# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>FOREWORD</td>
<td>2</td>
</tr>
<tr>
<td>1. EXECUTIVE SUMMARY</td>
<td>3</td>
</tr>
<tr>
<td>2. INTRODUCTION</td>
<td>5</td>
</tr>
<tr>
<td>3. BACKGROUND</td>
<td>7</td>
</tr>
<tr>
<td>PART 1: 2013–38 STRATEGY</td>
<td>8</td>
</tr>
<tr>
<td>4. CORE PURPOSE</td>
<td>9</td>
</tr>
<tr>
<td>5. GUIDING PRINCIPLES</td>
<td>10</td>
</tr>
<tr>
<td>6. VISION STATEMENT</td>
<td>11</td>
</tr>
<tr>
<td>7. STRATEGIC AIMS</td>
<td>12</td>
</tr>
<tr>
<td>PART 2: 2013–18 PLAN</td>
<td>13</td>
</tr>
<tr>
<td>8. ISSUES AND OPPORTUNITIES</td>
<td>14</td>
</tr>
<tr>
<td>9. OBJECTIVES</td>
<td>17</td>
</tr>
<tr>
<td>10. 2013–18 OBJECTIVES</td>
<td>18</td>
</tr>
<tr>
<td>11. REPORTING PROGRESS</td>
<td>25</td>
</tr>
</tbody>
</table>

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

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The heritage strategy will help to shape our future as we celebrate our 250-year legacy and seek to sustain it for the next generation, engage new audiences, widen participation and harness the socio-economic benefits positive heritage management can bring.

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

Heritage is an important component of Scottish Canals’ values and we have sought to embed the strategy in our organisation by aligning heritage policy and processes. Working with delivery partners such as the Scottish Waterways Trust and with your support and active participation, we are confident that this ambitious strategy and five-year plan will deliver far-reaching benefits.

Steve Dunlop, CEO, Scottish Canals
1. Executive Summary

Purpose of heritage strategy

- to tackle the major risks to canal heritage and provide a framework for its enhancement
- to obtain a clear understanding of the values and condition of our heritage in order to prioritise and measure benefits
- to identify specific, measurable outputs for the next five years

Scope of strategy

What does the Heritage Strategy cover?

This strategy sets out how Scottish Canals will manage canal heritage and may be used as a guide for others with responsibility for, or an interest in, aspects of that heritage. The strategy focuses on specific, significant cultural and natural heritage which might not otherwise be prioritised. It should be considered alongside other corporate and partner policies and strategies that address the canals as functioning waterways, as a driver for development and regeneration, and for the broad range of benefits canals can bring to people’s well-being.

This strategy sets out Scottish Canals’ 2038 vision for canal heritage with related strategic aims together with a detailed plan for the next five years designed to address these aims and short-term issues and opportunities. The strategy includes all types of cultural and natural heritage associated with canals but the five-year plan currently has a greater emphasis on cultural heritage.

How it developed

The heritage strategy has been developed through an iterative and inclusive process over the last two years. It began with a detailed review of past heritage performance and a series of internal workshops where scope, issues and opportunities and priority actions were developed and debated. The draft heritage strategy and accompanying Environmental Report were published for public consultation on 19 November 2012 for 9 weeks. The feedback received from both organisations and individuals was invaluable and both the format and content of the strategy has been revised as a result.
**Part 1: 2013–38 Strategy**

Our Vision Statement: *Through our good stewardship the heritage of our canals will be valued, celebrated and conserved for Scotland*

The long-term vision for Scottish Canals is set out in Part 1 of the strategy. This is supported by Scottish Canals’ overarching Vision where heritage is an important component of our values. Caring for our canal heritage enables us to carry out our core functions sustainably and is described in Core Purpose. In order to achieve our vision for heritage we have set out four Guiding Principles together with four Strategic Aims under the headings of Conservation & Management, Participation & Learning, Access & Interpretation and Sustainability.

