

TITLE:	Q4 Business Plan 2024/25 Performance Report
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EMT APPROVED DATE:	

PURPOSE

This paper presents quarter four 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.

RECOMMENDATION

The Board is invited to:

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

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 items 5 (ii-iv). The socio-economic framework development with EKOS continues.

ASSESSMENT

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. A focus on towpath data is presented, noting the current position regarding data and interpretation. Further development will be progressed as part of the Active Travel Strategy.

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. Currently planned for August 2025.

CORPORATE CONSIDERATIONS ANALYSIS

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.
Financial	This report complements the Board finance report.
Legal	N/A
Risk / Risk Appetite	The quarterly corporate risk report is included. Further developments will focus on assessing alignment with agreed risk appetite.
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	N/A
Asset	N/A

RECOMMENDATION

Awareness.

CEO Overview

Strategic Overview

Although Q4 each year is always busy, January through to March this year saw teams across the organisation deliver an exceptional amount of work.

These months saw teams across Scotland prepare for the spring/summer seasons ready for the influx of customers and recruiting seasonal workers. The finalisation of the external audit for the 2023/24 provided additional resource challenges, whilst project teams completed a challenging capital programme with a record [REDACTED] being spent delivering key projects to maintain our infrastructure. At the same time, there was an array of additional revenue activity above the amount originally planned due to additional GIA confirmed in February.

In March we received the positive news that we were successful in our bid for National Lottery Heritage Funding for Lock 16: Scotland's Centre of Excellence for Canals & Traditional Skills. The [REDACTED] funding completes a package of funding which will allow us to progress to transform the building into a thriving waterside centre focussed on community (volunteering), heritage skills training and local employment. The project secured Board and Transport Scotland support. This is a significant grant award which is a key part of aligning a package of funding which will facilitate this exciting project.

Employee updates

Our staff survey was launched on March 31 and will gather valuable feedback on various aspects of our workplace, including job satisfaction, safety and wellbeing and overall experience. Employees were encouraged to give honest responses to help us identify areas for improvement to ensure we continue to create a positive and productive work environment for all. The survey closed on Tuesday 22nd April and the results, once analysed, will be reported to Board and used to inform an action plan to drive continuous improvement.

35 hour working week was implemented in January with a review of the initiative due in November. In the main, implementation has gone smoothly, with only a few local issues being worked through.

Business Planning

A draft budget and business plan was prepared by the senior leadership team for submission to the March board and subsequently approved.

Operational Update and Highlights

Storm Eowyn

This winter has seen our teams work in all kinds of challenging weather conditions' including the UK's most powerful windstorm for over a decade – Storm Eowyn. Over 150 trees and shrubbery came down across our towpaths and canals however our resilient teams have now concluded the works to clear the affected areas. We also worked collaboratively through Transport Scotland and National Resilience forum to coordinate activity.

Engineering & Infrastructure

Quarter 4 saw significant work across the Capital Investment Programme (CIP) with a number of engineering projects delivered and £[REDACTED] of investment directly into our canal asset. In total this year saw [REDACTED] Capital and [REDACTED] of revenue against an asset demand 2018 Asset Management Strategy projection of [REDACTED] capital/[REDACTED] revenue our projected backlog now sits at [REDACTED].

Works began in full in January 2025 to install a bypass and new gates at Lock 16, Falkirk, as well ordering eight sets of lower gates for deployment across the flight. These capital works are progressing well and has generally received positive support from stakeholders, understanding of the need to suspend navigation for the long-term benefit of the network. It was wonderful to see some of the children from the local community recently pay us a visit to see for themselves the works going on. The Board had an opportunity to witness first hand, some of the works underway on the Falkirk Flight.

Another projects of note included the completion of Lily Loch Reservoir works in line with our legal obligations, and the dredging by our own team of 2300t of silt from 800m of the Union Canal near Gogarburn as well as a £[REDACTED] investment into the hard landscaping at Edinburgh Quay predominately funded by Sustrans and an adjacent housing developer.

