

Corporate Plan

2014–17



Foreword

Although they are 250 years old, Scotland’s canals continue to contribute to the economic prosperity of this nation, in much the same way that they did when they were built.

While the goods and people they once transported powered the industrial revolution, today the canals make an important and significant contribution to Scotland’s economy. Having restored the canals over the last 10 years we are now driving their renaissance.

With 22m visits per year from cyclists, walkers, kayakers and, of course, boaters – many of whom travel from Northern Europe and beyond – Scotland’s canals have never been busier. Yet this surge in popularity did not happen by chance. It is the result of ten years of hard work that involved the re-opening of the Lowland Canals in 2002 and the widespread revitalisation of the Caledonian Canal.

In that time Scottish Canals (previously British Waterways) has worked with partners, local communities and other stakeholders to lay strong foundations so that the 137 miles of inland waterways and 19 associated reservoirs can once again help drive forward Scotland’s economic prosperity.

With more people exploring the Caledonian, Crinan, Forth & Clyde, Monkland and Union Canals than ever before, it’s how we respond to their increasing popularity in the years ahead that will determine our success in placing them, once again, at the heart of this nation’s social, environmental and economic progress.

In this Corporate Plan we set out how we will deliver the Scottish Government’s canals policy – Making the most of Scotland’s canals – and its Economic Strategy of delivering sustainable economic growth

in order to help create a more successful country where everyone who lives, works, visits or does business along our canal corridors can flourish. It also sets out the next phase in the renaissance of Scotland’s canals.

There will undoubtedly be challenges along the way, but there are also huge opportunities. We and our fellow Board members are delighted to present this three year Corporate Plan which sets out our wholehearted belief that Scottish Canals, working with partners in the public, private and third sectors, can not only meet our statutory and regulatory obligations to keep the canals navigable and safe but grow the breadth and depth of the work we do.

Scotland’s canals are powerful symbols of our innovation and boldness through the ages and were once the engine room of the industrial revolution. Now, they are valuable water spaces, diverse ecosystems, attractive destinations for leisure and recreation and thriving hubs of business activity. By utilising these valued public assets creatively and modernising the way we operate, we believe we can do so much more to make them relevant to the Scotland of today. Innovation, coupled with a rigorous approach to health, safety and wellbeing and a commitment to playing our part in delivering the Scottish Government’s low carbon economy, will help safeguard these assets for many generations to come.

We have big ambitions to diversify our business. This means becoming much more commercially-minded; generating income

which can be re-invested in these scheduled ancient monuments and safeguarding them for future generations.

As a standalone public body in Scotland, there is a renewed energy within the organisation – from the Board and management team through to staff on the canal banks – to use Scotland’s canals more widely.


Underpinned by a strong ethos of engineering and asset management, combined with pragmatism, we want our inland waterways to act as a catalyst for regeneration in both urban and rural areas. We want more people to enjoy these assets and benefit from the positive impact on health and place-making that they have by creating a range of products and services which will improve the customer experience and encourage users to spend more time and money with us.

Scotland’s inland waterways are a legacy of our industrial past and the ambition, talent and vision that enabled Scotland to compete internationally all those years ago. We have the opportunity once again to make them relevant to the economic, social and environmental wellbeing of Scotland and it is hugely exciting.

This Corporate Plan demonstrates how Scottish Canals will take a leadership role and work with partners to fulfil the wide-ranging statutory and regulatory responsibilities set out by Scottish Ministers and yet create a bright new future which benefits Scotland as a whole.



Andrew Thin,
Chairman





Steve Dunlop,
Chief Executive



The contribution the canals make to Scotland

Scottish Canals is responsible for maintaining and operating Scotland’s 137 mile canal network, which comprises the Caledonian, Crinan, Forth & Clyde, Union and Monkland Canals. It is also the navigation authority for the canals and lochs of the Great Glen, which are linked by the Caledonian Canal.

Context: Scotland’s canals and their importance

There is much importance to Scotland’s canals. While the canals once helped Scotland to participate fully in the industrial boom years, today they are an important part of our wider economy, and a contributor to Scottish GDP.

As well as maintaining and operating the canals, their towpaths and reservoirs, Scottish Canals is committed to working with partners and taking the lead in place-making and regeneration throughout the canal network. Over the past ten years, £120m of grant-in-aid invested in Scotland’s Canals has created many more benefits for the wider Scottish economy. It has delivered more than £150m in wider economic impact, with £14m per year generated in economic prosperity, £11m in direct and £23m in indirect tourism spend, plus £7m in health benefits.

If the canal network was to be built now, it would cost £1.75bn. Scottish Canals currently receives £10m per annum in grant in aid from the Scottish Government to operate and manage the five canals, their towpaths and reservoirs, plus all related properties.

With an annual income of £17million, the activity of Scottish Canals reaches far beyond the waterways into preserving Scotland’s heritage assets, effectively managing diverse green spaces, stimulating business growth and tourism, as well as creating jobs and contributing to the Scottish Government’s sustainability agenda.