**Part 2: 2013–18 Plan**

Following review and linking with the Strategic Aims, we have identified key issues (condition of heritage assets, baseline knowledge and general awareness of canal heritage) and opportunities (brand development, stakeholder participation, partnership and skills and enterprise) for the next five years.

In order to address these 20 prioritised objectives have been formulated, each accompanied by a series of measurable actions. Each objective has its own dedicated webpage which will allow the plan to be updated as a live document and they can be browsed using the Objectives Map function. The plan also sets out how we will evaluate and report our performance. This will include a range of methods including web updates, newsletters and annual reports.
2. Introduction

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 over 70 years since they all came into public ownership and more than 10 years since the Millennium Link opened. Scottish Canals also became a standalone body in 2012, having formerly been a UK-wide organisation, ‘British Waterways’. 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 and natural heritage that enriches their lives. To realise this vision we will ensure that this message underpins all our aspirations. To make a real difference we will encourage participation and form lasting partnerships. Heritage is therefore a key component of our overarching Vision for Scottish Canals.

This strategy will shape our historic places, celebrate our cultural legacy and natural heritage and aims to inspire the next generation to sustain Scotland’s canals well into the future.

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, 101 buildings and structures are listed and we share the same lowland corridor as the Antonine Wall World Heritage Site. The waterways have significant geological, habitat and scenic value and parts are included within four EU Natura 2000 sites, nine Sites of Special Scientific Interest and one National Scenic Area. Today, this rich 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.
Strategy Format

The strategy has two parts: 1) 2013–38 Strategy and 2) 2013–18 Plan. Part 1 sets out our 25-year vision and long-term aims for Scotland’s canal heritage together with four guiding principles. Part 2 summarises the issues and opportunities for managing our heritage over the next five years and leads on to a series of prioritised objectives and actions to address them. 3: Background describes the process we followed in putting together this strategy and 10: Reporting Progress sets out how we will evaluate and report our performance.

A web-based version of the strategy is also available: see www.scottishcanals.co.uk/heritage-strategy. Each objective has its own webpage which will be regularly updated as actions have been completed and an interactive map allows you to search for objectives or actions that relate to specific places.

A standalone version of the 2013–18 Plan is also available as a working document www.scottishcanals.co.uk/history-heritage/heritage-strategy/2013-18-plan. It lists all the objectives and provides a fuller account of their priority ratings, related actions, delivery mechanisms, target dates and measures.

What does the Heritage Strategy cover?

This strategy sets out how Scottish Canals will manage canal heritage and may be used as a guide for others with responsibility for, or an interest in, aspects of that heritage. Our charitable arm, the Scottish Waterways Trust is our main delivery partner and implementing this strategy will also help to achieve its strategic aims.

The heritage strategy has been informed by Scottish Government’s policy for Scottish Canals and our corporate vision. The strategy is complemented by our internal policy for heritage which includes our structures, processes and relationships to deliver positive heritage management and will be available to download from www.scottishcanals.co.uk/corporate-home/policy. The five-year plan, which forms Part 2 of the strategy, sits below these documents, as a functional or operational plan or programme.

Our ambitions for the future of the canal network are described in the Vision for Scottish Canals. This future includes maintaining and enhancing access and harnessing development and commercial opportunities. Whilst canal heritage may be maintained and enhanced by maintenance and development programmes and by the Scottish Waterways Trust and partner initiatives, the heritage strategy deliberately focuses on specific, significant cultural and natural heritage which might not otherwise be prioritised. 8: Issues and Opportunities describes this in more detail.

This strategy includes all types of cultural and natural heritage associated with Scottish Canals. As well as engineering structures and buildings, our estate includes archaeological sites, historical documents and artefacts. Natural heritage encompasses those aspects of canals that are significant geologically, provide wildlife habitats or have scenic value. We also wish to safeguard and promote natural and cultural heritage that is not physical, including traditions, craft skills, language, literature, knowledge and associations with past events and people. The five-year plan has a greater emphasis on cultural rather than natural heritage however. This is partly in response to the Issues and Opportunities that have been identified, but an early objective of the plan is to review these for natural heritage. This strategy is a live document and so can be adapted at any stage.
Scottish Canals began working on a long-term heritage strategy in June 2011 and explored potential issues and opportunities through internal workshops involving colleagues representing all functions and the Scottish Waterways Trust in October 2011 and February 2012. Through this process scope, format and priority actions were also considered.

