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Credits

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Scottish Canals gratefully acknowledges the in-kind support from Glasgow City Council towards the development of this strategy.

Front cover image: reproduced here with permission – artwork: Christina Park; mosaic version: Gordon Barr
1. Introduction

We want your help to shape the future of our historic places, inspire the next generation and celebrate our cultural legacy by taking part in this consultation on Scottish Canals Heritage Strategy.

Why do we need a Heritage Strategy and why now?

Together, the five historic waterways we look after are one of Scotland’s most significant national collections. It has been 70 years since they all came into public ownership and 10 years since the Millennium Link opened. We feel that now is the right time to take stock, consider what still needs to be done and how we should do it.

Whilst Scottish Canals has many functions, caring for these historic assets is fundamental to all of them. Managing them sustainably will allow all of us to derive many more benefits in the years to come. We want people to value the canals as cultural heritage that enriches their lives. To realise this vision we need to make sure that this message underpins all our aspirations. To make a real difference we need to encourage participation and form lasting partnerships.
What is our Heritage?

As well as having significant group value, the Forth & Clyde, Monkland, Crinan, Caledonian and Union Canals have unique, independent histories which span 200 to 250 years. Over 40% of our estate is protected as nationally important scheduled monuments, 100 buildings and structures are listed and we share the same lowland corridor as the Antonine Wall World Heritage Site. Our canals are also designated for their natural heritage and scenic value and support several protected species. Today, this rich cultural environment creates a multitude of settings which contribute to an individual’s sense of place and quality of life. Enhancing the special qualities of our heritage therefore has a significant part to play in place-making.

This strategy will cover all types of cultural heritage associated with Scottish Canals. As well as engineering structures, buildings and natural heritage, our estate includes archaeological sites, historical documents and artefacts. We also wish to safeguard and promote cultural heritage that is not physical, including traditions, craft skills, language, literature, knowledge and associations with past events and people.

How can you help?

In this draft strategy we have set out our 25-year vision and long-term aims for Scotland’s canal heritage and four guiding principles. Following a full review and taking a fresh look at what benefits positive heritage management can bring, we have proposed a series of objectives which will form our priorities for the next five years.

As a valued stakeholder, I invite you to take part in this consultation and help us develop an inspiring Heritage Strategy to sustain Scotland’s canals well into the future.

Steve Dunlop, CEO, Scottish Canals
2. Your Feedback

Online:
Complete the feedback form available at www.scottishcanals.co.uk/draft-heritage-strategy/your-feedback
Leave a comment on any of the strategy webpages, www.scottishcanals.co.uk/draft-heritage-strategy
Send your comments or form to us:

By Post:
Heritage Strategy Public Consultation
Attention: Sabina Strachan
Scottish Canals
Canal House, Applecross Street, Glasgow G4 9SP

By Email:
heritage@scottishcanals.co.uk

Questions
If you have any questions or require printouts of the consultation documents, contact Sabina Strachan at Scottish Canals, telephone: 0141 354 7548 or email: heritage@scottishcanals.co.uk.

Finalising the Strategy
We will analyse all the consultation responses and revise the strategy accordingly. A Consultation Report and the finalised strategy will be available from www.scottishcanals.co.uk/heritage-strategy by 31 January 2013.
Early in 2013 we will set out our overarching vision and strategic direction for Scottish Canals. We believe that heritage management is a critical ingredient of a sustainable future and therefore we are considering our vision and goals for this at the same time.

Our core purpose is set out in legislation and Scottish Government policy and in order to help embed a vision for our heritage, we have set out a series of guiding principles to abide by. Our vision statement in this strategy reflects this purpose and it also sets out a long-term view of what can be achieved by exemplary stewardship.

How do we achieve the vision? As a starting point we have set out four strategic aims. These in turn have helped to shape our 5-year plan for 2013-18.

We would welcome your views on any of the long-term aspects of the draft strategy and its associated Environmental Report, available from www.scottishcanals.co.uk/draft-heritage-strategy/environmental-report.

Inspiring the next generation

scottishcanals.co.uk
Scottish Government believes that our canals are an asset that, if used wisely, can enhance the future quality of life in Scotland. To do this we need to:

- increase public awareness
- encourage investment and increase earned income
- develop partnerships
- promote voluntary and community involvement
- support regeneration and sustainable development

At the same time “we need to take good care of these historic assets, and to protect and cultivate the biodiversity of aquatic and wildlife habitat along Scotland’s canals” (Scotland’s Canals: An Asset for the Future 2002, 3). One of Scottish Government’s 15 National Outcomes (2007–17) is that: “We value and enjoy our built and natural environment and protect it and enhance it for future generations”.

