

BOARD: March 2026
Item: Performance Reporting
7iii Q3 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
EMT APPROVED:	

PURPOSE

To summarise progress and activities undertaken or managed by Scottish Canals during Q3 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. 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.

CORPORATE CONSIDERATIONS ANALYSIS

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.

Appendix 1: Business Plan Commitments

Key

RAG	Summary of Status
Red	Target not met, remediation plans enacted
Amber	Measures in place to achieve target
Green	On target/ Above
Blue	Target met/ Complete

Quarter 3 Corporate Plan Section Statuses

Section	RAG
Explore and Experience	Amber
Places and Spaces	Amber
Canals for the Future	Green
People & Business	Green

Quarter 3 Highlights

Overall status is **Green**.

RAG	Total	%	Commentary
Red	0	0	N/A
Amber	7	28%	- Draft Active Travel strategy issued for comment with objectives agreed. - Volunteer Funding deferred to 2026/27. Approval granted to recruit a VEM Manager - Customer Facilities Improvement progressing but delayed - Lock 16 Centre of Excellence Full Business Case approved; discussions ongoing. - C40 competition Phase 2 targeted for Q4/Q1. U23 Borron Street under offer to a Padel Tennis operator. - Phase 2 Falkirk Flight scheduled Jan–Jul 2026 to include additional required works.
Green	18	72 %	- No RIDDOR incidents reported in Q3. - H&S training completed and systems updated - Fuel pump project complete - Moorings strategy development progressing. - Operational estate optimisation and Customer & Welfare facilities improvements progressing - Statutory compliance, energy performance work, and maintenance activities underway - Planning submissions made for the Falkirk Wheel - Engineering spend at £6.5m of £7.5m allocation; E&I revenue audit actions complete - Asset Strategy Plan on target. - Work ongoing to embed hydrological expertise. - Planned EV charging installation nearly complete. - Townhead Reservoir design under review - Tree survey works ongoing but delayed due to storm damage. - Transformation programmes progressing across several operational areas.
Blue	0	0	N/A

Explore & Experience	Maintain visitor safety management		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Implemented phase one of Visitor and Water Safety Risk Assessment Framework. 2. Implemented year one of the Health & Safety Strategy (2025-2028). 3. Published an updated towpath code of conduct to support visitor safety. 4. Continued support for Christopher's Saving Lives Campaign and ongoing upgrading of Public Rescue Equipment.	1. Zero-harm approach to notifiable accidents. 2. Visitor safety plans updated for 62 of 207 locations across the canal network.	No RIDDOR Reported in Q3 1. Training now complete for the Integrated Visitor and Water Safety Framework. Systems have been aligned to ensure recording on AMZ. Work underway to rollout the assessments. 2. Towpath Engagement Exercise delayed due to capacity but will be taken forward in Q4.		

Explore & Experience	Develop and promote destination experiences		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Upgraded The Falkirk Wheel tour boats to electric and hybrid engines enhancing the experience, minimising downtime for repairs and reducing emissions. 2. Identified and opened two additional locations for campervan areas along the network. 3. Supported Glasgow celebrating 850 years since the city gained Burgh status with activity on the Glasgow branch.	1. Visitor numbers. 2. Income generated (£)	1. Antonine operational and 2nd vessel work underway with mid-February target completion date. 2. No additional Aires added this year. Banavie requires right level of investment and Laggan locks camping application denied. 3. Events focus on SC hosted events. No obvious collaboration opportunity		

Explore & Experience	Quality services for customers		Q2	Q3
By March 2026 we will have	Performance Measures	Q 3 Update		
1. Fully implemented self-service diesel pumps at Corpach, Fort William and Seaport, Inverness. 2. Continued embedding customer service culture reflecting our values, ensuring compliance with the Consumer Duty provisions and carrying out effective sentiment measurement and reporting.	Customer sentiment reported and initiate benchmarking.	Fuel pump project complete. Surveys in place although RM does not like them and has requested that they are changed. AMX CRM function not in place. Lack of capacity and emerging alternative have superseded.		