In the highlands, our teams carried out essential work to the Fort Augustus lock flight, with a [REDACTED] capital investment as part of Scottish Canals' Asset Management Strategy. The works will improve the efficiency of the lock gates; this in turn will help to prolong the life expectancy of the gates, improve water management requirements, and help us to provide a better experience for those visiting and transiting the lock flight.

Highlands

Both Highland Canals have seen a strong response to seasonal worker recruitment with significant numbers of returners, induction was undertaken in late March with support from the People Team. Crinan's winter maintenance plan has been completed. The last quarter has seen the Crinan team undertake significant work on vegetation management, clearing of navigation channel, on reservoir access roads, and have undertaken refurbishment of all bothies.

Ardrishaig Harbour has seen improved activity levels over winter with [REDACTED] of income received in Q4. The new Port Marine Safety Auditors are in place and work has begun on the next audit; the outcome will be reported to ARC in due course.

Moorings income has exceeded budget by 5%, facilitating the investment in the removal of sunken boats. Mooring occupancy is at 83% leisure/95% residential a slight drop in compliance has occurred due to resource challenges.

Estates

C40 Inventing Cities - Following a successful selection process, Scottish Canals, Glasgow City Council, and C40 Cities have shortlisted the following finalists; [REDACTED]

[REDACTED] The winner will be announced in 2026. C40, Reinventing Cities is a global competition for zero-carbon and resilient urban projects, and an opportunity for Glasgow City Council and Scottish Canals to showcase sustainable development which celebrates innovative solutions to environmental and urban challenges. Scottish Canals has submitted two areas for development around Applecross Street (North Glasgow). The competition offers the chance to unlock the potential of the canal at Applecross Street to further create a vibrant neighbourhood for people to live, work and visit whilst allowing us to ensure that the heritage of the site is respected and celebrated.

Borron Street / Payne Street Investment properties - Payne Street occupancy has risen to 90% [REDACTED]

[REDACTED]

Sustrans Investment Fund; during Q4, upgrade works to refurbish Units 23/24 at 100 Borron Street progressed slower than anticipated due to complexities with the roof design. Issues were resolved in Q4, and contract completion is expected in Q1 25/26. The project will bring two units back into use [REDACTED]. Strong interest in the space from leisure operators and full launch of the completed product to the industrial market is anticipated early Q1 FY25/26.

Bigg Regeneration JV: Dundashill - Plot 4a development (via Special Purchase Vehicle, Dundashill 4A Ltd) completed 20th December 2024. Of the 78 homes built, 56 are either sold or under offer. [REDACTED]

[REDACTED]. On Plot 4b, following extensive work from Igloo Regeneration and the design team, the planning application is expected to be approved during Q1 2025/26. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Residential Property Portfolio - occupancy is up on the previous quarter to 94%. In February we regained possession of two cottages, bringing a commercial lease to an end and re-letting these on residential agreements.

Concluded new tenant for Steamer Terminal, Crinan - [REDACTED]

Destinations

The new immersive visitor experience, The Kelpies Experience, hosted its first charity corporate day with corporate groups raising [REDACTED] for The Beatson Cancer charity. Multiple charity days are now planned throughout the year with the first public booking days now available from the month of March. [REDACTED]

Destinations had a record breaking Q4 at the Caledonian Canal Centre with a strong commercial performance exceeding budgeted profit for the year [REDACTED] Falkirk Wheel had a challenging Q4 with boat issues, engineer failure on one boat and the other in refit, this reduced passenger capacity significantly especially in the late March/early holiday season, however despite these issues the attraction still exceed profit for the year [REDACTED]

Highlights for the quarter include installation and launch of a new EPOS system, this will significantly improve reporting, cost control and unlock dynamic pricing at The Falkirk Wheel. The successful achievement of Green Tourism Award at TFW, the growth and success of the Kelpie Experience, receiving excellent feedback, coverage and income generated for SC and wider charity partners.

In order to build resilience in our systems, a project was completed to upgrade the RAM (memory) within the server environment, which increases the speed and computing power of the existing server estate and provides room to grow.

A project to implement an improved foundation of backup and recovery for the entire ICT infrastructure of Scottish Canals (On premise platforms and Microsoft-based systems) has been completed. The new backup platform will ensure that not only are Scottish Canals' files and folders backed up but also Teams, SharePoint, and Exchange Online.