When developing or considering proposals relating to our function, Scottish Canals also has a duty to assess environmental impacts and consider opportunities to conserve and enhance the environment (Section 22(1), British Waterways Act 1995).

Taking good care of our heritage, promoting it and using it wisely, will help to enhance the future quality of life in Scotland. To achieve our core purpose, good heritage management is essential.

We therefore propose to apply a series of guiding principles across our functions and set out a vision for our heritage.
4. Guiding Principles

The following principles are intended to underpin our vision for Scottish Canals’ heritage and are applicable to all future activities:

Respect
We show respect towards people and non-renewable resources, and are accountable for our actions.

Excel
We strive to achieve high quality in all aspects of our work through due diligence, creativity and innovation.

Co-operate
We work constructively with others, seeking common goals and lasting benefits.

Engage
We listen to others, empower people, and celebrate our collective achievements.

Question
1. Do you have any comments on the Guiding Principles? Do you think they will help to achieve our vision?
5. Vision Statement

Through our good stewardship the heritage of our canals will be valued, celebrated and conserved for Scotland.

In the course of one generation, we can bring about real benefits for Scotland’s canal heritage and people’s lives. By 2037, we hope that our heritage will be well understood and managed and that people will feel that they have a stake in securing its future.

To help us to achieve this outcome, we have developed four strategic aims, supported by guiding principles.

We are confident that we can make significant progress towards achieving this 25-year vision in the short term and so have developed a comprehensive 5-year plan.

Question

2. Through our good stewardship the heritage of our canals will be valued, celebrated and conserved for Scotland. Do you share this Vision? Should we add anything to it?

2038 Vision: conserving, celebrating and valuing heritage
6. Strategic Aims

To achieve our vision, we have developed four long-term goals:

**Conservation & Maintenance**
Our heritage assets reach or exceed a ‘steady-state’, limiting deterioration and maintaining their significance.

**Participation & Learning**
People are empowered with knowledge and skills to deliver positive heritage outcomes.

**Access & Interpretation**
Our heritage is well known, accessible, promoted and appreciated.

**Sustainability**
Our approach to heritage assures environmental and organisational sustainability and derives social and economic benefits.

We will work towards achieving these long-term aims in manageable phases. For 2013–18 we have looked carefully at the issues we need to address and what opportunities there might be to develop our first 5-year plan.

**Question**

3. Do you agree with the Strategic Aims? Do you think anything else should be included? Should any of the aims have a higher priority than the others?
We have set out an ambitious, yet achievable, plan for Scotland’s canal heritage over the next 5 years.

The first step has been to look to the past to evaluate our achievements and consider where improvements could be made.

We have identified key issues and opportunities through this process which, together with the strategic aims, has allowed us to put together a comprehensive set of 20 short-term objectives.

Each one has detailed actions, target dates and measures which will help us to evaluate and report on progress.

We would welcome your views on any of the short-term aspects of the draft strategy and its associated Environmental Report.

Planning then and now: Caledonian Canal survey, 1811
7. Issues and Opportunities

This strategy has the potential to deliver wide-ranging benefits for Scottish Canals and Scotland. In developing our 5-year plan, we have considered the main issues we will face and the key opportunities we will grasp:

### Issues
- Condition of heritage assets
- Baseline knowledge
- General awareness of canal heritage

### Opportunities
- Brand development
- Stakeholder participation
- Partnership
- Skills and enterprise

**Key Issues**

**Condition of heritage assets**

There has been major public investment in the infrastructure of our historic canals over the last 20 years. The most significant are the £20m Caledonian Canal lock refurbishment scheme in 1995–2005 and the £83.5m restoration of the Forth & Clyde and Union Canals in 1999–2002. Overall, the scheduled monuments which make up four of the five canals in our care are in good condition. Scottish Canals’ natural heritage is generally well maintained and measures are in place to control certain invasive species.

However, business priorities have focused on health & safety risks and maintaining operational and commercial assets. Inevitably there has been less investment in some redundant structures, empty buildings and less well understood types of heritage. Some works are also outstanding on the lowland canals due to Millennium Link funding shortfall. And, although standards of repair work have been generally high, conservation principles have not been applied consistently.