We then began the strategic environmental assessment (SEA) process and submitted a screening report to the consultation authorities (Historic Scotland, Scottish Natural Heritage and the Scottish Environment Protection Agency) in May 2012. More information about the SEA’s development and its findings is available in the Environmental Report. The Post-Adoption SEA Statement explains how the assessment influenced the strategy and will be available from www.scottishcanals.co.uk/heritage-strategy/background.

As the strategy developed it was presented to professional audiences at Historic Scotland’s lunchtime seminar series in September 2012 and at the Culture Matters international conference in Norwich in November 2012 where it received very positive feedback.

The draft Heritage Strategy was published together with the Environmental Report for nine weeks for public consultation between 19 November 2012 and 21 January 2013. 37 written responses were received and two well-attended consultation events were held. We also received additional feedback after at a conference focussed on industrial artefacts and archives in March 2013. The Draft Heritage Strategy, Environmental Report and Consultation Report are available to download from www.scottishcanals.co.uk/heritage-strategy/background.

We appreciate the input of all those who participated in developing this strategy and have taken account of all feedback, on both content and structure, in the process of putting this final version together.

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. For our overarching vision please refer to **Vision for Scottish Canals**.

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.
4. Core Purpose

Caring for Canal Heritage

Scottish Canals’ duties to regulate and manage inland waterways are enacted in legislation, in the British Waterways Act 1995. When developing or considering proposals relating to our functions, Scottish Canals has a duty to assess environmental impacts and consider opportunities to conserve and enhance the environment (Section 22(1)).

Scottish Government believes that “our canals are an asset that we wish to use wisely in order to enhance the future quality of life for Scotland’s inhabitants and to help create a more successful, sustainable country” (Making the most of Scotland’s canals 2013, 4). The following 7 principles provide a framework for achieving the Scottish Government’s aims for Scotland’s canals:

1. Valuing the heritage of our canals
2. Fulfilling statutory and regulatory obligations
3. Risk management and safety
4. Increasing awareness of the potential contribution which canals can make
5. Delivering a high quality experience
6. Working through partnership and collaboration
7. Monitoring and measuring outcomes

In addition, 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”.

Scottish Canals overarching vision is ‘Safeguarding our Heritage: Building our Future’. We intend to achieve this by helping to create stronger communities, attracting new customers and income and working with empowered and motivated people. The Scottish Waterways Trust’s vision is that “Our canals create brighter futures for people and places” through connecting “people with the heritage, wildlife and green, open spaces of our canals, changing lives, enhancing the environment and inspiring communities across Scotland”.

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 and sustain our future, caring for canal heritage is therefore essential.

We have therefore set out a vision for our heritage and will apply a series of guiding principles across our functions to assist in achieving this vision.
5. 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.

Conserving heritage
6. 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 2038, 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 the guiding principles and an internal Heritage Policy for Scottish Canals which will be available from www.scottishcanals.co.uk/corporate-home/policy.

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 five-year plan.
7. Strategic Aims

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

**Conservation & Management**
Our heritage resource is conserved or restored, stabilising and minimising 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 the heritage of today and the future 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 five-year plan.
We have set out an ambitious, yet achievable, plan for Scotland’s canal heritage over the next five 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 priority ratings, detailed actions, delivery mechanisms and target dates set out in 9: Objectives. The standalone version of the 2013–18 Plan provides a fuller account including measures which will help us to evaluate and report on progress and is available from www.scottishcanals.co.uk/history-heritage/heritage-strategy/2013-18-plan.
8. Issues and Opportunities

This strategy has the potential to deliver wide-ranging benefits for Scottish Canals and Scotland. In developing our five-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

**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>Biodiversity</td>
<td>vegetation and species data exists, incomplete coverage and updates required</td>
</tr>
<tr>
<td>Landscape</td>
<td>area-based landscape characterisation studies exist at varying scales, collation and analysis could be improved</td>
</tr>
<tr>
<td>Archaeological remains and sites</td>
<td>data collected intensively in some areas only, accessibility and analysis could be improved</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 had not previously been 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.

