



HEADS OF TERMS

New Lease between Scottish Canals and Historic Environment Scotland

Lock 16 Canal Centre, Portdownie, Falkirk, FK1 4QX

25th July 2025

1. Landlord

British Waterways Board operating as Scottish Canals, a public body established by virtue of the Transport Act 1962 (as amended by The British Waterways Board (Transfer of Functions) Order 2012) and having a place of business at Canal House, 1 Applecross Street, Glasgow, G4 9SP.

2. Landlord's Solicitor

Morton Fraser Macroberts LLP, Capella Building, 60 York Street, Glasgow G2 8JX [REDACTED]

3. Tenant

Historic Environment Scotland, a non-departmental public body in Scotland, established by the Historic Environment Scotland Act 2014, and a Scottish registered charity (Scottish Charity number SC045925), with the statutory functions of investigating, caring for and promoting Scotland's historic environment, having its principal office at Longmore House, Salisbury Place, Edinburgh EH9 1SH.

4. Tenants Solicitor

Jennifer Temblett, HES, [REDACTED]

5. Premises

[REDACTED]

In accordance with the terms of the Requirements of Writing (Scotland) Act 1995, this correspondence is neither intended to create nor to be relied upon as creating any contractual relationship or commitment. Any contract should only be entered into by way of an exchange of missives by the parties' respective solicitors

[REDACTED]

[REDACTED]

6. **Term**

[REDACTED]

7. **Date of entry**

[REDACTED]

8. **Break Option**

[REDACTED]

9. **Rent**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

In accordance with the terms of the Requirements of Writing (Scotland) Act 1995, this correspondence is neither intended to create nor to be relied upon as creating any contractual relationship or commitment. Any contract should only be entered into by way of an exchange of missives by the parties' respective solicitors

10. Rent Deposit

[REDACTED]

11. Rent Reviews

[REDACTED]

12. Common Areas & Charges

[REDACTED]

[REDACTED]

13. Common Services / Infrastructure

[REDACTED]

14. Alienation

[REDACTED]

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15. Alterations

[REDACTED]

16. Repairing Obligations

[REDACTED]

[REDACTED]

17. Rates

[REDACTED]

18. Utilities

[REDACTED]

19. Refuse

[REDACTED]

In accordance with the terms of the Requirements of Writing (Scotland) Act 1995, this correspondence is neither intended to create nor to be relied upon as creating any contractual relationship or commitment. Any contract should only be entered into by way of an exchange of missives by the parties' respective solicitors

20. Any Other Outgoings

[REDACTED]

21. Use

[REDACTED]

[REDACTED]

[REDACTED]

22. Insurance

[REDACTED]

23. Tenant Works

[REDACTED]

In accordance with the terms of the Requirements of Writing (Scotland) Act 1995, this correspondence is neither intended to create nor to be relied upon as creating any contractual relationship or commitment. Any contract should only be entered into by way of an exchange of missives by the parties' respective solicitors

24. Landlord Works

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

25. Signage and Branding

[REDACTED]

26. Rights of Access

[REDACTED]

In accordance with the terms of the Requirements of Writing (Scotland) Act 1995, this correspondence is neither intended to create nor to be relied upon as creating any contractual relationship or commitment. Any contract should only be entered into by way of an exchange of missives by the parties' respective solicitors

27.

[REDACTED]

28. Governance Arrangements

[REDACTED]

29. Legal fees

[REDACTED]

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COLLABORATION AGREEMENT

between

- (1) The British Waterways Board, operating as **SCOTTISH CANALS**, a non-departmental public body in Scotland, established by the Transport Act 1962 (as amended) having its principal office at Canal House, 1 Applecross Street, Glasgow, G4 9SP ("**Scottish Canals**"); and
- (2) **HISTORIC ENVIRONMENT SCOTLAND**, a non-departmental public body in Scotland, established by the Historic Environment Scotland Act 2014, and Scottish registered charity (Scottish charity number SC045925) having its principal office at Longmore House, Salisbury Place, Edinburgh EH9 1SH ("**HES**"),

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED] where the context requires, include a reference to this Agreement terminating by expiry.

2 COMMENCEMENT AND DURATION

- [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]

3 STATUS AND PURPOSE

- [REDACTED]
 - [REDACTED]
 - [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

4 PRINCIPLES

- [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]

5 KEY PRIORITIES

- [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED] effective and compliant delivery of the Collaboration Activities; and

- [REDACTED]
- [REDACTED]
- [REDACTED]

6 **COLLABORATION, CO-OPERATION AND CONDITIONS**

- [REDACTED]
- [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
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 - [REDACTED]
 - [REDACTED]
 - [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

7 GRANT CONTRACT AND FUTURE FUNDING

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

8 JOINT COMMITTEE

[REDACTED]

■ [REDACTED]

s or Activity Schedule as may be

_____s or Activity Schedule as may be mutually agreed in accordance with clause 29.2.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
 - [REDACTED]
 - [REDACTED]

13 INTELLECTUAL PROPERTY

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

14 CONFIDENTIALITY

- [REDACTED]
 - [REDACTED]
 - [REDACTED]

THE

[REDACTED]

[REDACTED]

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- [REDACTED]
- [REDACTED]

15 FOISA AND EIRS

- [REDACTED]
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- [REDACTED]
- [REDACTED]
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[REDACTED]

16 ANNOUNCEMENTS

[REDACTED]

[REDACTED]

17 DATA PROTECTION

[REDACTED]

[REDACTED]

18 NON-SOLICITATION AND NON-EMPLOYMENT OF EMPLOYEES

[REDACTED]

19 ANTI-BRIBERY AND CORRUPTION

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

20 WARRANTIES

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

21 INDEMNITY

[REDACTED]

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- [REDACTED]

22 **INSURANCE**

23 **LIMITATION AND EXCLUSION OF LIABILITY**

24 **TERMINATION**

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26 **FORCE MAJEURE**

[REDACTED]

27 **NOTICES**

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[REDACTED]

[REDACTED] action or, where applicable, any arbitration or other method of dispute resolution.

28 DISPUTE RESOLUTION

[REDACTED]

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29 GENERAL

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This is the Schedule referred to in the foregoing Collaboration Agreement between Scottish Canals and HES

Part 1

Collaboration Activities

[REDACTED]	
1	[REDACTED]
2	[REDACTED]
3	[REDACTED]
4	[REDACTED]
5	[REDACTED]
6	[REDACTED]
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97	[REDACTED]
98	[REDACTED]
99	[REDACTED]
100	[REDACTED]

Part 2

Lock 16 Project Schedule

This Lock 16 Project Schedule forms part of this Agreement. The terms and conditions of this Agreement apply to this Lock 16 Project Schedule.

Unless otherwise defined in this Lock 16 Project Schedule, terms used in this Lock 16 Project Schedule shall have the meaning given to them in this Agreement.