KnowB4 Cyber security training and phishing awareness is now reconfigured for maximum effect, including regular reporting, and a detailed asset register for all hardware and software is complete, although there already exists a detailed asset register for Scottish canals, the new register will show the entire estate and the security of devices.

Topical Issues

Pay Claim

The 2025/26 financial year pay claim was received on 31 January from the Joint Negotiation Committee (JNC) representing our staff in Unisons and Unite the Union. Discussions with JNC are continuing, led by the Director of Finance & Business Services and the Head of People. For information, Scottish Government guidance on the pay policy parameters for 2025/26 is still awaited, with only draft pay policy guidance released by Scottish Government to date - <https://www.gov.scot/publications/scottish-budget-2025-2026-public-sector-pay-policy/>. Liaison [REDACTED]

[REDACTED]

[REDACTED]

Staff Resource

Staff resources remain a challenge across engineering with the team operating 17.5% below establishment and continued issues in M&E Lowlands and the Asset Team. Some progress has been made with the appointment of two graduate engineers who will start in Q1 2025/26. We have also seen the departure of our 21 years served Technical Manager Civils to CMAL with the loss of significant corporate knowledge. Recruitment for a replacement has begun.

Capital Project Management

Financial management of projects remains a significant risk due to inflation affecting not only material costs, but resources to progress projects also affected; Value engineering is constantly needed on all projects to stay within budget. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Water Stewardship

A dry winter has impacted our water reserves for main operating season across the network. The Crinan Canal has been worst affected, and a drought management plan is now in place with restrictions for boaters. Weekly meetings are underway to manage the issue.

Destinations

Issues with The Falkirk Wheel trip boats and play parks impacted the final quarter and generated negative publicity. Several boat trips were cancelled due to engine failures, to combat this the trips were taken offline, and capital investment was identified to convert one boat into a hybrid engine with the second to follow in 2025/26. Short term fixes were put in place to allow the play/splash parks to re-open up safely for the public however more substantial funding will be required to fully repair and open the play/splash parks with confidence. Both these issues adversely affect public sentiment towards The Falkirk Wheel.

Strategic Stakeholder Updates

Lowlands

Falkirk Five Launch Event

Attended the launch of our new 5k active travel route that goes from The Falkirk Wheel via the Union Canal, Lock 16 and the Forth & Clyde Canal. The "Falkirk Five" features six community tiled benches and bike racks, allowing our visitors to rest and enjoy around The Falkirk Wheel and surrounding area. The benches were tiled by Make it Glasgow, a community interest company who specialise in clay work and using art to build community and promote heritage of industrial ceramic production in Scotland. The tiles used to form the benches were transported along the canal to their place of use, just as they would have been many years ago. Also attending the launch were the children from Larbert Village Primary School, Leader of Falkirk Council Cecil Meiklejohn, Falkirk MP Euan Stainbank, John Paterson (CEO), Maureen Campbell (Chair) and SC Board member Robert McGregor.

Lock 16 collaboration visit – Director General Communities, Louise Macdonald OBE & Director General Strategy and External Affairs, Joe Griffin

Occurring on the day that the appointment of the new Permanent Secretary was announced and ahead of the results of the Heritage Lottery bid and SC's request for Transport Scotland to support the project, CEO & COO had the opportunity to meet the new Perm Secretary Joe Griffin with Louise Macdonald. We shared our vision for our ambitious project at Lock 16: Scotland's Centre of Excellence for Canals & Traditional Skills and outlined our partnership with Historic Environment Scotland and the wider Falkirk and Grangemouth Growth Deal. We also held productive discussions on the wider impact of the canal network on both economic and community regeneration and our ideas for growth and raised awareness of the wider activities of Scottish Canals in support of delivery of the National Outcomes.

Michael Matheson MSP – Falkirk Flight Lock Gate Replacement Programme.

Mr Mathieson was keen to meet to understand the Falkirk Flight lock gate replacement programme, but also the wider work and future potential of Scottish Canals. It was evident that Mr Mathieson views SC very positively and extended an invitation to join a

forthcoming Parliamentary round table on the subject of the development of Scotland's Hydro Schemes which he Chairs.