**Opportunities**

**Brand development**

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

**Stakeholder participation**

Heritage promotion will 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, will be critical to the strategy’s success.

Many of the Scottish Waterways Trust’s volunteering activities are built around the natural and historic environment and one of the Trust’s five strategic aims is “We will strive to become a leading organisation for volunteering in Scotland”. Volunteering in the heritage and environment sector makes a real contribution to the Scottish economy, in the region of £100 million per year. Given an appropriate support structure, the potential exists to grow the range and quality of volunteering opportunities.
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 and opportunities to widen participation. 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 five-year plan.

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, contributing to wider training initiatives and supporting volunteers. 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.\(^1\) 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.

\(^1\)Volunteer Development Scotland (VDS) Annual Statistics 2007 (www.vds.org.uk/Resources/Annual%20Statistics%202007.pdf). VDS estimated that volunteering in the environment sector accounted for £94m of the total £1.8bn value across all sectors to the Scottish economy in 2006 based on 1000 people surveyed.

9. Objectives

20 specific objectives for 2013–18 are listed in this section. Each contributes to one or more aim and helps to address one or more issue or opportunity. For simplicity in this document format, they have been grouped under the single strategic aim to which they best relate.

The objective priority, key actions, timescales and how we propose to deliver them are described under each objective. The priority gradings High, Medium and Low are used to indicate the relative weighting of the objective in achieving a strategic aim or addressing an issue or opportunity. We aim to achieve all 20 objectives during the plan lifespan. Our main delivery partners are indicated, rather than main stakeholders under each objective. 10: Reporting Progress summarises how we will measure how well we are doing. To assist the process of reporting, although a single action will often contribute to more than one objective, it has been listed in the plan only once, under the objective to which it best relates.

Each objective has a dedicated webpage where images are available to browse and a table lists the detailed actions with delivery methods, target dates and related measures linked to each action, for a list of the objectives see www.scottishcanals.co.uk/history-heritage/heritage-strategy/2013-18-plan/objectives. Alternatively, this information is available to download in the standalone version of the 2013–18 Plan available to download from www.scottishcanals.co.uk/history-heritage/heritage-strategy/2013-18-plan.

There may only be certain places, canals or aims of particular interest to you. You can filter the objectives using the Objectives Map by selecting any number of the following options in the map legend:

<table>
<thead>
<tr>
<th>Location</th>
<th>Type</th>
<th>Strategic Aim</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forth &amp; Clyde</td>
<td>Buildings</td>
<td>Conservation &amp; Management</td>
</tr>
<tr>
<td></td>
<td>Archaeology</td>
<td>Access &amp; Interpretation</td>
</tr>
<tr>
<td>Glasgow</td>
<td>Engineering Structures</td>
<td>Participation &amp; Learning</td>
</tr>
<tr>
<td>Monkland</td>
<td>Artefacts &amp; Archive</td>
<td>Sustainability</td>
</tr>
<tr>
<td>Caledonian</td>
<td>Traditions &amp; Memories</td>
<td></td>
</tr>
<tr>
<td>Union</td>
<td>Natural Heritage</td>
<td></td>
</tr>
<tr>
<td>Crinan</td>
<td></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.
10. 2013–18 Objectives

Conservation & Management

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

1: Baseline  
**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 (Oct-14)
- Develop strategy for capturing socio-economic benefits of heritage (Jul-13)
- Develop strategy to fill priority gaps in habitat survey information (Feb-14)

**Delivery**
Led by Scottish Canals, with the Scottish Waterways Trust and other partners such as universities to contribute to research outputs