Purpose	The Parties have agreed to create the Lock 16 - Scotland's Centre of Excellence for Canals and Traditional Skills ("Lock 16").	
Site	Canal Centre in Camelon, Falkirk beside the Forth and Clyde Canal, currently owned by Scottish Canals.	
Designated Project Lead	Scottish Canals	HES
Objectives	<p>[REDACTED]</p> <ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] schools engagement and volunteering <p>[REDACTED]</p>	
Obligations	Scottish Canals	HES
	<ul style="list-style-type: none"> [REDACTED] [REDACTED] 	<ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED]

[illegible]

Part 3

Governance Proposals

Part 4

Lease Heads of Terms



HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA

Historic Environment Scotland & Scottish Canals

Memorandum of understanding

[Ratification date]

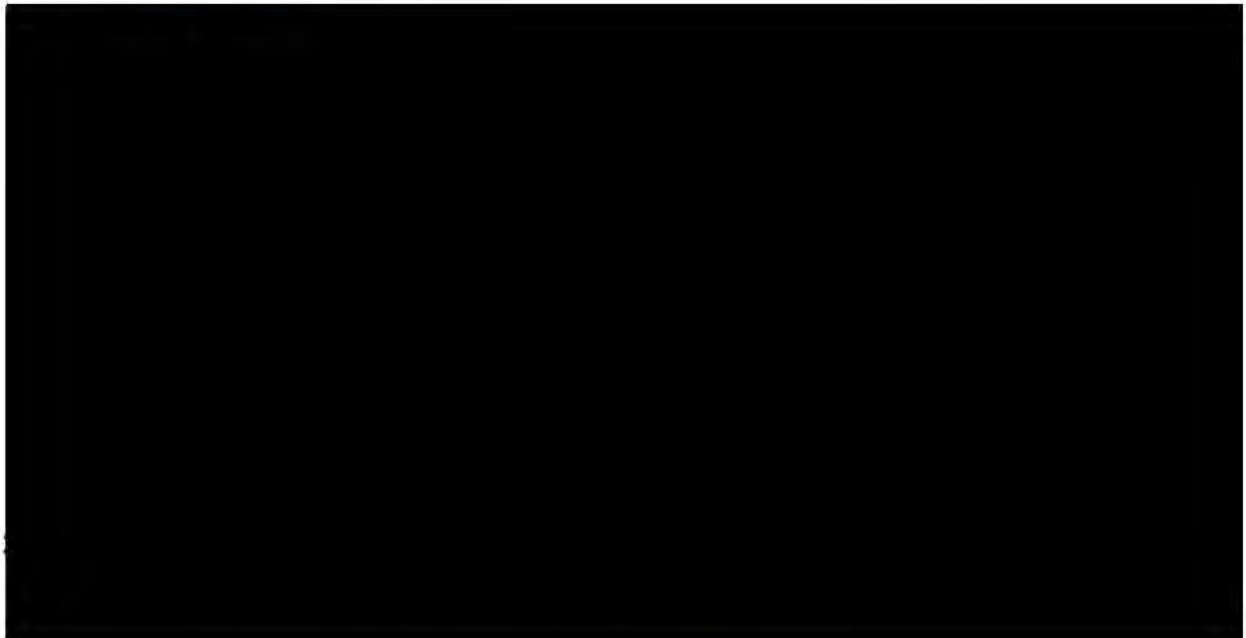
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6. Impact evaluation	6
7. Designated project leads	6
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Signed on behalf of <i>Historic Environment Scotland</i>	8
Signed on behalf of <i>Scottish Canals</i>	8

1. Parties

- 1.1. **The British Waterways Board, operating as SCOTTISH CANALS**, a non-departmental public body in Scotland, established by the Transport Act 1962 (as amended), having its principal office at Canal House, 1 Applecross Street, Glasgow G4 9SP ("**Scottish Canals**").
- 1.2. **HISTORIC ENVIRONMENT SCOTLAND**, a non-departmental public body in Scotland, established by the Historic Environment Scotland Act 2014, and a Scottish registered charity (Scottish Charity number SC045925), with the statutory functions of investigating, caring for and promoting Scotland's historic environment, having its principal office at Longmore House, Salisbury Place, Edinburgh EH9 1SH ("**HES**").