Joint EMT with Falkirk Council at TFW

A meeting between the Leadership Teams of both organisations was held, with a commitment to repeat. Subjects discussed included Future of Kelpies, Falkirk Wheel master Plan, Lock 16 & Falkirk Growth Deal, TFW to Kelpies waterfront development potential, Falkirk Flight works and wider opportunities.

Scotland wide

British Hydro Association – Parliamentary Round Table

At the request of Mr Mathieson JP and RM attended a parliamentary round table to discuss the significant legacy potential of the proposed new hydro schemes. The enormous potential for the gift of a generation which can flow from the proposed new hydro schemes in the Great Glen needs carefully planned and coordinated, to deliver not just green energy but to provide meaningful lasting legacy to the area for generations to come. The Caledonian Canal is recognised as crucial to the success of at least four proposed PSH schemes by keeping trucks and materials off the A82 road network. Feedback from one of the main developers was these projects cannot be built without the Caledonian Canal. Discussions continue with developers and TS regarding essential studies of the condition and works needed on the canal to support these projects. This subject matter is gathering Ministerial attention and a future meeting with Mr Fairlie was set.

Roy Brennan Director General Net Zero & Alison Irvine Transport Scotland CEO. Biannual meeting with John and Maureen.

Meeting called by DG Net Zero, mainly with a focus on his seeking assurance of good governance and no inappropriate practice by NDPBs. SC are just one of the range of public bodies DGNZ meets with on this subject and the meeting is to set to recur bi-annually. Whilst the agenda was set by SG for the meeting, SC did have an opportunity to raise matters exercising the Board, particularly in the space of financial sustainability and asset health risks. DGNZ invited SC to submit a paper outlining main concerns and any potential solutions. This is under preparation and will be referred to board in first instance in autumn 25.

Civic Reception to mark Chinese New Year

It is evident that through the recent regeneration activity in North Glasgow, that SC's standing with City of Glasgow Council is high and we regularly receive invitations from the Lord Provost to Civic events. JP Attended a Civic Reception at Glasgow City Chambers to celebrate Chinese New Year with the Chinese Cultural and Welfare Society. A day celebrated through song and dance with invite from Glasgow's Lord Provost.

Michael Matheson MSP – Scottish Apprenticeship Week at TFW.

SC hosted Falkirk West MSP Michael Matheson to The Falkirk Wheel during Scottish Apprenticeship Week (March 3-7). He met with two of our new finance modern

apprentices. We were also joined by Skills Development Scotland's Drew Reid to discuss the vital role apprenticeships play in shaping the future of our workforce and Kenneth Fee (Scottish Canals Head of People). A photocall led to good publicity for SC on our recent positive steps to enhance our succession planning through apprenticeships.

John McDonagh, Waterways Ireland –new depot and skills complex.

As part of regular catch ups with Waterways Ireland's CEO, JP compared notes with a similar project to lock 16 which Waterways Ireland have commissioned. Their project is mainly a new build depot with less emphasis on skills development, although lock gate manufacture is likely to be a feature. The potential for further collaboration between the two bodies in this space was flagged. A follow up meeting to compare & benchmark costs of lock gate replacement was arranged with the Waterways Ireland Engineering lead.

Jim Fairlie MSP, Minister for Agriculture and Connectivity at Parliament.

As part of a new commitment by the Minister to meet SC Chair and CEO at least bi-annually, the opportunity for SC to present and explain SC's 25/26 business plan activity was useful. Mr Fairlie was supportive and indicated his desire to attend future site visits to Kelpies Experience and Dundas Hill. These visits have since been deferred to the Minister's summer tour period at the request of SG, dates tbc.

EELG March meeting – Cabinet Secretary for Net Zero & Energy, in attendance.

Regular catch up with other NDPBs with and Environmental remit.

Green Action Trust meeting to discuss collaborative opportunities

Met CEO and discussed potential collaboration opportunities. These will be mainly in the volunteering strategy space and will be further developed as part of SC's intent to further develop volunteering on SC network.

Events and media engagement

Media call to capture the first charity event for The Kelpies Experience. National media coverage and widespread social media coverage.

