant properties and maximise impact of property portfolio	Proportion of estate occupied. Target 80%	80%	82%	Above target.		
Caledonian Canal - Wharfage	Wharfage - freight income (from HC)	N/A	N/A	N/A no wharfage at Corpach.		New
Crinan Canal - Wharfage	Wharfage - freight income (from HC)		27,108	Wharfage business continues to be strong.		New



## Canals for the future (1/3)

Overall Theme RAG Status



KPI descriptor	Measure	Q2 Forecast (target)	Q2 Actual	Commentary	Q2	Q1
Lost Time/defects	By canal/location. Defects identified and 25% of scheduled defects resolved in line with the Asset Management Plan	194	Defects closed: Caledonian Canal - 7 Crinan Canal - 17 Lowland Canals - 87  Total defects resolved - 111	57%		
Improving asset health and resilience - specifically Building related		90%	91%	Above target. See Corporate Risk Report - "Emerging Risks" section and Risk Titles: "Asset Health - Potential degradation of a canal asset", "Asset Health - Potential Failure of a 3 <sup>rd</sup> party asset adjacent, above or below the canals" and "Climate Change Resilience".		
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	Programme final draft format 24 - 31 FY linked to Capital Investment Programme and Asset Management System	Final Draft awaiting final discussion with COO and roll out to all HoS for discussion	Awaiting final discussion.  See Corporate Risk Report - "Emerging Risks" section and Risk Titles: "Asset Health - Potential degradation of a canal asset", "Asset Health - Potential Failure of a 3 <sup>rd</sup> party asset adjacent, above or below the canals" and "Climate Change Resilience".		



## Canals for the future (2/3)

Overall Theme RAG Status



KPI descriptor	Measure	Q2 Forecast (target)	Q2 Actual	Commentary	Q2	Q1
Carbon use	Quantified carbon emission reduction	Net Zero Action Plan targets: Heating (scope 1) Greater than 30% reduction in natural gas emissions by 2026 reaching at least 90% by 2030 compared to 2019/20 baseline. Purchased electricity (Scope 2 Greater than 25% reduction in emissions by 2026 reaching at least 90% by 2030 (market-based methodology) compared to 2019/20 baseline.	Appointment of new Sustainability and Climate Change Manager complete and post holder now in place as from 27 September 2024.	Progressing.		
Developed transition plans for our fleet to renewable fuels in line with Net Zero targets	Fleet impact	Metrics to be developed in partnership with Fleet Manager. Net Zero Action Plan targets: Company vehicles and plant (scope 1) Greater than 40% reduction in emissions by 2026 reaching at least 90% by 2030 compared to 2019/20 baseline	Work continues to develop data source, methodologies and reporting framework.	Progressing.		
Environment and Heritage - Environmental Appraisal	Comply with environmental appraisal requirements Submission of Environmental Appraisal within 14 days of completion of works	N/A	N/A	All Environmental Appraisals complied with within 14 days.		



# Canals for the future (3/3)

Overall Theme RAG Status



KPI descriptor	Measure	Q2 Forecast (target)	Q2 Actual	Commentary	Q2	Q1
Action plan in place and percentage of reduced water usage	Pilot a water stewardship approach	Action Plan in place for Crinan Canal	Work continues to develop data source, methodologies and reporting framework.	Work continues to develop data source, methodologies and reporting framework..  See Corporate Risk Report – Risk Titles: “Water Control” and “Climate Change Resilience”.		
Organisational KPI; Water use (litres)	5% reduction	This work stream is currently being developed for implementation in Q3/4	Work continues to develop data source, methodologies and reporting framework.	See Corporate Risk Report – Risk Titles: “Water Control” and “Climate Change Resilience”.		
Improving Asset Health	Undertaken regular inspects of infrastructure assets to support maintenance and fulfil compliance responsibilities. AMX measure with external M&E audit	Full review of AMX and an audit is being progressed to ensure compliance with current standards	Audit concluded and Improvement board set up and progressing. 9 Improvement points agreed with deadline dates. first 2 completed on time	Progressing.  See Corporate Risk Report – “Emerging Risks” section and Risk Titles: “Asset Health – Potential degradation of a canal asset”, “Asset Health – Potential Failure of a 3rd party asset adjacent, above or below the canals” and “Climate Change Resilience”.		New



## People and business (1/3)

## Overall Theme RAG Status



KPI descriptor	Measure	Q2 Forecast (target)	Q2 Actual	Commentary	Q2	Q1
Attraction and retention	Headcount v establishment	248	229	92% occupancy. Establishment increased due to Engineering restructure and apprenticeships.		
Diversify our team and prepare more effectively for succession	Workforce plan in place and improved diversity	Issues identified to be addressed over next three years. Will begin with improved collation of equalities data from employees	N/A	New employee engagement survey to capture equalities data. New Workforce Plan to be produced in Q4.		
Compliance – Information Management	Compliance to Public Information Access requests (GDPR Subject Access Requests (SAR), Freedom of Information (Fol), Environmental Information Regulations (EIR)	Yes	Yes	See Corporate Risk Report – “Emerging Risks” section.		
Review and Revise Digital Change programme	Separate Digital Change into individual Stage Gate documents for clarity. Appraise costs and spending on Digital Change. Review future progress through the lens of Capital vs Revenue.	100%	100%	Complete.		





## People and business (2/3)

## Overall Theme RAG Status



KPI descriptor	Measure	Q2 Forecast (target)	Q2 Actual	Commentary	Q2	Q1
Enhance digital experience	Create M365 availability document for staff. Implement M365 video training library	100%	100%	Complete.		
Develop a robust and actionable Disaster Recovery plan and testing schedule	Gather data on system dependencies from stakeholders. Create and distribute DR template doc for business owner information and system dependencies, and step by step guidance on recovery. Create actionable testing schedule	80%	System dependency data gathering ongoing. DR & BC working group in situ. Internal and external contact lost shared within DR & BC group.			
Review, Revise, and Update Cyber Resilience Strategy	Itemise and expand on Cyber Risks in "Insight4Risk". Create Cyber Resilience Policy and report. Create guidance documents for end users. Implement Phishing platform and utilise mandatory training	100%	100%	Communication with other NDPB's re cyber resilience ongoing. HEFESTIS work ongoing. Meetings with MimeCast and Acumen re email protection and a secure operations centre.  See Corporate Risk Title: "Cyber Resilience and Security".		
Prepare ICT Strategy in line with Corporate Plan and business requirements	Create strategy document	100%	Document complete	Complete.		



## People and business (3/3)

## Overall Theme RAG Status



KPI descriptor	Measure	Q2 Forecast (target)	Q2 Actual	Commentary	Q2	Q1
Capital - cash	Within 100k - threshold by end of year	£6m	£3.6m	Lower than target due to increased control over CIP and spend improving to be more aligned during the year.		
Revenue - cash	£2m threshold	£6m	£5m	No arrears from TPF funding from Prior financial year.		
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	£5.2m	£5.05m	Slightly lower due to higher retail income.		
Absence management	Sickness absence	N/A	3.2% sickness absence = >95%	In development and linked to data accuracy for reporting of short term absences.		New
Employee/trade union relations	RAG status on potential action comfort level	Green	TBA	To be developed.		New