2: Prioritised maintenance  
**Priority: High**

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

scottishcanals.co.uk
3: Vacant properties  

**Priority: High**

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 (Aug-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 (Apr-18)
- Priority buildings include: Applecross Street workshops and ‘Old Basin House’ (Forth & Clyde: Glasgow), Rosebank Distillery (Forth & Clyde: Falkirk) and Telford House, Gairlochy (Caledonian) (Apr-18)

**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 and volunteers, 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 of historic maps and plans held by Scottish Canals (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 (Mar-14)

**Delivery**

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

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**In-situ artefact:** steel ‘lighter’ (type of barge) recovered from the bed of the Glasgow Branch of the Forth & Clyde Canal at Pinkston Basin, Glasgow during the 1990s.

**From the Scottish Canals archive collection:** Memorial for Mr John Telfer, 1778.
5: Biodiversity  
**Priority: High**

Improve the biodiversity and scenic value of our canals

**Key Actions**
- Identify funding partnerships to update vegetation surveys, including trees and invasive weeds (Oct-17)
- Identify and implement collaborative projects to control invasive species e.g. mink (Apr-18)
- Develop project to consolidate Shirva Stables (Forth & Clyde) and create wildlife habitat (Jan-15)

**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

**Key Actions**
- Develop heritage communications strategy (Aug-13)
- Review and expand heritage strategy objectives to identify prioritised opportunities for public engagement and volunteering including short-term objectives (Sep-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 (Mar-14)
- Develop partnership projects to improve canal-related records available through SCrán (Oct-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

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: Glasgow’s Canal: Unlocking the Story Project (Sep-13), Antonine Wall/lowland canals access (Oct-17) and Bowling Railway bridge cycleway (Forth & Clyde) (Mar-14)
- 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)

Delivery
Scottish Canals, Antonine Wall World Heritage Site Landscape Group, the Scottish Waterways Trust, The Heart of Argyll Tourism Alliance and other delivery partners

scottishcanals.co.uk
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 research (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 (Mar-14)
- Scottish Canals traditional building skills training programme in place (Aug-13)
- Contribute to development of multi-skilled heritage apprenticeship (Mar-17)
- Identify and contract skilled local craftspeople/tradesmen 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 (Mar-18)
- Projects include: the campaign to reopen the Forth & Clyde Canal (Jun-13) and canal lighthouses research (Sep-14)

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

*Lighthouses, a rare feature on inland waterways: Ardrishaig Lighthouse, Crinan Canal.*
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 (Dec-13)
- Deliver ‘Canal College’, a skills-based heritage & environment programme for 16-25 year olds in Falkirk and Edinburgh (Mar-15)
- Develop interactive teaching resource for wildlife on the canal in Glasgow (Dec-14)

**Delivery**
Scottish Canals, 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 (Nov-14)
- Projects include: Caledonian Canal West District oral history project (Feb-13) and Glasgow’s Canal: Unlocking the Story Project (Sep-13)

**Delivery**
Scottish Canals, the Scottish Waterways Trust, volunteers, Glasgow City Council, Maryhill Burgh Halls 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 (Jun-13)
- Plan and deliver 2018 conference about the achievements and lessons learned and disseminate learning (Apr-18)

**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 (May-13)
- Review and integrate processes to help deliver heritage strategy (May-13)
- Review heritage training and recognition to empower staff to deliver positive heritage management (Oct-13)

**Delivery**
Scottish Canals with the Scottish Waterways Trust

scottishcanals.co.uk
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 (May-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 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 (Mar-18)

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


Statutory protection review: Monkland Canal

Making a significant contribution to an historic townscape: Canal House, Ardrishaig, Crinan Canal.
11. Reporting Progress

Every objective of the five-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 or in the standalone version of the 2013–18 Plan available to download from www.scottishcanals.co.uk/history--heritage/heritage-strategy/2013-18-plan.

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, form the core part of our evaluation process.

We will 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 and take account of new policies and relevant plans and programmes. We will evaluate our performance against the five-year plan, look afresh at issues and new opportunities and take on board lessons learned to inform the next set of objectives.