**Baseline knowledge**

Our understanding of the significance and current condition of our heritage is mixed. This situation affects how we prioritise, what we communicate, and what opportunities we identify. In terms of significance, designated assets are better understood.
Existing baseline condition data can be summarised as follows:

<table>
<thead>
<tr>
<th>Asset type</th>
<th>Baseline data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Archive</td>
<td>reliable knowledge of quantity, condition and needs</td>
</tr>
<tr>
<td>Engineering structures</td>
<td>reliable baseline, conservation issues to be considered</td>
</tr>
<tr>
<td>Operational buildings</td>
<td>baseline incomplete, conservation issues to be considered</td>
</tr>
<tr>
<td>Non-operational buildings</td>
<td>baseline incomplete</td>
</tr>
<tr>
<td>Artefacts</td>
<td>not yet quantified and no baseline data</td>
</tr>
<tr>
<td>Natural heritage</td>
<td>vegetation and species data exists, incomplete coverage and updates required</td>
</tr>
<tr>
<td>Archaeological remains</td>
<td>data collected intensively in some areas only, accessibility and analysis could be improved</td>
</tr>
<tr>
<td>and sites</td>
<td></td>
</tr>
<tr>
<td>Intangible heritage</td>
<td>no baseline</td>
</tr>
</tbody>
</table>

**General awareness of canal heritage**

In the past there has been a lack of awareness in the organisation of the diversity and potential of our heritage. Heritage is not a core part of our brand identity or a focus of external communications, such as the customer website.

Whilst we do not have a clear picture of the public perception of canal heritage in Scotland, it is likely that its range is not well known given the lack of accessible information.

These issues can be addressed through positive heritage management and many of the solutions present new opportunities.

**Key Opportunities**

**Brand development**

Scottish Canals became a standalone organisation in July 2012. We have the opportunity to make heritage a key part of our identity. We will focus on clearly defined values that will shape our work, interactions, and organisational culture.

**Stakeholder participation**

Heritage promotion could broaden Scottish Canals’ stakeholder base by engaging with new audiences. Opportunities include website development, targeted approaches to the research community and heritage-focused events. Making explicit links with heritage and other public benefits, such as health and well-being, is likely to be critical to our success.

Most of the Scottish Waterways Trust’s volunteering activities are built around the natural and historic environment. However, there is the potential to grow the range and quality of volunteering opportunities. This heritage strategy will help to inform our volunteering policy review.

scottishcanals.co.uk
Partnership

There is significant scope to develop existing partnerships and create new and lasting relationships. A clearly defined direction for Scottish Canals and a well thought-out plan will form a solid foundation to build from. We believe that this approach will also help us to unlock new sources of funding. Areas of common interest include links with canal assets in third-party ownership, the wide public and economic benefits of heritage and efficient delivery mechanisms.

As we have been developing this strategy, new and exciting opportunities to work in partnership have emerged. Many will produce tangible outcomes in Year 1 of the 5-year plan.

**Heritage volunteering and the economy**

- £94m: estimated contribution to Scottish economy of volunteers working in the environment in 2006\(^1\)
- +£28m: contribution to Scottish economy of volunteers working in the historic environment in 2008\(^2\)
- £80k: cash equivalent value of The Waterways Trust volunteer hours in 2011/12

**Strategic partnership: Glasgow City Council**

Glasgow City Council is contributing to the heritage strategy development through part-funding the Maryhill Burgh Halls Heritage Development Officer. Working together has been an extremely positive experience and we believe that it will result in more meaningful, effective outcomes for Glasgow.
Skills and enterprise

We need skilled people to help us achieve priority heritage outcomes. There is a real need to build capacity in this sector, both in practical skills and cultural resource management. This means upskilling our own staff and contributing to wider training initiatives. We can also provide life skills as well as derive heritage benefits.

In 2007 it was estimated that historic environment attractions accounted for over £70m or nearly one-third of all visitor expenditure at Scottish sites. There has been a general upward trend since then. Our tourism offer could broaden, but there are also opportunities to support Scottish trade and industry and develop social enterprise.

In 2007 it was estimated that historic environment attractions accounted for over £70m or nearly one-third of all visitor expenditure at Scottish sites.3

There has been a general upward trend since then. Our tourism offer could broaden, but there are also opportunities to support Scottish trade and industry and develop social enterprise.