Appendix 1: Business Plan Commitments

RAG	% complete
Red	80% and Less
Amber	81-90%
Green	91% and Above
Blue	100%

By the end of the year, Scottish Canals had successfully completed 3 Business Plan activities, with 20 partially completed and zero not achieved. The KPIs partially and not completed were impacted by resourcing challenges over the financial year, with Scottish Canals focused on the key priorities of health and safety of employees, customers, volunteers, partners, contractors, and the general public. Additionally, some KPIs are multi-year objectives.

Explore and experience

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 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. Net work-wide plan published.			New integrated framework for visitor and water safety now complete and currently being trialled. Water and Visitor Safety Strategy has been developed and will be taken forward in 2025/26 alongside the review of Minimum Safety Standards (operations). Towpath Code of Conduct engagement exercise will be carried out in 2025 with updated Code of Conduct planned by end of 2025.
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 (£).			Kelpie Experience ahead of target on bookings 32 charity days. First public dates delivered and plans on track/ in place to ramp up public dates available. Behind the wheel tour still recovering excellent feedback however

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 update
					volume of bookings is less than forecast.
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 (£).			Boater Charter feedback being reviewed. A further EMT paper is requested prior to meeting with stakeholders and finalisation of document. Complaints handling progress ongoing. Refreshed Net Consent / customer enquiry process to be formalised. AMX now confirmed as having a CRM function which will be used to track complaints from Q2 2025/26. Separate elements of Moorings Strategy underway – charity review complete, pricing review analysis complete.
Active Travel Strategy and infrastructure upgrades	Initiated strategy development and capital co-investment programme.	Active Travel Strategy in development.			Stakeholder engagement and a significant mapping exercise has been undertaken to support strategy

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 update
					development and ensure that a holistic approach can be taken when prioritising projects. This has included Local Authority (LA) and Regional Transport Partnership transport networks, but also extends to LA development plans, and population demographic data. Similar steps are being undertaken to review and map completed projects, current projects, and proposed projects. Framework now in place to develop strategy during FY 25/26. Further development of strategy during FY25/26 for final draft submission to EMT and Board towards the end of the year.

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 update
Grow volunteering capacity	Third-party revenue funding secured to support scheme development and growth.	Funding secured (£). Volunteering Strategy developed.			Funding secure from 2027 via National Lottery Heritage Fund bid – looking to bring forward funding for volunteering posts.
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.			Bollard installation complete on WCD. Ongoing on WCR due to engineering delays / confusion. Staff training now arranged. Finance still to determine electricity costs to be recharged via bollards. LOW historic billing issue not resolved. Requires full investigation. LOW bollards to be installed FY25/26.

Places and spaces

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 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 (£).			Delivery working group has undertaken further detailed stakeholder engagement and developed a prioritised red list in all canal locations. Development of priority projects is underway, and some design work commenced. Priority compliance works undertaken although year one projects delayed to 25/26 due to resource constraints. Completion of design work to develop a set of standard specifications to enable scoping and costing of multiple projects. CIP funding for 25/26 capped at £75k, priority projects to be worked up and costed and a multi-year delivery programme developed.

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 update
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.			Per Q2 update, review of operational estate has not progressed due to lack of resource. This work is delayed until 25/26. Categorisation of long-term derelict properties is complete and actions underway, review of land to follow. Statutory compliance programme and planned and reactive maintenance all underway as BAU. Review of operational estate to progress FY 25/26. Initial stakeholder sessions to be undertaken in the first half of the year. Review of land to follow in FY25/26 through regular placemaking workshops.
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	Capital improvement programme investment (£).			Update presentation to EMT across all LOTS on design, costs to date, inter-dependencies and timelines.