2. Background



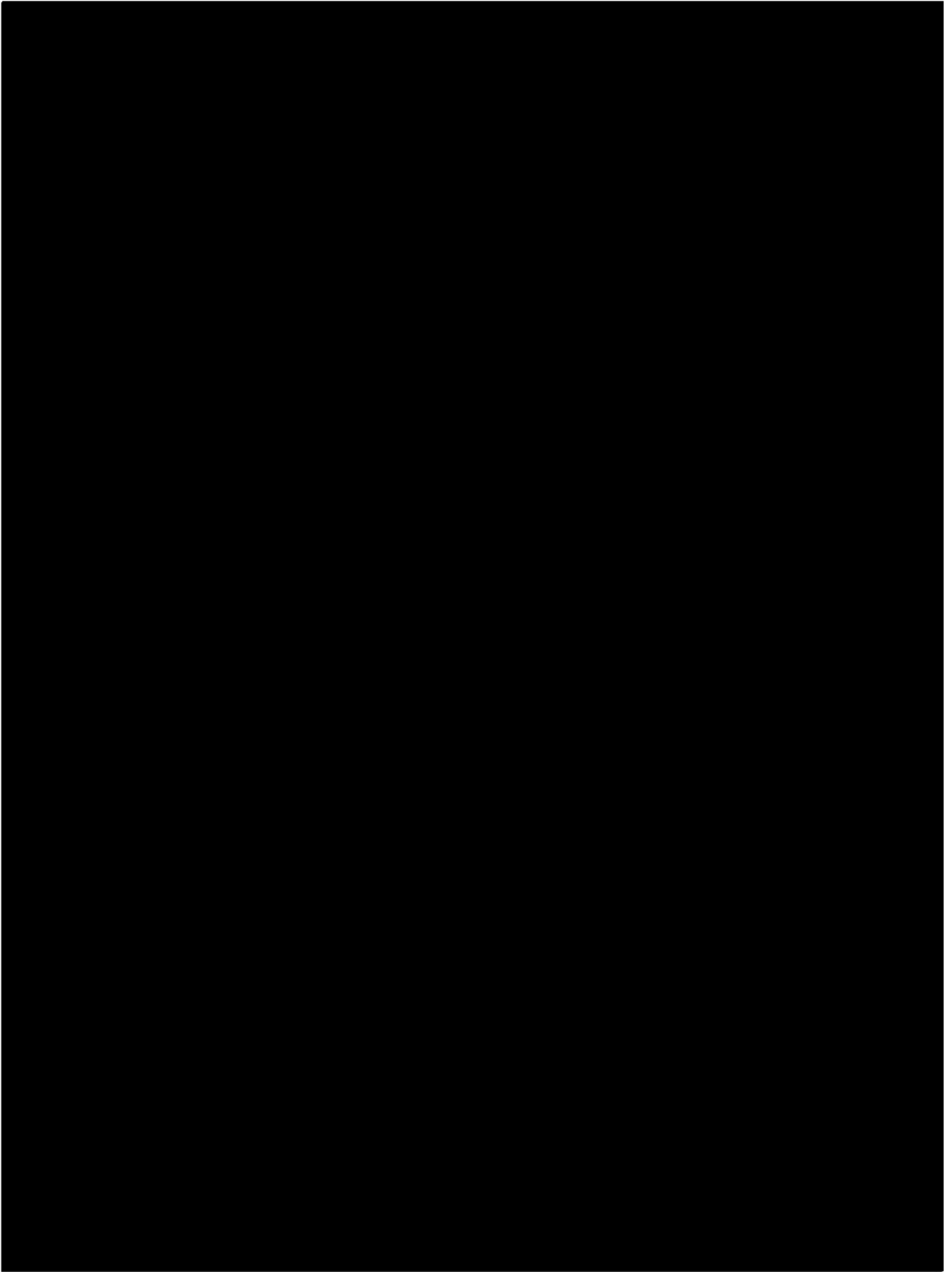
3. Collaboration aims and objectives





4. Collaboration activities

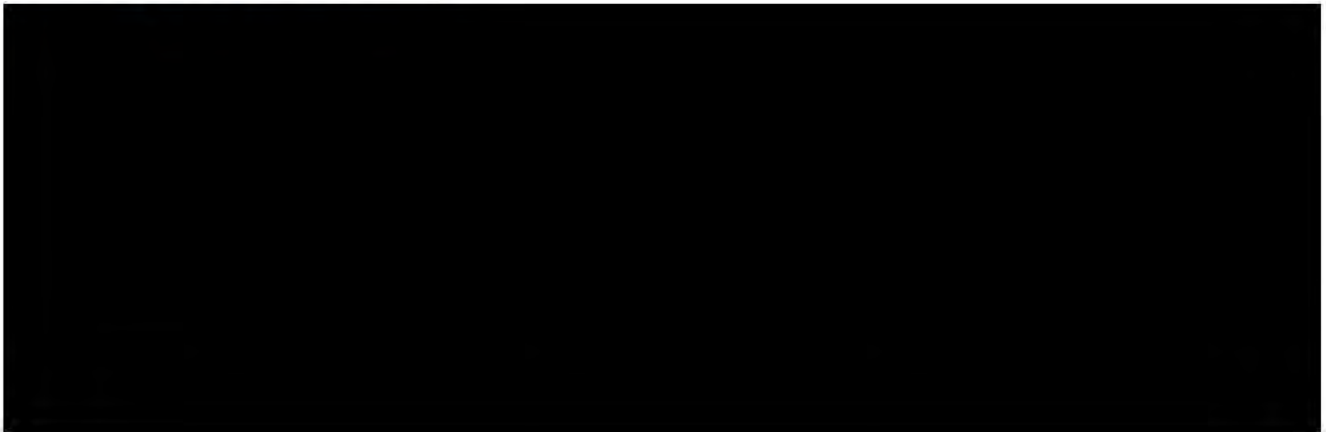




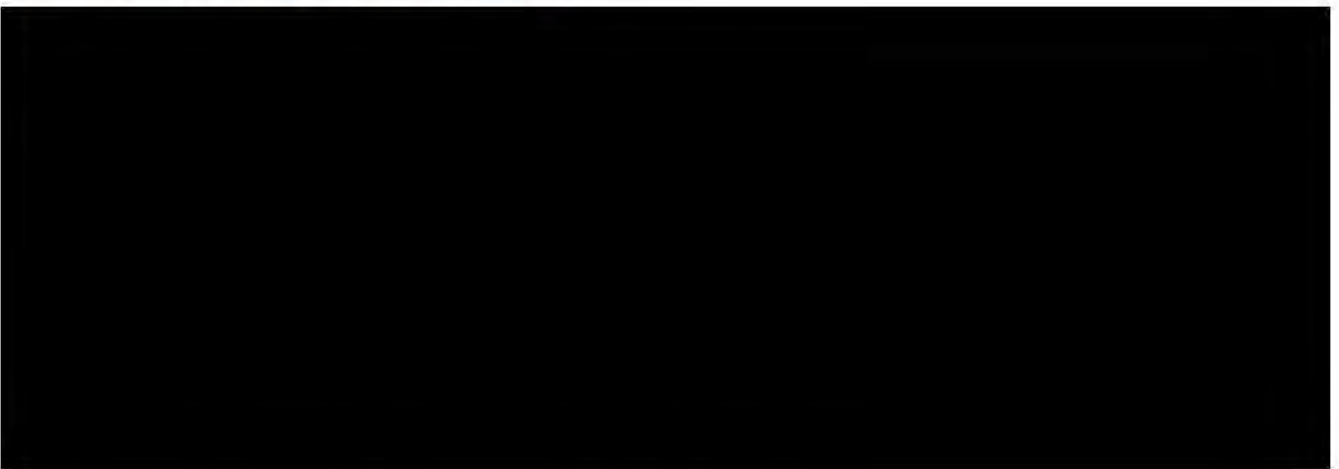
5. Monitoring



6. Impact evaluation



7. Designated project leads



8. Collaboration governance and oversight





9. Financial contributions



10. Disclaimer



11. General





Signed on behalf of *Historic Environment Scotland*



Date12/12/2024.....

Signed on behalf of *Scottish Canals*



Date12/12/24.....

ACTIVITY STRATEGY & PLAN

LOCK 16: SCOTLAND'S CENTRE OF EXCELLENCE
FOR CANALS AND TRADITIONAL SKILLS



ACTIVITY STRATEGY & PLAN

LOCK 16: SCOTLAND'S CENTRE OF EXCELLENCE FOR CANALS AND TRADITIONAL SKILLS

This *Activity Strategy & Plan* sets out the strategic context of the development of this project and details what activity Lock 16 will provide. This document identifies how that will support the development of a National Centre of Excellence to underpin a traditional and heritage skills training ecosystem that will meet the needs of Scotland's Historic Environment.

Published by

Scottish Canals and Historic Environment Scotland, November 2024



HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA

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1. OUR AIM

Scottish Canals (SC) and Historic Environment Scotland (HES) will create Scotland's Centre of Excellence for Canals & Traditional Skills in the heart of Scotland at Lock 16. Located in Camelon East, which ranks in the bottom 20% of most deprived communities in Scotland and ranks bottom in nearly all of the SIMD categories including health, skills, and employment.

Lock 16 - Scotland's Centre of Excellence for Canals & Traditional Skills will radically transform a neglected area of the Forth and Clyde Canal into a thriving waterside centre focused on community, heritage skills training and local employment. It will provide the necessary facilities for canal-based innovation, pioneering canal management and maintenance, while providing inclusive facilities for partners and local employment opportunities. This place-based regeneration project will provide the economic stimulus needed to attract additional private sector investment into this area.

Together we have the knowledge and expertise of two of Scotland's largest managers of historic assets to create a focus on training and skills development for the benefit of the wider historic environment. This will support and increase capacity within the existing ecosystem of historic environment skills training that exists within Scotland, as well as address the needs of the local community.