The sensitive and creative management of Scotland’s canals currently will ensure they continue to benefit the nation, in economic and social terms as well as its health, transport, enterprise, sustainability and skills. Our job, therefore, is to not only continue ensuring the canals remain safe and navigable but celebrate their historic value to Scotland, safeguard the diverse ecosystems they support and find innovative ways to make them more attractive to users, from at home and abroad.

Figure 1:
Scottish Canals map, facts and figures

Source:
Scottish Canals

Figure 1



Within Scotland there are:

- 92 buildings worthy of statutory protection
- Almost 500k visitors to the Falkirk Wheel every year
- 825 hectares of land
- 7766 mega litres of water in canals
- 19 reservoirs
- 800 hectares of water

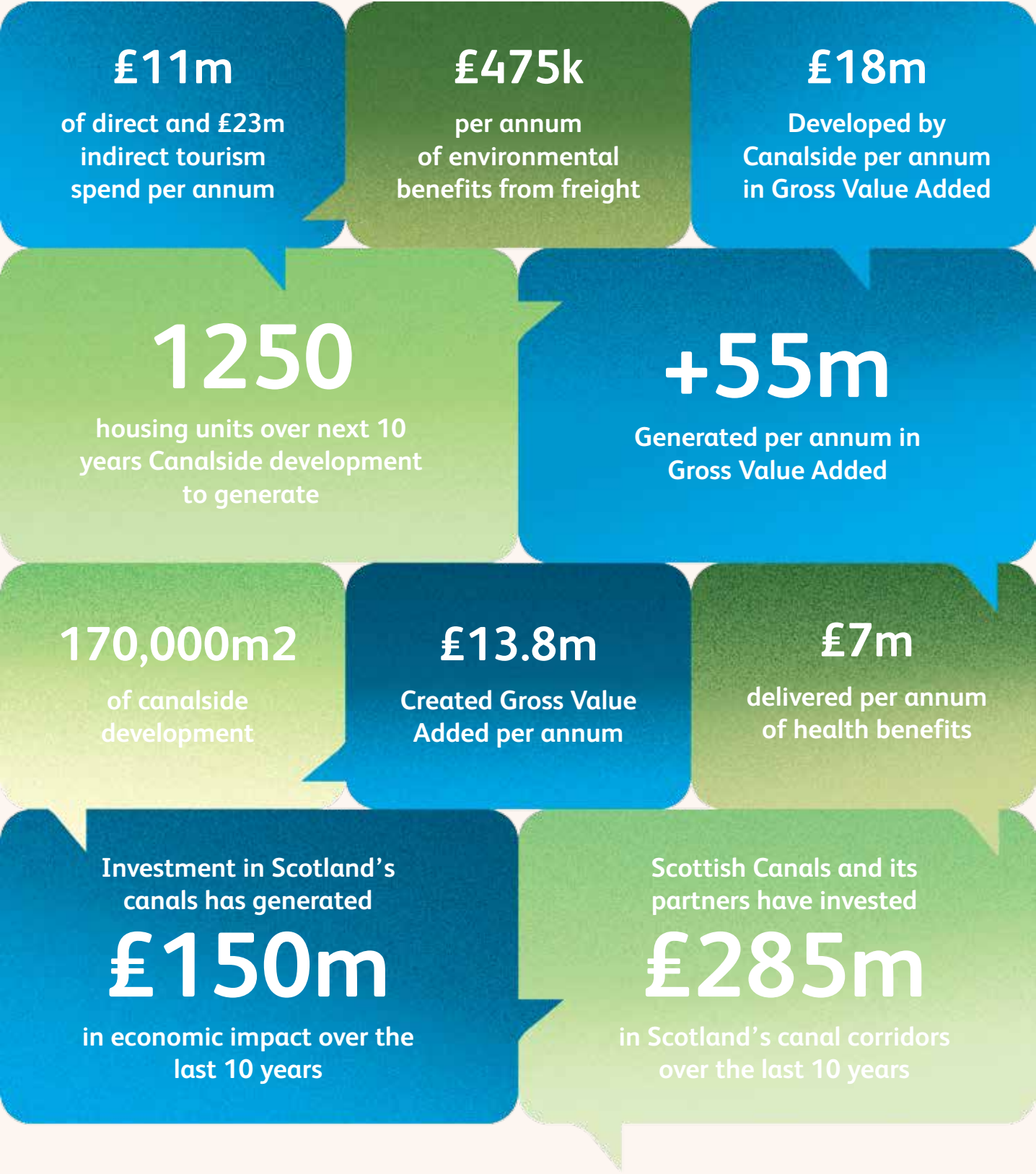


Figure 2: Scottish Canals map, facts and figures
Source: Scottish Canals and independent studies from MVA

Blue : contributions the canals have already made.
Green : contributions the canals are forecast to make.



1. The Helix Project – Scottish Canals has invested £7.3m which has grown to £43m in partnership investment and helped support 8000 jobs locally.

2. The Falkirk Wheel – £17.5m investment linking the Forth & Clyde and Union Canals generated a one-off Gross Value Added benefit of £9.3m and 175 construction jobs. Almost 500,000 visitors to the Falkirk Wheel per year, supporting 77 jobs. The total 'direct' revenue generated by or because of The Falkirk Wheel equates to around £1.74 million per year with an indirect spend of £1.52m per annum.