Explore & Experience	Active Travel Strategy and infrastructure upgrades		Q2	Q3
By March 2026 we will have	Performance Measures	Q 3 Update		
1. Completed strategy development with a view to launching in 26/27. 2. Commenced the development of a five year capital co-investment programme.	Active Travel Strategy developed.	Draft strategy text issued for comment; objectives agreed by the Steering Group. Delay due to business wide capacity. Final edits scheduled for March 2026, with EMT and Board approval early Q1 26/27. Strategy launch currently anticipated in Q3 26/27. Year 1 (Q4 26/27 - Q4 27/28), the strategy will prioritise development of a flexible project pipeline capable of responding to emerging funding opportunities.		

Explore & Experience	Grow volunteering capacity		Q2	Q3
By March 2026 we will have	Performance Measures	Q 3 Update		
1. Supported the volunteering and training partnership with Scottish Waterways for All enhancing activity along network between Edinburgh and Falkirk. 2. Developed a Volunteering Strategy to nurture partnerships with community and third sector organisations.	1. Volunteering Strategy developed. 2. Impact report produced.	Funding had been deferred to 26/27. Approval given to recruit VEM manager in preparation for this. Volunteer Coordinator due to return from maternity leave in Q4 and move over to People Team for line management.		

Explore & Experience	Navigation, transits, and moorings provision		Q2	Q3
By March 2026 we will have	Performance Measures	Q 3 Update		
1. Produced a new five-year moorings strategy seeking to make best use of our moorings estate. 2. Continue to implement Scottish Canals evasion policy to minimise the number of abandoned vessels on the waterways.	1. Moorings Strategy developed. 2. Occupancy rates maintained at 85% across the network.	1. Moorings strategy development ongoing. Mtgs held with internal stakeholders and contributory elements complete, i.e. Charity Review etc. 2. Activity continues to remove evaded, abandoned, sunken boats. Guidelines to be produced for operational staff.		

Explore & Experience	Navigation, transits, and moorings provision		Q2	Q3
By March 2026 we will have	Performance Measures	Q 3 Update		
1. Carried out routine spot dredging and weed control to maintain navigation.	1. Unplanned closures for navigation.	Aquatic weed problems have significantly decreased in Q3. The entire channel has been proven and there are no hotspots for Aquatic weed		

Places & Spaces	Customer facilities improvements		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Developed a multi year programme based on agreed priorities and 2. deliver year two projects, focused on improvements to facilities across the network.	1. Action plans developed. 2. Capital investment in facilities and services (£).	Steady progress in Q3 although the programme remains behind target due to capacity issues and resource is being reviewed for next year. Refurbishment of Banavie staff facilities is on track for completion this FY with the remaining projects carrying over into next year. Work to develop standard specifications has progressed and anticipated to be complete Q1 2026/27. Laggan Locks master planning and feasibility study commencing in Q4.		

Places & Spaces	Maximising the impact of land and estate holdings		Q2	Q3
By March 2026 we will have	Performance Measures	Q 3 Update		
1. Progressed our review of operational estate to identify opportunities for vacant properties and under-utilised land. 2. Delivered a programme of statutory compliance, including Energy Performance Certificate standards, planned maintenance and reactive repairs across our properties.	1. Specific feasibility and investment plans developed. 2. Compliance performance and assurance.	Operational Estate optimisation ongoing through the Customer & Welfare facilities improvement programme, vacant & derelict properties working group and quarterly Placemaking workshops. Investment opportunities being progressed per the Commercial Investment Plan. Statutory compliance programme, energy performance improvements and planned & reactive maintenance all underway as BAU and on track for delivery by the end of the financial year.		

Places & Spaces	The Falkirk Wheel Masterplan		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Concluded design of new entrance and visitor toilets. Subject to funding tendered for a construction contract, with a programme in place for delivery. 2. Business cases for wider site developments including digital visitor experience, holiday hire accommodation and play areas alongside supporting infrastructure to upgrade power supplies and thermal improvements to the visitor centre developed.	Capital improvement programme investment (£).	Planning submitted for entrance, toilets, mezzanine and active travel plaza. Tender for further design of immersive experience due to be published 1st week of March. Bank side office build on track for May.		