Question

4. Do you have any comments on the Key Issues and Opportunities identified for Scotland’s canal heritage over the next five years? Are there others that should be considered?

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1Source: Volunteer Development Scotland (VDS) Annual Statistics 2007 (www.vds.org.uk/Resources/Annual%20Statistics%202007.pdf). Around 1000 individuals were surveyed in Nov 2006. VDS estimate that the total contribution of formal volunteering across all sectors was £1.8bn in 2006.

2Source: Volunteering and the Historic Environment Research Report, VDS for the Historic Environment Advisory Council for Scotland (HEACS) 2008 (www.vds.org.uk/Portals/0/Documents/Volunteering%20and%20the%20Historic%20Environment.pdf). £28m is based on responses from 233 organisations, a 26% response rate. VDS states that the actual value would be higher.

8. Objectives

20 specific objectives for 2013–18 are listed in this section. They have been grouped under one of the four strategic aims, although others may also apply. The key actions, timescales and how we propose to deliver them are described under each objective. Section 9. Evaluation summarises how we propose to measure progress.

More information is available online

Go to: www.scottishcanals.co.uk/draft-heritage-strategy/5-year-plan/objectives.

Each objective has a dedicated webpage where images are available to browse and a table lists the detailed actions, delivery method, target date and related measure.

There may only be certain places, canals or themes of particular interest to you. Two ways of accessing the objectives have been provided online and are described below.

a. List of Objectives

At www.scottishcanals.co.uk/draft-heritage-strategy/5-year-plan/objectives/list-of-objectives you will find a list of objectives with short descriptions and thumbnail images. Select the objective you want to find out more about.

b. Objectives Map

Most of the objectives will affect one or more heritage asset or canal. You can see them all on a map at www.scottishcanals.co.uk/draft-heritage-strategy/5-year-plan/objectives/objectives-map. To filter them you can select any of the following options in the map legend:

<table>
<thead>
<tr>
<th>Location</th>
<th>Type</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forth &amp; Clyde</td>
<td>Buildings</td>
<td>Conservation &amp; Maintenance</td>
</tr>
<tr>
<td>Glasgow</td>
<td>Archaeology</td>
<td>Access &amp; Interpretation</td>
</tr>
<tr>
<td>Monkland</td>
<td>Engineering Structures</td>
<td>Participation &amp; Learning</td>
</tr>
<tr>
<td>Caledonian</td>
<td>Artefacts &amp; Archive</td>
<td>Sustainability</td>
</tr>
<tr>
<td>Union</td>
<td>Traditions &amp; Memories</td>
<td></td>
</tr>
<tr>
<td>Crinan</td>
<td>Natural Heritage</td>
<td></td>
</tr>
</tbody>
</table>

If you hover over a map pin, a box will appear with a short description. If you click on the pin or select the title in the box, another window will appear with a small image and summary information about the objective. Click on the link to find out more.
2013–18 Objectives

Conservation & Maintenance

1: Baseline

Vacant historic building in need of baseline and maintenance: c. 1790 ‘Old Basin House’ at Applecross Street, Glasgow

**Priority: High**

Improve baseline of Scottish Canals’ heritage assets and how our heritage is valued to assist project development, prioritisation and future evaluation

**Key Actions**

- Identify historic assets, audit significance and condition and define maintenance needs (Aug-14)
- Compile database of historic events and figures/groups associated with canals (Aug-14)
- Develop strategy for capturing socio-economic benefits of heritage (Feb-13)

**Delivery**

Led by Scottish Canals, with the Scottish Waterways Trust and other partners such as universities to contribute to research outputs
2: Prioritised maintenance

Implement prioritised maintenance programme on significant Scottish Canals built heritage assets

**Key Actions**

- Create maintenance programme for built heritage based on risk and significance (Aug-13)
- Assess scale of issue relating to woody growth in canal structures to feasibility stage (Mar-14)
- Priority repairs include: Dunardy Bridge (Crinan), Maggie’s Bridge (Monkland) and Pinkston Mid Wharf Bridge (Forth & Clyde: Glasgow) (Mar-15)
- Minor works include: vegetation management on and near Kelvin Aqueduct (Mar-14)

**Delivery**

Led by Scottish Canals, working with neighbouring landowners, local interest groups and identifying tasks with the Scottish Waterways Trust which could be delivered by trainees or volunteers