3. Glasgow Canal Regeneration Project – 1000 acre development site in North Glasgow has delivered £79m investment to create 650 homes in Maryhill and will deliver a further £100m mixed use development from Speirs Locks to Port Dundas.

4. Great Glen Ways – 34,000 people use the GGW per year, with 8000 walkers, 3000 cyclists and 4000 paddlers completing the 79 mile trail annually. The Great Glen supports 500 jobs and accounts for 14% of all tourism spend in the Highlands.



Vision, principles and meeting the Scottish Government’s purpose

Scottish Canals’ Corporate Plan sets out how we will deliver the Scottish Government’s canals policy - Making the most of Scotland’s canals - and our vision - Safeguarding our heritage, building our future - and presents our objectives for 2014-2017.

Our Purpose

It has been prepared in the wider context of the Scottish Government’s Economic Strategy and to support and show our contribution to this, we measure our performance through the National Performance Framework. We have aligned our corporate objectives and focused our activities to contribute to the Government’s Purpose Targets and National Outcomes in order to help achieve increased sustainable economic growth.

At Scottish Canals, we care passionately about the waterways, safeguarding them for future generations and their role in securing the wellbeing and prosperity of Scotland. Our vision sets out how we hope to achieve these ambitions.

National Performance Framework objectives and Government Economic Strategy – wealthier & fairer, smarter, healthier, safer & stronger, greener

Scottish Government policy
‘Making the Most of Scotland’s Canals’

‘Scottish Canals’ vision:
Safeguarding our heritage, building our future

Our Vision

Through our vision of ‘Safeguarding our heritage, building our future’ we hope to improve the lives of the people who live, work and do business along the canals. As the custodians of Scotland’s canals – a vital part of the nation’s rich heritage, our assets have been contributing to Scottish life for 250 years. Today, we are putting these resources to work in ways our forebears could never have imagined – helping to secure a brighter future for the people of Scotland.

By driving forward a growth agenda, we want to stimulate demand for a range of water and land-based activities both on and along the canals, develop innovative products and services which people choose to buy and generate income which can be reinvested into preserving these assets for future generations.

Principle: 1
Building Stronger Communities

The canals were once the heartbeat of Scotland’s economic success. By supporting new opportunities along our canals, we will help to create lasting prosperity for our neighbours.

Principle: 2
Attracting New Customers & Income

We want to give people new experiences - encouraging them to spend more of their time and their money with us. To do this we will partner with organisations and businesses - generating income which allows us to invest even more for future generations to enjoy.

Principle: 3
Working with empowered & motivated people

We support people, build their skills and act on their ideas to transform the way we work. As we develop, so will they, giving them more opportunities as we grow together.



Helping to deliver The Scottish Government’s Purpose

How Scottish Canals directly contributes to seven of the key National Outcomes and influences a further six.

The delivery of all Scottish Canals’ projects and programmes directly contributes to the six National Outcomes. Some of this activity also helps to pave the way for third party organisations to invest in additional programmes and projects which contribute to a further six National Outcomes.

Scottish Canals’ vision contributes towards the Government’s Economic Strategy by helping to deliver sustainable tourism, working towards a low carbon economy and helping to create infrastructure, development and place.

	Building Stronger Communities	Attracting New Customers & Income	Empowered & Motivated People
National Outcomes to which Scottish Canals directly contributes	<p>We live in well designed, sustainable places where we are able to access the amenities and services we need.</p> <p>We take pride in a strong, fair and inclusive national identity.</p> <p>We reduce the local and global environmental impact of our consumption and production.</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people’s needs.</p>	<p>We live in a Scotland that is the most attractive place for doing business in Europe.</p> <p>We value and enjoy our built environment and protect it and enhance it for future generations.</p>	<p>We realise our full economic potential with more and better employment opportunities for our people.</p>
National Outcomes which Scottish Canals influences	<p>We have tackled the significant inequalities in Scottish society.</p>	<p>We are better educated, more skilled and more successful, renowned for our research and innovation.</p> <p>We live longer, healthier lives.</p>	<p>Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p> <p>Our children have the best start in life and are ready to succeed.</p> <p>We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.</p>



Principle 1

Building stronger communities

Working with partners and local communities along Scotland’s canals, we will encourage place-making that empowers local people, using clever solutions for local challenges and supporting new opportunities along our canals that create lasting prosperity for our neighbours.

By creating partnerships between public bodies, private enterprise, the third sector and the people who live, work and do business canalside, we will stimulate private and social enterprise, job creation and training opportunities and the physical transformation of underused or derelict land which delivers tangible benefits to the local community.



1. To maintain and improve asset integrity for safe public access and use, whilst complying with our statutory and regulatory obligations.
2. To exploit our assets to maximise social, environmental and economic benefits.
3. To utilise our canals to drive regeneration in some of the most densely populated and economically challenged communities.
4. To work with partners in the public, private and third sectors, to have a greater impact in overcoming the challenges throughout areas of greater need.