Places & Spaces	Scotland's Centre of Excellence for Canals and Traditional Skills – Lock 16, Falkirk		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Subject to approvals and all funding in place, we will have progressed the construction contract in readiness for anticipated launch during 2026/27. 2. Partnerships developed to support delivery of traditional skills, volunteering and shared space for operational delivery.	Progress against project plan.	Full Business Case approved by Falkirk Council and endorsed by the Scottish Government. Discussions ongoing with Falkirk Council to close the remaining funding gap of £300k. Construction contract signing targeted for end of January 2026. Phase 1 Construction Works and Roof Access Building Warrant Completion Certificates received, and Stage 2 Building Warrant approved. Stage 3 Building Warrant determination targeted for Q4. Partnership agreement with Historic Environment Scotland progressed during Q3, with signing targeted in Q4. Lease documents progressing with signing targeted for Q1 2026/27.		

Places & Spaces	North Glasgow Regeneration		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Identified opportunities for the land and buildings at Applecross Street via the C40 Reinventing Cities competition, supporting the wider regeneration of the local area and building on the success of the Claypits and recent investments in moorings and connections. 2. Progressed the next phase of development at Dundashill with partners. 3. Completed a significant refurbishment project at Borron Street Business Park and 4. developed a five year programme of investment in the asset.	Action plan developed. Income generated and capital receipts (£)	1. C40 competition Phase 2 launch remains targeted for Q4 however capacity has impacted progress and Q1 2026/27 is a more realistic forecast. 2. Proposal to development of Plot 4b by way of a sale to an SPV approved by the Board 3. U23 Borron St under offer to Padel Tennis operator, anticipate submission for planning early Q4. 4. Next project under the Borron Street investment programme to be submitted to EMT in Q4.		

Places & Spaces	Customer facilities improvements		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Concluded the smart bollard pilot at Seaport Marina to inform further roll-out across the estate.	1. Action plans developed. 2. Capital investment in facilities and services (£).	SMART BOLLARDS: Customer notification complete and ready to be issued. Finance processes agreed. Rates confirmed. CAPITAL INVESTMENT ETC. Business units inputting into CIP. Capital developments to be informed by (estates led) Investment Strategy and Moorings Strategy.		

Canals for the future	Network-wide climate change resilience assessment		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Initiated a climate resilience assessment of our heritage scheduled monuments to support future asset management planning. 2. Scoped the parameters for hydrological modelling to support analysis of future climate change scenarios to understand likelihood and severity of resilience events on supply. 3. Progressed partnership working in place to support flood mitigation developments including early scoping of a second Smart Canal.	Progress against the development of future approaches to resilience and water stewardship.	1. The first onsite meeting with colleagues from Australia scheduled for early February. This will focus on a site visit to the Crinan Canal and will involve a collaborative exercise across engineering, waterways, environment and heritage. 2. Work continues to explore best means for embedding hydrological expertise in Scottish Canals. Additional capacity has been sought from AECOM on a temporary basis. Engagement with CRT continues as well as explore in-house appointment. 3. Exploration of a second Smart Canal continues with Engineering and Asset colleagues.		

Canals for the future	Net Zero Carbon		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Progressed our net zero action plan with a focus on electrical vehicle charging across the network. 2. Introduction of hybrid electric engines to the trip boats will reduce carbon emissions and improve occupational safety for the boat crews. 3. Significantly advanced activity on pump hydro-related freight projects.	1. Progress against action plans. 2. Carbon emission reduction (%). 3. Progress on electric vehicle network roll-out.	1. Work almost complete with installing new EV charging capacity. Extension of current provider contract in place with a full tender exercise planned for mid-2026. 2. Second TFW tour boat engine replacement underway 3. Engagement with pump hydro scheme continues.		