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 update
	Zero Routemap. Commenced phase 1 works to upgrade customer facilities at the main visitor centre and dedicated facilities for boating customers.				In line with plan. Priorities to progress 25/26 identified and Q1 target to lodge planning application.
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.			Installation of roof access system slightly delayed but works will be completed early April 2025. Works to remove the remaining lead paint completed in Q4. Planning application was submitted to Falkirk Council in February 2025, target date for determination by Falkirk Council 16th April 2025. Full funding for the project achieved with additional funding confirmed from NLHF (£3,717,625) and Transport Scotland for 25/26 GIA (£550,000). SC Board approval to the project confirmed in March 2025. RIBA Stage 4 Design development completed in

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 update
					Q4 enabling building warrant submission during 25/26 Q1 and market testing. OBC resubmission has been delayed, the new target date is 25/26 Q1. FBC target date for submission is end of 25/26 Q2. Building warrant submission during 25/26 Q1 and market testing. OBC resubmission 25/26 Q1, FBC target date for submission is end of 25/26 Q2.
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.			In Q4 a feedback session on phase 1 submission took place. All teams progressing to Phase 2 of the competition attended. Discussions progressed with C40 on Phase 2 and SC's commercial and operational aspirations crystallised. Phase 2 competition is delayed due to resource

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 update
					challenges but aims to be launched in 25/26 Q1. Launch Phase 2 competition 25/26 Q1.

Canals for the future

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 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.			As Q2/Q3. 5yr Capital plan continually evolving based on AMX scoring mechanisms. Projects limited by resources (staffing/financial limitations).
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.			Improvement work relating to water stewardship undertaken at Crinan including staff competency and confidence in approach has been undertaken. Further work to explore hydrology modelling to be considered in 2025/26 subject to resourcing.

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 update
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.			Gap analysis of Net Zero strategic commitments complete and priority areas identified. Scoping exercise to develop commercial prospectus underway to explore energy source, production and storage capabilities across the canal network. Four additional EV charging points installed. Pump-Hydro scheme partnership development continues.
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	Union Canal projects identified. Harbour audit recommendations implemented.			Separate elements of Moorings Strategy underway – charity review complete, pricing review analysis complete.

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 update
	partners. Fully implemented statutory harbour audit recommendations for Corpach and Adrishiaig.				PMSC audits for COR and ARD complete. Action plan in place to address outstanding items. WCD and WCR to begin work on new canal strategy 2025-30 during this BP year.
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 (£).			Lilly Loch works completed, Townhead design and land negotiations ongoing. 10yr s50 and yearly s47 visits/inspections continuing and MIOS developed from those report findings.
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	Capital investment (£).			Minimum spend on these projects as funding reallocated to the Falkirk Flight works in the Lowlands

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 update
	and 31 plus additional grouting work to reduce water leakage.				
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 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.	Identified potential control measures to support biodiversity gain and compliance with statutory obligations. Training implemented.			Trail of innovative technology for invasive species complete in canal locations now complete. Scoping study to reduce the impact of salmon and other migratory fish entering the canal is complete. Updated oil spill kits have been installed at strategic locations across the canal network. Engagement with boaters regarding the Boat Safety Scheme continuing.

People and business

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 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.			Project management within team now in place and measured as part of PRD.

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 update
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 'Exceeding Visitor Experience' and 'Right First Time.'	Workforce Plan in place. Apprenticeship and trainee scheme developed. Percentage of turnover invested in learning. Number of people trained.			Workforce Plan produced and approved for publication.
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.			Committed to Green Skills Partnership with The Conservation Volunteers, met in steering group with other partners, and planned to have trainees on our estate from Q1 2025/26. On track.

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 update
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 35-hour working week business case. Progress on welfare upgrade plans. Occupational health monitoring framework in place.			35-Hour working week has been implemented successfully. Improvements with welfare facilities ongoing as part of a multi-year programme of work. Occupational Health surveillance arrangements in place for all employees.
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 implemented IT playbook and	Compliance performance. Progress against action plans. IT playbook in place.			Created DR and BC documents in draft form - work ongoing. Ongoing engagement with HEFESTIS, Police, similar public sector bodies, and NCSC. 3-year engagement with Acumen to provide a

Activity	By March 2025 we will have	Performance measures	RAG assessment Q3	RAG assessment Q4	Q4 update
	response plan for a variety of scenarios including cyber incidents and disaster recovery. Develop and procure a cyber-attack response partner for Scottish Canals.				24/7, 365 secure operations centre.

Appendix 2: Q4 Performance Dashboard

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