1. Regeneration of Bowling Harbour.
2. Works on our 19 reservoirs in the interest of safety.
3. Creating hub of business activity at 100 Borron Street in heart of North Glasgow.
4. Canal freight delivers almost £500k of environmental savings per year.
5. Over 20,000 young people from North Glasgow will get access to Pinkston Watersports. Creating hub of business activity at 100 Borron Street in heart of North Glasgow.
6. Annual winter maintenance at The Falkirk Wheel.
7. £43m Helix project transforms 350 hectares of land between Grangemouth & Falkirk.
8. Regeneration of Maryhill and Lambhill through the creation of housing, jobs and health initiatives.
9. Comprehensive repair & maintenance programme, including a plan to spend up to £2m on dredging by 2017.
10. Formal partnerships with national agencies and councils in Falkirk, Edinburgh, Glasgow, Highlands and Argyll & Bute.
11. Hydro Nation and Metropolitan Glasgow Strategic Drainage Partnership.

Principle 2

Attracting new customers and income

We want to give people new experiences which encourages them to spend more of their time and their money with us.

By developing new products and services which users choose to buy, we will increase the proportion of customers who currently spend money when they visit Scotland’s canals and generate income which will be reinvested in the canal network.

Although users will always have the opportunity to enjoy the canals for free, we will work with partners at a local and national level to produce goods and services that they want to buy, whether they have just arrived on a boat from Northern Europe, are cycling along the towpath with their family, looking for a new fishing destination or interested in a short Scottish waterside holiday.



1. To meet current and stimulate future demand for a broad range of products & services, enhancing the customer experience.

2. To invest in, and commercialise, canal-related and new sustainable income streams in order to support our core business.

3. To collaborate & engage with the business community in order to drive Scotland’s visitor economy forward.



- 1. Yachting & sailing is worth over £100m to the Scottish economy.
- 2. Installation of innovatively designed camping bothies along the Caledonian Canal.
- 3. Improving the customer experience for boaters.
- 4. Living on Water residential moorings.
- 5. Creation of a canoe trail along the Crinan, refurbishment of canalside cottages.
- 6. New Pinkston Watersports Centre in Glasgow.
- 7. Helping to develop canalside shops, cafes, restaurants.
- 8. Providing more services for walkers and cyclists, especially in the Great Glen.
- 9. Revitalisation of The Falkirk Wheel to ensure it remains a top Scottish attraction.
- 10. Producing authentic heritage products and services.
- 11. Stimulate and increase tourism economy through cafes, shops and restaurants.

Principle 3

Working with empowered and motivated people

We will support individuals – both our own and those elsewhere – to build their skills and act on their ideas in a way that transforms how we work.

By being more people-focused, we want to celebrate the skills and talent within our own organisation, encourage our staff to help drive forward the growth agenda and take ownership of its success. We also want to be able to spot opportunities for growth and place-making and be in a position to collaborate with partners and canalside communities to make them happen.

As we develop, so will they, giving them more opportunities as we grow together. The objectives set out in this Plan not only reflect our vision but are wholly aligned with the priorities and key actions detailed in the Scottish Government Policy, 'Making the most of Scotland's canals'.



1. To develop the talent in our people that makes us an employer of choice and encourages diversity & equal opportunities.

2. To further increase the productivity of our people & enable them to engage fully in delivering our vision and objectives.

3. To unlock the potential of individuals and communities through working with volunteers and the third sector.



- 1. Helping engage communities so they can discover the hidden treasures, wildlife, culture, history and landscapes along Scotland's canals.
- 2. Training youth leaders as Paddlesport coaches.
- 3. Development of business process & systems which enable Scottish Canals to become more productive and efficient, as well as delivering better value for money.
- 4. Delivering our vision on the front line and collaborating with The Scottish Waterways Trust.
- 5. Upskilling staff across the business.
- 6. Working with canal societies to encourage local people to help maintain their community area.
- 7. The outdoors Canal College will address youth unemployment in Falkirk and Edinburgh by helping disadvantaged 16-25 year olds get hands-on with our heritage and environment.

Delivering our corporate plan

This Corporate Plan sets out how Scottish Canals intends to protect, promote and invest in the canal infrastructure and ensure it continues to flourish for generations to come. The aim is to create and maintain vibrant waterways and canalside communities, as well as attractions that are valued and visited by a wide range of residents, customers and stakeholders.

Not only will we ensure that the canals remain navigable, safe and fully operational, we want to deliver more for Scotland and its people. We can achieve this by becoming more sustainable and diversifying our operations.

We have developed a business model which splits our activities into two distinct categories:

- core obligations connected with the stewardship of the canals
- diversified commercial investments which generate income that can be both invested in our core business and used to fund further commercial activity