This project provides a once-in-a-generation opportunity to regenerate Lock 16 and change the way traditional and heritage skills training is viewed, delivered, and supported in Scotland, and how the future skills and training needs of the Canal network are developed and served by the local community.

2. OUR VISION

For the Historic Environment

Lock 16 will:

- Provide a National ‘Centre of Excellence’ for traditional and heritage skills, including those at risk, providing the underpinning foundations for the development of a sustainable nationwide ecosystem of skills training.
- Be a world-class training facility of multiple workshops and classrooms, providing the largest single space in Scotland and potentially the UK, dedicated to the development and delivery of high-quality accredited and non-accredited traditional and heritage skills training.
- Deliver an environment where the health and safety of trainees are paramount and the integration of digital innovation and e-learning with heritage skills training is normalised.
- Provide space and increased training infrastructure to increase capacity for skills training within both a local and national catchment.
- Provide workshop space to deliver skills training on larger-scale conservation and traditional fabrication projects.
- Create additional capacity at a local Forth Valley and a wider central Scotland level.
- Provide dedicated space and specialist infrastructure to enable it to act as the ‘trainer of last resort’ for training that cannot be accommodated and delivered elsewhere.
- Be the ‘home’ for several training schemes already in existence, as well as providing a ‘test bed’ for the delivery of new training and qualifications.
- Build the capacity and support other, mainly third sector, training providers as part of a network approach.
- Be a hub for ‘Train the Trainer’ activity.
- A resource that other organisations and centres can draw on for advice from an educational, health & safety, and a technical perspective.

For the Local Community

Lock 16 will:

- Create a new operational and innovation hub focused on canal maintenance operations, plus traditional and heritage-based skills to provide local jobs to help address deprivation through local growth and innovation.
- Promote learning and engagement to improve qualification levels of people in the local area by establishing new learning opportunities and employment pathways for learners.
- Contribute to net zero targets by creating an energy-efficient building powered by renewables and use of low-carbon construction.
- Provide a productive use for a previously derelict ‘eye-sore’ building located in a deprived area of Falkirk.

For Scottish Canals and Historic Environment Scotland

Lock 16 will:

- Drive operational savings, enabling more efficient and innovative working practices.
- Consolidate operations and more effectively maintain the canal network in Central Scotland.
- Support financial sustainability through the consolidation of public sector premises.
- Create more efficient and innovative work practices in the historic environment sector by providing integrated and shared collaborative working space and a hub providing space for innovation and new manufacturing.
- Maximise their role in local community regeneration and other impacts to address local issues of inequality, dereliction, and deprivation through the renovation of a previously derelict building that experienced issues such as antisocial behaviour and increases in vermin.
- Address inequality by providing employment and training opportunities for local people living in a deprived area.

Fig 1. Aerial view looking over The Kelpies and surrounding area.



3. THE PROJECT

3.1 Introduction

Scottish Canals (SC) and Historic Environment Scotland (HES) will establish a new skills training facility in the heart of Scotland. Located in Camelon East which ranks in the bottom 20% of most deprived communities in Scotland and ranking bottom in nearly all of the SIMD categorisations including health, skills, and employment. This facility will provide a 'National Centre of Excellence' for traditional and heritage skills, including those at risk. It will provide the underpinning foundations for the development of a sustainable nationwide ecosystem of skills training. This will be achieved by creating a world-class training facility of multiple workshops and classrooms run by HES, integrated alongside a new facility for SC to conserve and enhance the Scheduled Ancient Monuments that form the lowland canal network.

3.2 Focus

Bringing together the knowledge and expertise of two of Scotland's largest managers of historic assets to create a focus on training and skills development for the benefit of the wider historic environment, Lock 16 provides a once-in-a-generation opportunity to change the way traditional and heritage skills training is viewed, delivered, and supported in Scotland.



Fig 2. UK SkillBuild competition at HES Skills Training Centre in Stirling 2024.

3.3 Opportunity

At its core Lock 16 will provide the largest single space in Scotland, and potentially the UK, dedicated to the development and delivery of high-quality accredited and non-accredited traditional and heritage skills training. Lock 16 will deliver an environment where the health and safety of trainees is paramount, and the integration of digital innovation and eLearning with heritage skills training is normalised. Increased space and training infrastructure will enable increased capacity for skills training within both a local and national catchment. It will also provide opportunities for skills training on larger-scale conservation and traditional fabrication projects, undertaken within the workshops.

The aim of this project is to create a 'National Centre of Excellence' for traditional and heritage skills training, that will support and increase capacity within the existing ecosystem of historic environment skills training that exists within Scotland. As well as creating additional capacity at a local Forth Valley level, plus a wider central Scotland level, Lock 16 will provide dedicated space and specialist infrastructure to enable it to act as the 'trainer of last resort' for training that cannot be accommodated and delivered elsewhere. It will also be the 'home' for several training schemes already in existence, as well as providing a 'test bed' for delivery of new training and qualifications. It will build the capacity and support other, mainly third sector, training providers as part of a network approach by being a hub for 'train the trainers' activity and a resource that other organisations and centres can draw on for advice from an educational, health and safety, and technical perspective.

Fig 3. Inspection at Caerlaverock Castle as part of HES High Level Maintenance programme.



3.4 Relationship with the Engine Shed

Lock 16 will complement the expertise based at the Engine Shed, Scotland's dedicated building conservation centre. It will also support the wider traditional and heritage skills needs of Scotland by:

- providing additional capacity and space
- sharing its knowledge and expertise
- offering support and advice
- being a 'training centre of last resort' for those skills of significance that cannot be supported or delivered elsewhere.



Fig 4. External view of the Engine Shed.

Since its opening in 2017, the Engine Shed has successfully provided an interface and dedicated venue for knowledge transfer across the historic environment sector. Whilst 'hands-on' traditional skills training was never intended to be delivered at the Engine Shed, the campus approach that the relevant HES teams have adopted has delivered synergies between traditional skills training, digital and scientific innovation, as well as educational best practices and learner support.

Fig 5. Sophia, Senior Digital Innovation Officer at the Engine Shed.



This ethos will be continued and further developed in the relocation of the HES Skills Training Centre to Lock 16. Increased workshop space and additional teaching facilities will enable further collaborative projects that integrate the use of digital technologies and scientific practice into the historic environment asset management training and practice of Scottish Canals, HES, and the wider sector.



Fig 6. Staff and Apprentice Stonemasons at the HES Skills Training Centre in Stirling.

Although Lock 16 is in Falkirk, it is intended that it will be part of the wider HES skills and innovation campus, with individual subject matter experts and specialist teams, using the facilities for projects, and the research, training and knowledge transfer that will result from them.

Left: Fig 7. Interior view of the main space at the Engine Shed.

Right: Fig 8. A digital exhibition in the HOWFF Immersive space at the Engine Shed.