Canals for the future	Devise and implement Canal-specific strategies		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Concluded replacement of service bollards at the Crinan Canal. 2. Progressed partnership initiatives aligned to the Union Canal Strategy delivered in partnership with City of Edinburgh Council and working closely with local community and third sector partners. 3. Continued to fulfil statutory harbour compliance requirements for Corpach and Adrishag.	1. Union Canal projects identified. 2. Harbour compliance standards maintained. 3. Crinan service bollards completed	1. Bollards at Crinan in same state as previous. 2. Edinburgh Union Canal strategy not Customer ops / Moorings work, however, Sam in Placemaking is supporting and informing. 3. PMSC draft received. Corpach status to be clarified post-ARC. Compliance continues to be achieved.		

Canals for the future	Improving asset health and resilience		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Delivered on priority repairs including planned preventative maintenance to extend the lifespan of assets alongside responding to defects. 2. Significantly progressed actions arising from the audit of mechanical and electrical compliance and associated investment in our asset management system. 3. Carried out dredging to meet navigation standards. .	1. Capital and revenue spend (£). 2. Progress on compliance assurance.	Capital spend committed to date circa £6.5mill of an approx £7.5mill E&I allocation for this financial year. Revenue spend on target as confirmed through monthly Finance meetings with Revenue team. M&E Audit actions completed and implemented. Updated AIP presented to EMT w/c 15/09. In addition, further works on compliance measures progressing throughout E&I M&E regimes in partnership with AMX. Dredging programme on target for delivery in Crinan this FY with additional works identified at Bellanoch. Asset Strategy and Plan on target to be delivered at end of Q4 and reported to EMT/Board early Q1 of 2026/27.		

Canals for the future	Reservoir upgrades		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Implemented measures including inspections and repairs to be taken in the interests of safety to Scottish Canals reservoirs. 2. Completed year one of a two-year programme to rebuild Townhead Reservoir spillway.	Capital investment (£).	All statutory reporting completed in January 2026. Townhead Reservoir works design altered and being reviewed currently.		

Canals for the future	Implement local gate and infrastructure automation programme		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Significantly progressed replacement of the Forth & Clyde lock gates 3-16 on the west flight seeking to minimise the period of closure to navigation. 2. Mechanised bridges upgrade programme Bridge developed and delivery at Hillhead & Erskine, Gairloch, Cairnbaan, Ardrishaig, Muirton and Tomnahurich. 3. Completed upgrades to operational moorings to support ongoing asset management.	Capital investment (£).	Ph2 of Falkirk Flight developing with view to commence Jan 2026. Projected completion late July 2026. Target while delayed from original March 2026 completion includes further necessary works highlighted when canal flight was dewatered. Mechanical bridge upgrades now re commenced with projected delivery of design and 1 install throughout 2026/27FY		

Canals for the future	Biodiversity gain		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Undertaken works to address hazardous trees, including those impacted by Ash Dieback. 2. Completed further assessment of wild salmon and potential solutions to manage fish migration. 3. Reported on research into approaches to control non-native New Zealand pygmy weed and future management of floating water fern on the Monklands Canal. 4. Maintained engagement with boat owners to ensure all vessels on the canal comply with the requirements of the Boat Safety Scheme.	1. Identified potential control measures to support biodiversity gain and compliance with statutory obligations. 2. Training implemented.	1. Work continues to implement recommendations from tree survey work. Some work has been delayed due to responding to storm damage across the canal network. However, risk-based and proportionate work continues to manage tree risks across the canal network. 2. Engagement with SEPA continues to support the River Basin Management Plan, however there is still a risk that statutory Intervention may occur. Scottish Canals are contesting such approach on the basis of risk-based, and proportionate regulation. 3. Work is now complete 4. Boat Safety Scheme managed locally across the canal network. Further engagement required to ensure a consistent approach.		