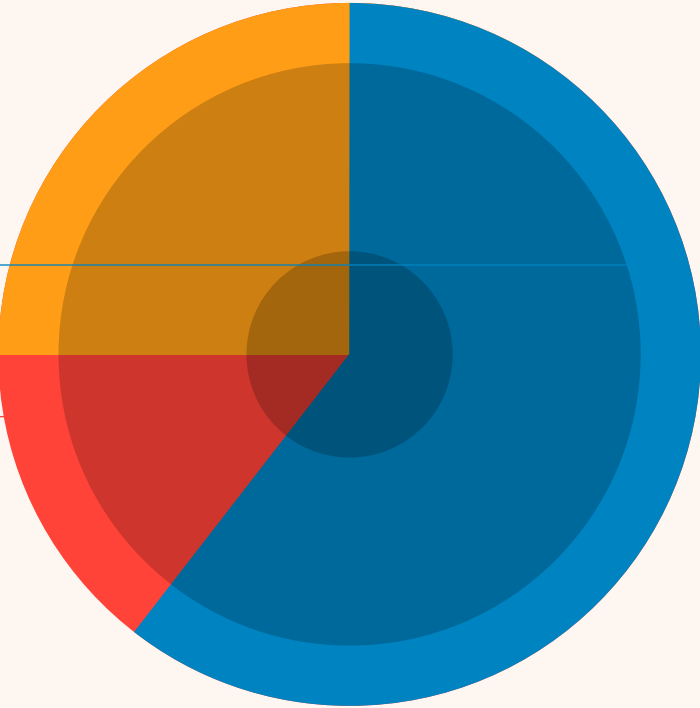
By diversifying in this way, we will not only improve the condition of our assets but become less reliant on public money.

Money generated by commercial activity will be invested in our core business

Proportionate total spend on delivering the three principles from our vision

Grant in aid funding from Scottish Government helps us towards the achievement of our corporate goals and gives us the ability to not only build stronger communities, but to create a momentum which allows us to develop empowered and motivated people and attract new customers and income.

- 62 % Building stronger communities
- 24 % Attracting new customers & income
- 14 % Empowered & motivated people



The assumptions in this corporate plan are that we will maintain the value of the existing heritage assets entrusted to us.



Delivering on our vision

This Corporate Plan guides how we prioritise and go about our business, contribute to the Scottish Government’s National Outcomes and meet the aims for our canals, as set out in the Scottish Government policy, Making the Most of Scotland’s Canals.

It is not intended to set out everything we do. The vision, together with the objectives we detail throughout this Plan, and the commitments we make, will be underpinned by business plans, action plans, policies and strategies which articulate the operational details of delivery.

The range and scope of our activity will be reviewed regularly and adjusted to ensure it maximises delivery and return on investment - from a social, environmental and economic perspective. We will work with public, private and third sector organisations across Scotland to influence activity and support the implementation of sustainable growth strategies throughout the canal network.

Our success will be monitored, measured and clearly demonstrated. Annual reports on our performance and delivery of our key performance indicators will be published throughout the period of this Plan.

By taking this approach, we can generate income which will help to safeguard the canals for future generations to enjoy as we do now.

STRATEGIC OBJECTIVE	PROJECTS & PROGRAMMES	AMBITIONS	MEASUREMENT OF SUCCESS	INDICATIVE SPEND
Building Stronger Communities	Building Stronger Communities	Building Stronger Communities	Building Stronger Communities	Building Stronger Communities
To maintain and improve asset integrity for safe public access and use, whilst complying with our statutory and regulatory obligations	The grant in aid from the Scottish Govt will fund the core functions of the organisation in sustaining the integrity & safety of the canal assets to ensure continued growth	Improve navigation along the canals	Removing 66,500 tonnes of material from across the Lowlands and Highlands by 2017	Up to £2m by 2017
		Continue to invest in the most essential assets, through lock and embankment stabilisation	Avoid the deterioration of Scottish Canals' most significant assets	Circa £2.5m pa
	Review our approach to asset management	Develop a new system which will help prioritise and programme our investments	New system will be in place by 2015	£50,000 by 2015
		Develop new and emerging technologies that improve efficiencies	Complete feasibility study and business case for North Glasgow Integrated Water Management project by summer 2014	£100,000
	Introduce carbon-reduction programme	Scottish Canals aims to reduce its carbon emissions in line with the objectives set out in the Climate Change (Scotland) Act 2009 and become carbon neutral by 2025	In 2014/5 Scottish Canals will assess its current carbon emissions and use as a base line to make a 10 % reduction in this financial year, 7 % in 2015/6 and 3 % in 2016/7.	£25,000 by 2017
To exploit our assets to maximise social, environmental and economic benefits	Develop a strategy which sets out the phased investment in Scotland's towpaths over the next three years	Maximise third party funding opportunities to begin investing in our towpaths by 2015/6	Publish a strategy for the Lowland Canals in 2014/5, a Highlands' strategy in 2015/6 and one for Crinan in 2016/7 which deliver better towpaths and increased usage	Invest £20,000 by Spring 2015. Further spend thereafter will be dependent on raising third party funds
	Deliver objectives set out in Heritage Strategy	Safeguard the heritage of these 250-year old assets for future generations to enjoy	Identify three high priority objectives and deliver by 2017	£60,000 by 2017
To utilise our canals to drive regeneration in some of the most densely populated and economically challenged communities	Develop and implement an Environmental Strategy	Effectively manage the green canal corridors and the wildlife that inhabits these spaces	Develop an Environmental Strategy in 2014 and implement it throughout the life of this Corporate Plan	£60,000 by 2017
	Work with Community Planning Partnerships and national policy to achieve the following:			
	Edinburgh – We will work with partners to make significant contributions which help develop the vision set out in Edinburgh Council's canal strategy http://bit.ly/1eK7Brs	With partners continue the regeneration of the Edinburgh canal corridor	Deliver projects that bring activity onto and along the canal at Edinburgh Quay, Harrison Park, Calders, Wester Hailes and Ratho	
	Glasgow – In partnership with Glasgow City Council, we will develop a masterplan of Port Dundas	Use the canal assets and Scottish Canal's commercial investments to build on the success of Speirs Wharf	Create 90 % occupancy at 100 Borron Street business park by 2017 and create an urban playground around Pinkston by 2017	
	Use the canal as an enabler for the development of Sighthill	Create social and environmental benefits for the people of Sighthill by working with partners to extend the regeneration of Port Dundas into their area	Create a cutting edge sustainable surface water system by 2017	Stimulate total investment of £5m
	Help Pinkston Watersports Centre establish itself as the only centre of its kind in Scotland	Develop Pinkston into a sustainable and profitable social enterprise to allow reinvestment in the local area	Help the watersports centre to attract 10,000 visitors in 2014/5 and 25,000 in 2016/7	Support in kind, where required
	Inverness – Develop and begin implementing a masterplan for Muirtown Basin	See the development of Muirtown Basin, both water and land-based assets, firmly underway by 2016	Phase 1 of implementation to commence in 2016 and mooring provision to increase by 20 % by 2017	£1m
	Crinan Canal – Develop a masterplan for Pier Square in Ardrishaig	Working with Forestry Commission Scotland and the Crown Estates we will lead the development of a masterplan in order to support the maritime and leisure economy of the area	Create 15 new jobs in the freight and mixed use leisure sectors by 2017	£750,000
	Falkirk Canal Corridor – Help establish The Helix as a major tourist destination	Support the long term regeneration of Falkirk by contributing to the area's wider tourism offering	Attract 350,000 visitors in 2014/5, growing this year on year	£1.54m towards the completion of The Helix