3: Vacant properties

Stabilise and seek to re-use vacant Scottish Canals historic buildings

**Key Actions**

- Identify all vacant historic buildings and co-ordinate maintenance programme, options appraisals and project development (Mar-13)
- Identify and deliver short-term benefits to their condition, setting and public awareness (Dec-14)
- Develop funding applications and partnerships and implement preferred options (Oct-17)
- Priority buildings include: Applecross Street workshops and ‘Old Basin House’ (Forth & Clyde: Glasgow), Rosebank Distillery (Forth & Clyde: Falkirk) and Telford House, Gairlochy (Caledonian) (Oct-17)
Delivery
Scottish Canals with existing partners including My Future’s in Falkirk and the Glasgow Canal Partnership, short-term projects would involve the Scottish Waterways Trust, volunteers, Recoat Gallery and DepotArts, project development could involve building preservation trusts and universities

4: Artefacts and archive  
Priority: Medium

Improve understanding, condition of and access to Scottish Canals’ artefacts and archive

Key Actions

• Catalogue, conserve and digitise archive (Mar-14)
• Make digitised copies available as a resource (Mar-14)
• Feasibility study to assess the extent and needs of Scottish Canals artefacts (Jul-13)
• Assess heritage value, condition and needs of Pinkston Basin artefacts (Forth & Clyde: Glasgow) and identify opportunities to enhance setting (Dec-14)

Delivery
Scottish Canals with strategic partners such as The Ballast Trust, archives and universities; the feasibility study on artefacts will be the objective of a Scottish Waterways Trust intern funded by Third Sector Internships Scotland

5: Biodiversity  
Priority: Medium

Improve the biodiversity and scenic value of our canals

Key Actions

• Identify funding partnerships to undertake/update vegetation surveys, including trees and invasive weeds (Oct-17)
• Identify and implement collaborative projects to control invasive species e.g. mink (Oct-17)
• Develop project to consolidate Shirva Stables (Forth & Clyde) and create wildlife habitat (Oct-17)

Delivery
Scottish Canals and the Scottish Waterways Trust with delivery partners, such as community groups for Shirva Stables and, for invasive species control, fishery boards, local landowners, businesses and Scottish Natural Heritage
6: Graffiti  

Priority: Medium

Develop strategy for managing graffiti on the lowland canals

Key Actions

- Develop process for auditing change against 2010/11 baseline survey (Dec-13)
- Develop strategy including methods for prioritising actions, resourcing work, training and influencing behaviour (Dec-13)
- Communicate strategy for graffiti management to stakeholders (Jan-14)

Delivery

Scottish Canals working with the Scottish Waterways Trust and delivery partners such as local authorities, volunteer and community groups

Access & Interpretation

7: Communications  

Priority: High

Raise awareness of canal heritage and strategy by improving communications

- Develop heritage communications strategy (Apr-13)
- Review and expand heritage strategy objectives to identify prioritised opportunities for public engagement and volunteering including short-term objectives (Feb-13)
- Review and develop web-based heritage information about Scottish Canals heritage (Dec-13)

Delivery

Communications and public engagement strategy led by Scottish Canals and the Scottish Waterways Trust with input from other providers, web development by Scottish Canals with support from various sources

8: Online resources  

Priority: High

Improve access to the Scottish canal heritage resource online

Key Actions

- Improve and create new canal Canmore records through SURE pilot projects (Caledonian and Glasgow) (Oct-13)
- Catalogue Millennium Link archaeological archive and link to Canmore records (Aug-13)
- Develop partnership projects to improve canal-related records available through SCRAN (Apr-13)
- Publish all Scottish Canals unpublished archaeological reports and future reports online (Dec-13)

Delivery

Records and catalogue produced by volunteers contributing to Scottish Canals/RCAHMS ‘SURE’ partnership, report archiving by Scottish Canals, archaeological contractors and online archive service provider scottishcanals.co.uk
9: Access & interpretation

Priority: Medium

Improve understanding and appreciation of canal heritage through physical access and interpretation.

Key Actions

- Audit existing on-site and Visitor Centre interpretation and develop strategy (Mar-15)
- Priority projects include: Discover the Story: Glasgow Project (Apr-13), Antonine Wall/lowland canals access (Oct-17) and Bowling Railway bridge cycleway (Forth & Clyde) (Dec-15)
- Implement prioritised programme to increase access and awareness of Monkland Canal heritage (Oct-17)

Delivery

Interpretation strategy led by Scottish Canals and the Scottish Waterways Trust, projects involve partners including Glasgow City Council, Maryhill Burgh Halls, The Helix Trust, Sustrans and Monkland Canal Steering Group.