3.5 Relationship with Retrofit Lab

The Retrofit Lab is a new HES facility which will act as a hub for our activity around low carbon retrofit of traditional buildings. Co-located at the Engine Shed, Forthside, Stirling, this has been made possible by a grant from Arts & Humanities Research Council which covers the establishment and running costs of the Retrofit Lab and funds the Retrofit Skills and Innovation Manager post. The new facility will act as a hub for low carbon retrofit of traditional buildings through knowledge transfer, research, and innovation, allowing the use of innovative building performance evaluation equipment, and promoting the use of low carbon materials.



Fig 9. Jasper, Heritage Science Laboratory Assistant (Modern Apprentice) completing a survey at Holyrood Park Lodge.

The Retrofit Lab is part of the UK-wide AHRC RICHeS network (Research Infrastructure for Conservation and Heritage Science - <https://www.riches.ukri.org/>), and the post-holder will have primary responsibility for engagement with the RICHeS network and cohort and for AHRC reporting, monitoring and evaluation requirements. The Retrofit Skills and Innovation Manager will work alongside Lock 16 *Activity Strategy & Plan* staff and other partners to investigate development and delivery of further hands-on training for the energy efficiency retrofit of traditional masonry structure, incorporating the latest technical research and best practice.

3.6 Emerging traditional and heritage skills ecosystem

This project and the capacity it will create, will not sit in isolation but will form part of a wider campus of Scottish Canals and HES facilities and sites. These will add value to the education and skills training activity that is delivered at Lock 16. Working with staff and resources at the Engine Shed and Retrofit Lab, the Kelpies, and the Millennium Link, as well as other heritage sites across Forth Valley, access will be provided to expertise out with Lock 16 and opportunities for on-site teaching and learning.



Fig 10. Arial view of The Kelpies.

This culture and methodology will also extend into the other skills development aspects of the Falkirk Growth Deal, taking opportunities as they arise to collaborate with Forth Valley College, Falkirk Council, Forth Ports, Ineos and other relevant stakeholders.

The role of Lock 16 as a facility that acts both locally and nationally to support and encourage others underpins the activity strategy and plan for the project. The underlying principle that what can be delivered locally and regionally, should be delivered locally and regionally is one that will be adhered to, with Lock 16 being developed in a manner that provides a national support network and where required a national solution of last resort.

Lock 16 provides opportunities to grow traditional and heritage skills training capacity at a local, regional, and national levels but the aim is to do so in a complementary manner that increase capacity and quality in the sector overall, and not replace or duplicate provision to the detriment of others. How this will be done will be illustrated through this document and within the complimentary Business Case being drafted by HES for submission to Scottish Government early 2025.

Fig 11. Stacey, Blacksmith at Croft-An-Right.



4. STRATEGIC CONTEXT

4.1 A national historic environment skills crisis

For the last twenty years, the skills required to sustain the future of the historic environment in Scotland have been on the verge of a crisis. The *Scottish Stonemasonry Skills Training Needs Report* (Jan 2023) and the *Skills Investment Plan* for the Historic Environment research report (April 2024) identified that diminishing provision caused by inadequate funding in infrastructure and participation have eroded the capability of the mainstream further and higher education sectors in Scotland to provide the education and training that our sector requires.

Further impacts through repeated economic recessions and public sector austerity, as well as ongoing structural changes in the workforce resulting from an aging population and the impacts of Brexit, have combined negatively to further push provision out with the mainstream and into the niche and specialist areas, where sustained funding for low volume, high-quality training is even harder to secure. This has resulted in:

- loss of traditional, technical knowledge and expertise
- shortages of skilled labour increasing costs
- sustained, accelerated decline in the condition of the historic environment
- an inability to mitigate the impacts of, or adapt to, the consequences of climate change.

4.1.1 Former approach

For the past ten years, the approach taken by the historic environment sector has been to try and influence the mainstream educational sector to secure and grow provision of training. This was done by highlighting the fundamental underpinning role that our historic environment plays through:

- tourism
- provision of housing and infrastructure
- providing a daily backdrop to our culture, society, and environment.

Unfortunately, this has had very limited success, with our sectors skills needs being squeezed out at one end by what is easier and cheaper to deliver, plus at the other by a fixation on new 'green' skills that are required to enable a Just Transition to Net Zero.

4.2 Falkirk Growth Deal

City and Growth Deals have been allocated across the UK to provide financial support to Councils to invest in infrastructure and related measures to enable sustainable, inclusive growth.



The Falkirk Growth Deal follows on from £20 million of UK Government funding recently allocated to Falkirk from its Levelling Up Funding which will help create a new 'iconic' bridge of its Westfield roundabout. Up to 2000 jobs and £1 billion worth of future investment is expected to result from the signing of the Heads of Terms agreement by Scottish Government & UK Government.

The agreement means 11 projects can now use £80 million of investment from UK and Scottish Governments plus a further £45 million from Falkirk Council, and £5.8m from Scottish Canals to create an Investment Zone for Falkirk and Grangemouth. This brings the total amount of investment in the area's economy to £130.8 million over the next decade.

Fig 12. View of along the canal to the Falkirk Wheel.

The Falkirk Growth Deal will deliver significant new assets for the area and help Grangemouth's petrochemical complex, which currently produces 10% of Scotland's carbon emissions, transition to net zero, through driving innovation and delivering eleven projects that make up the Falkirk and Grangemouth Investment Zone will benefit from the new Growth Deal.

The projects sit under two broad themes – Innovative Industry and Creating Great Places.

Investment in Innovative Industry includes:

- £10 million for a Carbon Dioxide Utilisation Centre that will capture CO₂ to manufacture more sustainable products and aid the transition to net zero.
- £10 million for a Bioeconomy Accelerator Pilot Plant to develop new sustainable processes using feedstocks such as food processing and whisky by-products.
- £4 million for an Innovation Skills Transition Centre, led by Forth Valley College, to deliver a programme for local students to gain the skillset that will help local industry and their supply chains.

Investment in Creating Great Places includes:

- £21 million for a Central Sustainable Transport Hub to be known as 'Falkirk Central' at the current Falkirk Grahamston Station and an associated 'Green Corridor' that will connect local communities.
- £4 million for Scotland's Canal Centre that will bring a derelict site into use offering opportunities for employment, training, and recreation as well as a relocated HQ for Scottish Canals.
- £3 million for Scotland's National Outdoor Art Park along part of the Forth and Clyde canal.

Fig 13. Aerial view of the Millenium Link.



4.3 Alignment with National Lottery Heritage Fund investment principles

The four investment principles that guide all National Lottery Heritage Fund (NLHF) funding decisions are:

- [Saving heritage](#): conserving and valuing heritage, for now and the future.
- [Protecting the environment](#): supporting nature recovery and environmental sustainability.
- [Inclusion, access, and participation](#): supporting greater inclusion, diversity, access, and participation in heritage.
- [Organisational sustainability](#): strengthening heritage to be adaptive and financially resilient, contributing to communities and economies.

Scottish Canals and Historic Environment Scotland are confident that their intention to establish Lock 16 as Scotland's Centre of Excellence for Traditional and Heritage Skills Training, combined with a new operational base for the management of the lowland canal network, meets all the four investment principles, at both a national and local level.