STRATEGIC OBJECTIVE	PROJECTS & PROGRAMMES	AMBITIONS	MEASUREMENT OF SUCCESS	INDICATIVE SPEND
To work with partners in the public, private and third sectors, to have a greater impact in overcoming the challenges throughout areas of greater need	The Falkirk Wheel - invest in projects that will encourage visitors to stay longer and spend more, such as upgrading the children's play park and selling Scottish Canals' products.	Build on the success of the Falkirk Wheel with a new vision that will ensure it remains one of Scotland's top tourist attractions for the future and increases the economic impact felt locally	Increase visitor spend from £1.97 to £3.50 per visit by 2017	
	Working with partners to explore flood mitigation and surface water management opportunities in North Glasgow	Use Scotland's canals to provide a unique and significant contribution to the Scottish Government's hydro nation agenda. In North Glasgow this will alleviate the need to build expensive drainage infrastructure, thereby unlocking land for development	Deliver 5 new connections across the network per year between 2014 and 2017 and generating £1.5m of total income by 2017	
	Develop a plan to unlock the capacity of renewable energy projects along the canals	Identify ways to introduce carbon-reducing projects and initiatives across the canal network	Help Scottish Canals reduce its carbon footprint by 10 % in 2014/5	£25,000
Attracting New Customers & Income	Attracting New Customers & Income	Attracting New Customers & Income	Attracting New Customers & Income	Attracting New Customers & Income
To meet current and stimulate future demand for a broad range of products & services that enhance the customer experience	Create new moorings to satisfy existing demand and create a bigger market for both Living on the Water and leisure boating	Meet the market demand from leisure, residential and commercial Making the canals more attractive for visitors and local communities by encouraging greater activity both on and along the canals	Increase the number of moorings throughout the network from 1000 to 1200 by 2017. The first 100 will be delivered by third parties and the other 100 by commercial capital, subject to demand. This will generate up to £500,000 pa in income by the end of 2016/7	
	Build on the success of the Great Glen Canoe Trail	By creating a hub of activity along the Caledonian Canal, we will attract more paddlers	Increase numbers that complete the Canoe Trail from 4000 to 7000 pa by 2017	£10,000
	Attract more boats, cyclists and walkers onto and along Scotland's canals	By investing in projects which are attractive to new customers and promoting the full breadth of Scottish Canals' activity to new audiences.	Increase number of boat transits by 10 % , cyclists by 15 % and paddlers by 30 % by 2017	£1.5m
	Grow Scottish Canals' international reach, profile and customer base through greater collaboration with countries overseas that have canals	Maximise the 2016 World Canal Conference in Inverness and increase overseas traffic to the Scottish Canals' website in order to bring more international boaters, cyclists, walkers, paddlers and holiday makers onto and along Scotland's canals	Increase Scottish Canals' international boating customers from 619 to 675, grow website traffic by 10 % each year, tracking spikes around the promotion of international activity, and build even stronger partnerships with canal authorities overseas	£25,000 throughout the life of this plan
To invest in, and commercialise, canal-related and new sustainable income streams in order to support our core business	Expand Scottish Canals' holiday let portfolio targeting the short and long term holiday market	Maximise the commercial opportunities to generate income which can be reinvested back into the canals and create new tourism hubs	Increase the number of our portfolio of holiday cottages, barges and camping bothies along Scotland's canals from 9 to 45 by 2017	£1m
	Develop a suite of canal-related products and services that customers choose to buy	Use marketing, retail outlets and digital technology to sell a range of innovative and authentic canal-related products and services that our customers want, generating new income streams	Develop and take to market three new product ranges by 2017 with the aim of generating a commercial surplus within the life of this plan.	£100,000
To collaborate & engage with the business community in order to drive Scotland's visitor economy forward	Install camping pods, campsites, outdoor equipment hire and retail opportunities that attract visitors from across Scotland and beyond, increase spend and benefit local communities	Create mini leisure destinations in locations such as Auchinstarry, Banavie & Bowling	Establish 3 new tourism offerings at strategic hubs by 2017	£500,000
Empowered & Motivated People	Empowered & Motivated People	Empowered & Motivated People	Empowered & Motivated People	Empowered & Motivated People
To develop the talent in our people that makes us an employer of choice and encourages diversity & equal opportunities	Develop a plan, with partners, which increases internships and apprenticeships	Contribute to job opportunities for young Scots and those entering the work force and helping to pass on the wealth of knowledge currently within the business	Introduce 2 apprenticeships and 2 Knowledge Transfer Partnership internships in 2014	£100,000
To further increase the productivity of our people & enable them to engage fully in delivering our vision and objectives	Introduce a comprehensive programme of upskilling throughout the Scottish Canals' workforce	Equip our staff with the skills they need to deliver Scottish Canals' new vision	Deliver role-specific training to all our staff throughout the life of this plan so we can deliver more repair and maintenance work in-house, achieve 10 % increase in efficiencies year on year, resulting in a total of £170,000 of savings by 2017	£75,000
	Continue to generate efficiencies within the organisation, including seeking out opportunities to collaborate in the use of shared services with agencies and public bodies	Reduce costs and increase effectiveness of the business	Meet Scottish Government annual efficiency targets	
To unlock the potential of individuals and communities through working with volunteers and the third sector	Support the Scottish Waterways Trust to increase the number of volunteers they work with	Working with partners to use the canal corridors in order to create new training and job opportunities	Help to enable the Scottish Waterways Trust to work with over 200 volunteers	£75,000
	Support the Scottish Waterways Trust to create opportunities for young people to learn new skills which lead to jobs, via the Canal College	Sharing canal-based skills that open pathways for 16-24 year olds to access further training or jobs	Help to enable the Scottish Waterways Trust to sign 180 people up to Canal College by 2017	£15,000
	Roll out volunteering strategy to new organisations and individuals by building on the success of the volunteering strategy already developed by Scottish Canals	Use the breadth of activity across the canal network to provide a range of volunteering opportunities which help local people into further training or work	Increase volunteer numbers from 20 to 166 pa by 2017 and the number of organisations we work with from 5 to 20 in the same time period	£10,00