10: Landscape

Priority: Low

Improve understanding of landscape qualities of each of the Scottish canals and consider measures to maintain or enhance them.

Key Actions

- Define the unique landscape qualities of each canal (Oct-16)
- Investigate opportunities for enhancing Antonine Wall and Forth & Clyde Canal landscape qualities (Mar-17)
- Investigate opportunities which will contribute to the Dalriada landscape partnership legacy (Mar-16)

A multi-layered landscape: The Falkirk Wheel and the Antonine Wall.
Delivery
Scottish Canals, Antonine Wall World Heritage Site Landscape Group, the Scottish Waterways Trust, The Heart of Argyll Tourism Alliance and other delivery partners

11: Ruins and buried archaeology  
Priority: Low
Improve setting, access to and understanding of fragmentary ruins and below-ground remains

Key Actions
- Identify priorities for management, setting and research objectives (Mar-14)
- Great Canal Brewery, Glasgow - manage vegetation, improve setting and undertake archaeological survey (Sep-13)

Delivery
Scottish Canals, the Scottish Waterways Trust, volunteers, Archaeology Scotland, University of Glasgow and other delivery partners as objectives are identified

Participation & Learning

12: Traditional skills  
Priority: Medium
Increase use of traditional building skills on Scottish Canals’ built heritage

Key Actions
- Historic Scotland Heritage Lottery Fund workplace learning bursary 1-year placement (Dec-13)
- Scottish Canals traditional building skills training programme in place (Feb-13)
- Contribute to development of multi-skilled heritage apprenticeship (Mar-17)
- Identify and contract skilled local craftsmen where appropriate (Mar-17)

Delivery
Scottish Canals, Historic Scotland, Forth Valley College, Skills Development Scotland, Construction Skills in Scotland and other partners

13: Research  
Priority: Medium
Improve understanding of Scottish Canals’ heritage by supporting a programme of thematic research

Key Actions
- Develop existing research frameworks on canal-related topics (Dec-13)
- Encourage and develop capacity to fill identified research gaps (Oct-17)
- Projects include: the campaign to reopen the Forth & Clyde Canal (Jun-13) and canal lighthouses research (Aug-13)

Lighthouses, a rare feature on inland waterways: Ardrishaig Lighthouse, Crinan Canal.
Delivery

Scottish Canals, the Society of Antiquaries of Scotland and other partners, projects delivered by various researchers/research bodies

14: Learning opportunities

**Priority: Medium**

Improve public participation and learning opportunities using Scottish Canals’ heritage as an educational resource

**Key Actions**

- Review and expand heritage strategy objectives to identify prioritised educational opportunities (Feb-13)
- Deliver ‘Canal College’, a skills-based heritage & environment programme for 16-25 year olds in Falkirk and Edinburgh, subject to funding (Mar-15)
- Develop interactive teaching resource for wildlife on the canal in Glasgow (Dec-14)

Delivery

Scottish Canals, the Society of Antiquaries of Scotland, the Scottish Waterways Trust, The Conservation Volunteers, Re-Union, Glasgow City Council, volunteers and other delivery partners

15: Oral history

**Priority: Low**

Capture and disseminate oral testimony which contributes to the canals’ cultural significance

**Key Actions**

- Review existing resources and proposals and devise programme of thematic oral history projects to capture testimony (Mar-14)
- Projects include: Caledonian Canal West District oral history project (Feb-13) and Discover the Story: Glasgow Project (Apr-13)

Delivery

Scottish Canals, the Scottish Waterways Trust, The Conservation Volunteers, Re-Union, Glasgow City Council, volunteers and other delivery partners

16: Sharing best practice

**Priority: Medium**

Hold knowledge transfer events about the heritage strategy and disseminate learning

**Key Actions**

- Plan and deliver 2013 seminar about strategy development and disseminate learning (Mar-13)
- Plan and deliver 2018 conference about the achievements and lessons learned and disseminate learning (Feb-17)

Delivery

Scottish Canals, Maryhill Burgh Halls and other partners
Sustainability

17: Policies and processes  
Priority: High

Improve organisational sustainability as heritage custodians by aligning policy and ensuring efficient processes