4.3.1 Saving heritage

The primary aim of the project is to establish a National Centre of Excellence for traditional and heritage skills training that is critical to saving the heritage of Scotland.

71% of pre-1919 buildings are in critical disrepair.

63% of employers that responded to an employer's survey identified these skills gaps as having a huge or considerable impact on the sustainability of their business. The *Skills Investment Plan* identified that there are serious structural issues with the skills training sector and a need to build capacity and grow provision as priority one. That is exactly what this project will do.

The *Skills Investment Plan* illustrates that the sector is not being well served by the skills system as it currently stands. This has led to a loss of technical and craft knowledge required to save the heritage of Scotland. This leads to:

- continued high levels of dilapidation and dereliction
- increased cost of specialist skilled labour
- delaying the development and delivery of heritage projects.

Lock 16 is part of a process that will change that, as the first step in establishing an ecosystem approach to traditional and heritage skills development in Scotland.

The increased capacity provided will enable:

- more training to be undertaken
- new courses to be trialed
- new projects developed and delivered.

All of these will have skills outcomes. The aim of the National Centre of Excellence approach is to drive up standards, but also provide support and expertise for the sector. This should help to avoid repetition and duplication of effort, which diminishes efficiency and productivity. Over time the objective is that more skills training will be demanded and supplied, leading to a growth in a skilled, affordable workforce that will ensure that the historic environment can continue to be used for the sustainable development of Scotland.

At a local level, activity at Lock 16 will provide new skills development pathways for the heritage sector, and increased capacity for existing pathways such as Stonemasonry. The collaborative approach that Scottish Canals and Historic Environment Scotland are proposing for Lock 16 and its inclusion with the wider Falkirk Growth Deal, will have a sustainable impact on training opportunities that can lead to sustained employment for local people in the heritage sector, with both host organisations and other sector partners. There will also be an increase in trained volunteer capacity that is vital to ensure the continued operation and access to the canal network that runs through central Scotland.

Fig 14. Canmore: Detail of repair inscription on canal wall 'Repaired by J. WYSE 1847'.



4.3.2 *Protecting the environment*

Lock 16 is located between the Union Canal and the Antonine Wall World Heritage Site, which are two outstanding examples of historic monuments that are also part of the natural environment. There is a growing awareness at a national level of the opportunities that exist to use good asset management practice of historic sites to increase biodiversity and increase environmental sustainability through climate change mitigation and adaptation measures that align with the physical processes of nature.

In terms of activity at Lock 16, these issues form core elements of training provision at a technical and professional level through the *Diploma in Planning, Surveying and Recording the Condition of Built Assets for Conservation* and at an operational level through the delivery of the *Rural Skills SVQ*. As part of the diploma course, asset managers are trained to recognise the natural environment within the heritage asset and ensure its protection and enhancement is planned for in its future management. As part of the *Rural Skill SVQ*, apprentices, and volunteers will be trained in practical techniques and skills to actively manage the natural environment within the historic environment context. This SVQ will cover topics such as:

- surveying environmental health and conditions
- responding to environmental threats such as floods and fires
- protect and conserve natural habitats
- promote public conversation about the environment.

As part of the development of the Lock 16, there are opportunities to enable nature recovery and increase the biodiversity of the site. As the site has a history of heavy industrial use and contamination, the re-use of the existing structure itself including the concrete base, with minimal ground disturbance, will minimise the risk of contamination being released and locks in the carbon embodied in the concrete and steel for a further estimated 50 years.

As part of the detailed landscape design elements for the yard areas and boundary treatments, it is proposed that formal planting is not used. A natural meadow will be created, using indigenous species that will enhance biodiversity by providing habitat for invertebrates and thereby stimulating the food chain for birds and other vertebrates. Indigenous tree species will also be used to encourage biodiversity, as will the provisions of a range of nest boxes and roosts appropriate for bird and bat species. As the regeneration of the adjoining sites progress, especially towards the canal bank itself, further opportunities for nature recovery will emerge, such as increasing habitat connectivity. It is intended that these will be integrated into what has been implemented at Lock 16.

4.3.3 Inclusion, access, and participation

At a national, strategic level the *Skills Investment Plan* for the Historic Environment highlights the need for the sector to be more inclusive and accessible to enable greater participation of diverse and underrepresented groups within the future workforce.

Lock 16, as a national centre, will champion an integrated approach to inclusion and access, by ensuring that its own *Activity Strategy & Plan* is an exemplar of what can be done, and by providing others with the support and guidance to enable them to deliver as well. The consultation to support the *Skills Investment Plan* also highlighted issues with regional access to training provision which in turn impacts on the ability of people across Scotland to be able to access heritage careers, and for communities to access the skills needed to be able to protect the heritage important to them.

Lock 16 will provide a model of skills development pathways that start in the local community, either through volunteering or school. It will:

- Expose and explain to people the possibilities that exist for them within the heritage sector.
- Provide the training and experience people need to access opportunities.
- Hopefully support people back into the community with paid employment or enhanced volunteering opportunities that can contribute to individuals' health and wellbeing.

In terms of practical aspects to improve inclusion, access, and participation, where employed status training routes are required, Scottish Canals and Historic Environment Scotland will pay a Living Wage. SC and HES recognise that often those who wish to access training already have responsibilities that can preclude them from participating in unpaid or low-paid training roles.

HES also has experience in supporting those with additional educational support needs and adjusting training delivery to ensure appropriate participation. HES and SC already have and will further develop, close working relationships with community enterprises and employability partnerships across Forth Valley to make sure that Lock 16 is connected to a non-heritage sector network of potential partners and participants. This will ensure that the heritage sector is offering opportunities to all, especially to individuals and communities that live next to heritage assets, that perhaps they do not see as being for them.

The learning at this local level through Lock 16 will be shared beyond the historic environment sector, ensuring that the experience gained, and the best practice developed has an impact across Scotland. Although every locality has its own issues and opportunities around access and inclusion, there are principles and good ideas that can be replicated or adapted to local context.

Lock 16 as a knowledge transfer hub and resource for the ‘train the trainers’ activity is a function that will enable projects and organisations from across Scotland to learn. It will also allow them to share their experiences and best practices with specific issues or engagement with particular groups. Through this greater communication and cross-fertilisation of ideas and initiatives, Lock 16 will enable a step change in inclusion, access, and participation across the traditional and heritage skills training sector.

4.3.4 Organisational sustainability

The skills issues facing the Historic Environment Sector in Scotland are so fundamental that they are impacting the sustainability of the whole sector, as much as the sustainability of individual organisations.

Scottish Canals and Historic Environment Scotland are painfully aware of their own strategic workforce development issues, with an ageing workforce and up to 20% reaching retiral age in the next 5-10 years, taking their lifetime’s knowledge and technical expertise with them. Both organisations have problems recruiting suitable staff across many technical and craft disciplines, and know that even when they are qualified, the practical, specific knowledge of conservation and heritage asset management that is required must be developed by the employer. NLHF itself has highlighted rising costs and project delays due to a lack of skilled labour and technical expertise.