Corporate Governance

The Scottish Government developed a Framework Document, in consultation with Scottish Canals, which details the accountability and governance guidelines set by ministers to contribute to the Scottish Government’s primary purpose of increasing sustainable economic growth.

Scottish Canals adopts a robust approach to corporate governance and ensures that all activities are underpinned by sound project management and detailed analysis of inputs, outputs and longer term outcomes which are tracked via independent research. These are measured through a comprehensive set of KPIs which are set and reviewed by the Scottish Canals’ Board on a regular basis.

Scottish Canals is committed to continuous improvement and Best Value. Our internal control systems are designed to mitigate financial, operational and reputational risk, as well as promote best practice. Our comprehensive policies and procedures cover all aspects of the organisation, from robust health, safety and wellbeing for all our staff, contractors and customers, to anti-fraud and anti-bribery policies.

In addition to their attendance at Board meetings, Scottish Canals’ non-executive directors bring their wealth of experience across a range of sectors to the Property & Commercial Committee, Audit & Risk Committee and Remuneration Committee and are actively involved with various stakeholder groups.

Our management is involved in the detailed running of the organisation and has an open-door policy towards staff at all levels of the business. Management and the Board are committed to building new – and strengthening existing – relationships with customers, stakeholders and partners and will continue to improve the channels used and the frequency of that engagement throughout the life of this plan.



Corporate Plan

case studies

The Helix

The £43million Helix development to transform 350 hectares of underused land near Falkirk into a vibrant new parkland with world-class visitor attractions began with £7 million of investment from Scottish Canals.

The hugely ambitious project features a lagoon, wetland, event space, a 900 metre extension to the Forth & Clyde Canal and over 27 kilometres of paths in the heart of Scotland, between Falkirk and Grangemouth.

Launched in Spring 2014, the site will also boast a wealth of public artwork, including The Kelpies – two colossal shimmering steel sculptures which, at up to 30m high, are the world’s largest pair of equine sculptures.

The Helix is a partnership between Falkirk Council and Scottish Canals and was the subject of a £25 million Big Lottery Fund grant. It is expected to attract in excess of 350,000 visitors a year to the Falkirk area and generate an additional £1.5 million income per annum for the local economy.