Key Actions

- Ensure Scottish Canals’ brand development, corporate policies, business plan and work plans take account of heritage strategy (Apr-13)
- Develop funding and fundraising strategy for canal heritage objectives (Mar-13)
- Review and integrate processes to help deliver heritage strategy (Jul-13)
- Review heritage training and recognition to empower staff to deliver positive heritage management (Oct-13)

Delivery

Scottish Canals with the Scottish Waterways Trust

18: Energy efficiency  
Priority: Medium

Improve energy performance of traditional buildings on Scottish Canals’ properties

Key Actions

- Align opportunities for energy efficiency measures and traditional building techniques with Scottish Canals programmes (Jan-13)
- Laggan Bothy (Caledonian) - trial eco-friendly insulation techniques together with traditional building methods for refurbishment (Aug-13)

Delivery

Scottish Canals, Historic Scotland and other delivery partners
19: Statutory protection

Priority: Medium

Review canal-related historic buildings and monuments and statutory designations to improve understanding and afford appropriate protection

Key Actions

• Resurvey/survey all Scottish Canals buildings of heritage value and produce joint publication on Scottish canal architectural heritage (Mar-15)
• Monkland Canal & Almond Feeder (Union) – consider for (re-)scheduling (Mar-14)
• Conservation Area Appraisals – review existing appraisals and liaise with local authorities to prioritise those without appraisals (Oct-17)

Delivery

Historic Scotland, Scottish Canals, relevant local authorities

20: Townscape

Priority: Low

Improve understanding of urban context of Scottish canals and contribution to historic townscapes

Key Actions

• Assess Scottish canals’ contribution to townscapes (Dec-14)
• Identify historic buildings which make particular contributions to townscapes and short-term priorities (Dec-13)
• Projects include: Fort Augustus (Caledonian) - canalside and historical transport links and Ardrishaig (Crinan) - Pier Square buildings and Canal House (Oct-17)

Delivery

Scottish Canals with delivery partners including universities, volunteers and community groups

Question

5. Do you have specific comments on one or more Objective? For questions relating to a specific objective, go to the webpage for the particular objective or for a complete list of these questions go to: www.scottishcanals.co.uk/draft-heritage-strategy/your-feedback/objectives-feedback-questions.
9. Evaluation

Every objective of the 5-year plan has been broken down into a number of manageable tasks or actions which can be found on the webpage associated with the particular objective. These have associated timeframes and we have indicated who will be responsible for delivering them. An action has been achieved when a tangible output has been completed. These outputs or measures, together with target dates, will form the core part of our evaluation process.

We intend to monitor progress continually and maintain the final strategy online. A heritage communications strategy is an early output of the plan (Objective 7: Communications). It will map out the ways we will communicate progress, such as how, when and what we would highlight to particular stakeholders.

An annual round-up of progress will help us ensure that the plan is on track and that we are working towards the strategy’s long-term aims and vision.

We intend to review the strategy in 2017. At that time we will be able to review our core purpose, guiding principles, vision and strategic aims in the light of new Scottish Government policy and Scottish Canals’ inclusive vision. We will evaluate our performance against the 5-year plan, look afresh at issues and new opportunities and take on board lessons learned to inform the next set of objectives.

Question

6. Do you have any views on how any of the Objectives will be monitored? Do you have any comments about how progress will be reported? Do you have any suggestions about how we should keep you informed?
10. Environmental Report

Strategic Environmental Assessment (SEA) is required under The Environmental Assessment (Scotland) Act 2005 for certain types of plans which may have significant positive or negative environmental effects. This heritage strategy is subject to SEA.

An outline of the findings of our assessment is provided in an Environmental Report, available to download from www.scottishcanals.co.uk/draft-heritage-strategy/environmental-report.

The heritage strategy will be finalised once the consultation has been completed. The Post-Adoption SEA Statement will explain how the assessment has helped influence the strategy and will be available from www.scottishcanals.co.uk/heritage-strategy from February 2013.

Questions

7. Do you have any comments on the Environmental Report?
   Your thoughts on any of the following topics would be appreciated:
   - the baseline environmental information and key issues
   - the scope and approach taken for the environmental assessment
   - the findings of the assessment
   - the measures proposed to mitigate the environmental effects of the plan
   - the proposed approach to monitoring those effects

8. Do you have any other comments on any aspect of the draft strategy or on the consultation process?

9. Did you use the web-based version of the draft or the .pdf version or a combination of both? Did you find it or them easy to use?

10. Do you have any suggestions about how we can encourage people to help us develop and implement the heritage strategy?