People and Business	Transformation Programme implementation		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Implemented year two of our transformation programme focused service design and delivery and resetting our operating model. 2. Progressed 'invest to save' initiatives and reflected in plans for 2026 onwards including engagement with employees, stakeholders and partners. 3. Published a socio-economic impact report and refreshed our KPI framework and evidence and environmental impact evaluation framework.	1. Annual and multi-year project portfolio in place (capital and revenue £). 2. Progress against transformation targets/milestones. 3. Progress against internal audit recommendations and overall level of assurance.	1. Continued progress on the following Transformation programmes, Target Operating Model, Utilities, HRM System, Moorings Software and SharePoint. 2. New Project paperwork now in operation and reporting is in development for in year and multiyear programmes beginning next financial year. 3. Initial briefing for the 2nd year of the Socio- Economic report completed.		

People and Business	Workforce planning and development		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Published our Workforce Plan and progressed activity to support assessment of people resource requirements aligned to our future service delivery model. 2. Invested in capturing corporate knowledge and preparing for succession planning to address known corporate risk issues. 3. Undertaken an employee survey and progressed an associated action plan to build on workforce engagement	1. Workforce Plan implementation progress. 2. Apprenticeship scheme roll out. 3. Percentage of turnover invested in learning. 4. Number of people trained. 5. Employee survey completions.	External consultants to be engaged to address key elements of workforce planning, including finalising Target Operating Model, and implementing succession planning.		

People and Business	Community engagement and employability programmes		Q2	Q3
By March 2026 we will have	Performance Measures	Q 3 Update		
1. Launched our contribution to the partnership programme to create trainee opportunities along the John Muir Way. 2. Contributed to year one of the Green Skills John Muir Way project, led by The Conservation Volunteers and funded by the National Lottery Heritage Fund to create trainee opportunities. 3. Hosted the third year of Youth Engagement Forums through our YoungScot partnership, helping to shape plans which promote the voice of young people in the future of our canals.	1. Organisations engaged and volunteers' numbers. 2. Progress against plans. Number of young people engaged.	Greenskills project continuing, with planning underway for second phase in 26/27		

People and business	Ongoing investment in employee wellbeing, health, and safety		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
1. Published a three-year Health & Safety Strategy for public safety and occupational health and wellbeing with a focus on safety culture. 2. Assessed the impact on employee wellbeing and service delivery following the introduction of a shorter working week. 3. Implemented year two priorities following the welfare review ,adopting a risk-based approach to improvements. 4. Occupational health surveillance refreshed for employees exposed to health hazards for all known activities.	1. Health & Safety strategy implementation activity. 2. Progress on welfare upgrade plans. 3. Shorter working week review completed.	1. Complete 2. This work is being taken forward as part of the Scottish Canals Health, Safety and Wellbeing Committee 3. Work is being led by placemaking team. 4. New contractor now in place for Occupational Health exposure and control.		

People and business	Information management, digital systems, cyber security		Q2	Q3
By March 2026 we will have	Performance Measures	Q3 Update		
Point 1 – Introduce new software, upgraded systems and associated hardware to support customer service and asset management functions. Point 2 – Commence investment in electronic records management plans to deliver key information compliance and audit activity. Point 3 – Implement a robust sector leading cyber security platform with 24/7 365 monitoring and interception, UK wide monitoring in collaboration with Police UK and Police Scotland, and continued innovation through pilot schemes	Point 1 – Compliance performance. Point 2 – Progress against action plans. Point 3 – Lost time in response to cyber incidents.	Point 1 – Windows 11 roll out program ongoing, new software applications rolled out to specific user devices, such as EventBrite for ticket sales, firmware and security upgrades ongoing to firewall, ServiceDesk+, and servers/laptops. Point 2 – Consultancy and scoping work by MM, EJ, NC, CA, ICT, and Intelogy. Records manager in place. Point 3 – Acumen Cyber Secure Ops Centre in place as of July 25, Police Cyber Alarm for reporting in place and operational, ongoing collaboration with Sword Breaker Ransomware Protect and HEFESTIS ongoing.		

Appendix 2: Q2 Performance Dashboard

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