As well as delivering up to £600,000 of health benefits from additional walking and cycling activity along the network of paths, The Helix is on track to support 8000 jobs in the wider area and stimulate business growth that will benefit the local economy.



Pinkston Watersports

The Pinkston Watersports Centre in North Glasgow demonstrates how Scottish Canals stimulates third party investment for projects which trigger economic regeneration in communities where it is most needed.

Funding in excess of £3m was successfully generated which, along with £200k of Scottish Canals’ money, enabled the transformation of a formerly derelict site at Port Dundas into Scotland’s first and only purpose-built paddlesports venue.

The centre consists of a white water and slalom course that has been designed by London 2012 Olympic course designer Andy Laird, a clean water basin, canoe polo pitches and wet classrooms.

Pinkston will engage more than 6,000 ‘hard to reach’ individuals, including 150 local young people who will be trained by instructors keen to introduce them to water-based activities at the centre.

More than 25,000 people a year will visit Pinkston, making it a hub of sporting activity for elite athletes, emerging young talent, local community groups and school children. It will also function as a water safety and rescue facility for the emergency services.

In addition to creating scores of construction jobs, Pinkston will generate thousands of volunteers hours and lever in private sector funding which will be used to continue restoring the historic links between the communities of North Glasgow.



Open Gates

Scottish Canals has supported Open Gates in establishing a prisoner rehabilitation programme in North Glasgow which takes high level offenders and trains them to restore and sell furniture.

By transforming two vacant canal side buildings into a workshop and showroom, the project trains numerous long-term offenders in the final stages of their sentence and develops a range of technical and social skills which prepares them for a life in the community.

Scottish Canals believe this is a successful project which uses the canals and their assets to help some of the most marginalised members of society and will work in partnership to roll this model out to other urban areas across the canal network.

A big thank you

We would like to thank the people, partners and canalside communities, plus the many other stakeholders, who support our work throughout the country. You have helped us make Scotland’s canals more effective catalysts for place-making, better at generating financial, social and environmental benefits for Scotland and more effective in ensuring these 250 year old assets can be enjoyed by future generations. We are particularly grateful to Transport Scotland and the Scottish Government for its ongoing support.

Other organisations we’d like to thank include:

Art based organisations

Glasgow Sculpture Studio
National Theatre for Scotland
Scottish Opera

Canal societies and social enterprises

Bridge 19-40 Canal Society
Edinburgh Canal Society
Forth & Clyde Canal Society
Fountainbridge Canal Initiative
Great Glen Canal Users Association
Lambhill Stables
Linlithgow and Union Canal Society
Lowland Canals Volunteer Group

Commercial & joint venture partners

Andy Scott
Boathouse Auchinstarry
Caley Cruisers
Fingal Cruising
Great Glen Shipping
Igloo
Isis
Jacobite Cruises
Lord of the Glens
Miller Developments
Muse
Nativ
Saltire Foundation
Seagull Trust Cruises
Vivat Trust
West Brewery

Environmental partners

Central Scotland Forest Trust
Central Scotland Green Network
Edinburgh and Lothians Greenspace Trust
Greenspace Scotland
National Trust for Scotland

Local authorities

Scottish Canals works with nine local authorities in Scotland
Argyll & Bute
East Dunbartonshire
Edinburgh
Falkirk
Glasgow
Highlands
North Lanarkshire and Stirling.
West Dunbartonshire
Their support and commitment is hugely important and without it much of our work would not be possible.

Marine & boating organisations

British Marine Federation
Scotland
Inland Waterways Association
RYA Scotland
Sail Scotland
Sailwest/Malin Waters
Scottish Boating Alliance
Scottish Federation for Coarse Angling

National public sector organisations

CMAL
Creative Scotland
Forestry Commission Scotland
Highlands & Islands Airports Ltd
Highlands & Islands Enterprise
Historic Scotland
Scottish Enterprise
Scottish Environment Protection Agency
Scottish Natural Heritage
Scottish Water
Sustrans
VisitScotland
Zero Waste Scotland

Not for profit

Artmap Argyll
Big Lottery Fund
Community Service Volunteer
Heritage Lottery Fund
Impact Arts
Open Gates
Reunion
The Scottish Waterways Trust
Waterways for Growth
Wise Group

Regional public sector organisations

Commonwealth Games
Culture North Lanarkshire
Destination Loch Ness
Falkirk Community Trust
Great Glen Canoe Trail
Heart of Argyll Tourism Alliance
Loch Lomond and the Trossachs National Park and 2014 MGSDP

Sporting organisations

British Horse Association
Pinkston Watersports
Scottish Canoe Association
Spokes
Sportscotland

Universities and colleges

Caledonian University
Forth Valley College
Napier University
Royal Conservatoire of Scotland
University of Strathclyde
University of the Highlands and Islands



Get in touch

If you would like to know more about any aspect of the work that we do at Scottish Canals, we would love to hear from you.

If you have an enquiry regarding the canals, contact our friendly customer service team at your local office or drop us an email:

Email: enquiries@scottishcanals.co.uk

Scottish Canals HQ (Central departments including, HR, Health & Safety, Marketing & Communications, Finance)

Tel: 0141 332 6936

For canal specific enquiries, see details below:

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Lowland Canals Office

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