Scottish Canals and Historic Environment Scotland realise that as public bodies within the historic environment sector, they need to provide leadership and be proactive through investing in skills development to enable their own organisational sustainability, as well as supporting and enabling organisations across the sector to do the same.

Lock 16 is a key initial step in that process, through providing a focus and a hub, that will underpin and support a wider ecosystem for traditional and heritage skills training across Scotland. The investment of NLHF in the capital works and activity costs of Lock 16, will greatly assist HES, Scottish Canals, and a wide variety of sector stakeholders in convincing the Scottish Government that a fresh approach to skills training for the sector is required. In addition, if it is to be sustained, a new funding model developed and applied. This will be illustrated through the complimentary *Business Case* being drafted by HES for submission to the Scottish Government in early 2025.



Fig 15. Nimisha, Survey and Recording Trainee at HES

5. GOVERNANCE

The delivery of the volunteering, skills training, and development pathways at Lock 16 will be structured to jointly take account of the operational requirements and policies of Scottish Canals and Historic Environment Scotland, as well as ensure that the facility meets the needs of the wider historic environment sector.

5.1 Collaboration between Scottish Canals and Historic Environment Scotland

Lock 16 falls under a wider Memorandum of Understanding (MOU) that provides for a governance agreement and delivery framework that monitors and evaluates the impact of the wider collaboration between the two public bodies. A Joint Committee, co-chaired by senior staff from each organisation will meet and report back to their respective Executive teams regularly, and the Boards annually.

Lock 16 Joint Committee

The Joint Committee will:

- set and maintain strategic direction
- direct future development, ensuring integration of all project themes e.g., wider connections with Growth Deal partners
- ensure compliance with grant and funding and impact reporting
- promote the traditional skills ethos and build capacity to take on future development and partnerships
- promote fundraising in support of skills delivery
- establish and monitor sub-committees to carry out defined functions
- has due regard to opt-outs in the partnership agreement.

5.2 Lock 16 roles and responsibilities

Lock 16 will be a Centre of Excellence for canals and traditional skills, jointly operated by Historic Environment Scotland and Scottish Canals. To ensure the safe and efficient operation of the facility across these two areas, HES and SC have agreed to create a shared operational management framework, as well as develop clear roles and responsibilities for each organisation. This will be formalised in due course, but in outline:

Historic Environment Scotland

Operational lead and manager for training workshops, classrooms and learning spaces.

- Lead training provider and commissioner of additional training
- SQA/NOCN Approved Centre and CITB Approved Training Organisation
- Lead on quality assurance and education/training policies and procedures
- Lead on monitoring and evaluation of training provision
- Employer of training and educational staff and trainees/apprentices
- Host of trainees/apprentices



HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA

Scottish Canals

Owner of Lock 16, responsible for facilities management of building and site envelope, shared spaces, and facilities.

- Provider of volunteering opportunities delivered in partnership with local groups, societies, and third-sector partners (focused on canal interests, heritage, and employability)
- Provider of training opportunities and placements on projects and through canal volunteering network
- Employer and/or host of trainees/apprentices
- Manager of conservation asset management hub.



Scottish Canals

5.3 Lock 16 Heritage Sector Skills Advisory Group and Building Management Sub-Committees

Scottish Canals and Historic Environment Scotland have agreed that the operational management of the Lock 16 facility will be undertaken through two Sub Committees. These committees will be used to:

- develop business and operational plans
- supported by working groups meeting monthly to address day-to-day co-ordination
- hold weekly 'stand-ups' meetings to discuss, co-ordinate and resolve any issues that arise in the facility
- address any conflicting requirements for the operational and training programmes of both parties.

As well as having representatives from centre staff, at quarterly meetings representatives of Unions, Training Partners, Volunteers and Trainees, will be asked to contribute, to ensure that the facility as a whole is meeting the needs and aspirations of all the users of Lock 16.

Lock 16 Heritage Sector Skills Advisory Group Remit

- Skills plan development and associated provision/accreditation
- Assurance on safeguarding arrangements for learners
- Alignment with, and progress in achieving the *Skills Investment Plan*
- Compliance with funding/grant conditions
- Ensure project risks are tracked and managed
- Oversee effective operation of skills provision and use of building spaces
- Review of delivery agreements

Lock 16 Building Management Sub Committee Remit

- Assurance on capital programme to agreed design, building and safety standards and cost management
- Compliance with funding and grant conditions
- Ensures project risks are tracked and managed
- Oversees effective operation of shared spaces and overall maintenance, security and compliance requirements for the building and environs
- Review of lease terms and agreements

5.4 Lock 16 sector engagement

At the invitation of HES, a Heritage Sector Skills Advisory Group will meet annually to discuss and prioritise areas of skills training need, demand, and supply. This Advisory Group will be an open forum that seeks to engage the private, public and third sector in the ongoing process of skills development and training delivery.

The role of shaping Lock 16 as Scotland's Centre of Excellence for Canals and Traditional Skills training and its associated *Activity Strategy & Plan* and future development plans will be at the core of the Advisory Groups strategic role.

SC and HES will take cognisance of the views of the Heritage Sector Skills Advisory Group, as they move forward with the operation and development of Lock 16 and the delivery of its activities.

5.5 Monitoring and evaluation

The Falkirk Growth Deal will require the development of a full *Benefits Realisation Plan* for the Lock 16 project. This will be developed to also address the requirements of the National Lottery Heritage Fund. The Lock 16 Heritage Sector Skills Advisory Group will have primary responsibility for monitoring and evaluating the impact of the facility overall, with HES leading on the training and skills development pathway elements at a local, regional, and national level, with Scottish Canals leading on the economic regeneration aspects that form the core of the Falkirk Growth Deal requirements.

An *Annual Impact Report* will be collated and published jointly by Scottish Canals and Historic Environment Scotland, forming the basis of the reporting required by funders and for the organisations own internal requirements. The skills and training outputs will also be presented and collated through the *Skills Investment Plan* for the Historic Environment reporting, through the *Our Past Our Future* skills and expertise group and onwards from there to the Culture, Tourism and Major Events Directorate of Scottish Government. Scottish Canals will also report to the Falkirk and Grangemouth Growth Deal Board, and through Transport Scotland to the Scottish Government.

6. SECTOR ENGAGEMENT

6.1 Context

The sector engagement context for Lock 16 can be divided into two distinct parts:

1. The local engagement around the economic and community regeneration project as part of the Falkirk Growth Deal.
2. The strategic engagement with the historic environment sector around the specific proposal for a National Centre of Excellence at Lock 16.

6.1.1 Falkirk Growth Deal Consultation

Scottish Canals have worked in partnership with Falkirk Council, and Our Place Camelon and Tamfourhill to increase community capacity and decision-making to ensure that key decisions on place development and investment areas are made with the community. SC will bring on board all interested community partners through the development of the Scottish Government Place Principal Investment framework.

Other stakeholders include the Falkirk Growth Deal Governance Board, which is a public/private partnership including key local public sector organisations and private businesses that acts as an advisory board to the Growth Deal. SC will provide ongoing staff and management support to deliver this project both in terms of project delivery staff and also in terms of their Regeneration, Destinations and Communications Teams assisting with community and stakeholder forums concerning the project.

New Practice was commissioned by SC, in Spring/Summer 2022, to undertake a public consultation programme focused on understanding potential community uses for the regeneration of Lock 16. This focused on the area surrounding the Falkirk Wheel and its connection to Lock 16. The outcomes of this consultation are appended in the Lock 16 Summary Consultation Report, appended to the application as a supporting document.

As thinking has formed around the Centre of Excellence and Scottish Canals Conservation Hub approach for Lock 16, plus what HES and Scottish Canals can physically deliver, both organisations are clear about the need for further community engagement to ensure that the offer meets the actual development needs of the local community. A future engagement and communications strategy is currently being scoped with a provisional commencement date of 1st April 2025.

6.1.2 Historic Environment Sector

As the development timeline for Lock 16 as a National Centre of Excellence has become compressed, there has not been the opportunity to do in-depth, specific engagement with the historic environment sector, to inform the development of the project from a national and sectoral perspective. However, two pieces of work have informed the development of this model.

1. For the past two years HES has been in close discussion with the sector regarding its skills needs and the crisis it finds itself in following the withdrawal of Edinburgh College from Stonemasonry Training.
2. The consultation to refresh the *Skills Investment Plan* identified priorities for this area which included:
 - exploring a national hub model
 - building flexible delivery with alternative routes
 - funding training delivery and infrastructure
 - reversing the erosion of training delivery
 - creating the foundations for a positive future.

These discussions have informed the Centre of Excellence and ecosystem concept, and the proposal to Scottish Government by HES. The extensive research and sector engagement around the publication of the refreshed Historic Environment *Skills Investment Plan* in April 2024 involved 340 people from 160 organisations.

Fig 16. Alexandre, Co-Deputy Team Leader completing HLM Masonry Inspections at Holyrood Abbey



6.2 Historic Environment Skills Investment Plan

The first *Skills Investment Plan* (SIP) was published in 2019 to support *Our Place in Time* (OPiT), Scotland's first historic environment strategy. In recognition of the changes in sector skills needs and organisations' ability to access skills, the *Skills Investment Plan* has been reviewed and refreshed through an independent review process and extensive consultation.

Around 160 organisations and 340 individuals participated in the research and consultation, including 13 'roundtables' focused on identifying opportunities and challenges, specific skills needs and gaps, the effectiveness of training provision and finding consensus for priorities and actions. As a result, eleven areas of focus needed to develop to support a sustainable skills system were identified.

SIP areas of focus:

1. Securing sustainable resources
2. Strong sector leadership
3. Collaboration and alignment
4. Data-informed decision making and reporting
5. Advocacy
6. Stabilising, maintaining, and growing specialist technical skills
7. Accreditation and standards
8. Attracting future talent and developing inclusive pathways
9. Accessibility of CPD
10. Improving digital literacy, application, and solutions
11. Skills to address the climate crisis

Areas of focus



Fig 17. A diagram from the Skill Investment Plan identifying areas of focus.

Lock 16 will support all of these areas, but will be particularly strong sector leadership as part of a Centre of Excellence model which supports satellite training providers, collaboration, and alignment between Scottish Canals and HES but also with other partners across Scotland. This will be part of a networked approach with data-informed decision-making, which will inform planning and provision, stabilising, maintaining, and growing specialist skills, accreditation, and standards through the delivery of accredited qualifications and future development of new qualifications where identified. It will include accessibility of CPD and skills to address the climate crisis through provision to develop skills to support retrofit.

In addition, Lock 16 will also help deliver the three priorities themes against eight of the ten pillar areas in the SIP.

The three priorities identified in the SIP are:

- Priority theme 1: Building capacity and growing provision
- Priority theme 2: Attracting future talent and improving access
- Priority theme 3: Fostering innovation

VISUALISING THE SKILLS INVESTMENT PLAN



Fig 18. A diagram from the Skill Investment Plan identifying priority themes.

The SIP Footprint 10 pillars:

- Archaeology
- Architecture, engineering, planning, surveying in a heritage context and with a conservation approach
- Archives and libraries
- Conservation of art and artefacts
- Heritage science
- Heritage tourism
- Historic landscape and gardens
- Industrial Heritage
- Museums and galleries
- Traditional building skills and materials

6.2.1 Lock 16 and the SIP

To inform the development of Lock 16 and the Centre of Excellence concept, the proposed activities for the facility have been informed by the areas of focus, themes, priorities, and findings that have emerged from the SIP consultation and then mapped against the areas or pillars that Lock 16 specifically provides opportunities for. It is acknowledged that Lock 16 will not address all the areas of focus or issues outlined in the SIP, and specifically two pillars or areas will not be directly addressed: Museums & Galleries and Archives & Libraries. However, HES and SC are confident that these will be addressed and supported through other projects, programmes, and initiatives in the wider sector.

Those areas of focus, themes and priorities that Lock 16 will provide for are outlined below. At this point, some of these activities or areas of work are aspirational and will be facilitated over time by the increased workshop space and infrastructure at Lock 16. This will in turn unlock sustained investment through the wider Business Case to be submitted to the Scottish Government and the delivery of further projects that will deliver skills training outcomes.

6.2.2 SIP Priorities

Priority 1: *Growing provision and building capacity*

Priority 2: *Attracting future talent and improving access*

Priority 3: *Fostering innovation*

Scottish Canals and Historic Environment Scotland are confident that their immediate *Activity Strategy & Plan* and future aspirations at Lock 16 fully align with the above strategic priority areas outlined in the Historic Environment *Skills Investment Plan*. Collaboration, capacity building, public service, and engagement and innovation are at the heart of both organisations. This will enable them to ensure that the development and delivery of their operations can meet wider objectives, as well as core service delivery. The concept of Lock 16 as an operational hub, skills training centre, and National Centre of Excellence is an example of how value can be added through combining and co-locating activity.



Fig 19. Murray, apprentice at Andrew Millar Architectural Joinery

The mapping of activity against areas of focus and pillars from the SIP will illustrate how these three cross-cutting priorities will be addressed. For clarity, the immediate opportunities that this *Activity Strategy & Plan* will deliver are in **bold**, with further opportunities in *italics*.

6.2.3 Areas of Focus

Securing sustainable resources

Lock 16 will secure increased skills training workshops, classrooms, and educational facilities for the next 20 years, jointly managed by two of Scotland's largest managers of publicly owned heritage assets. Whilst there is a challenge around securing sustained revenue funding to deliver skills training, this capital investment to create a 'National Centre of Excellence' that complements and supports local and regional provision is what the Scottish Government have indicated support for, subject to further Business Case development and submission.

Strong sector leadership

By coming together and making a long-term sustained commitment to Lock 16 and its activities, HES and SC are demonstrating leadership in addressing the skills crisis that the sector faces.

Collaboration and alignment

As have been illustrated above, Lock 16 will be a focus for collaboration with partner across the sector, through the Heritage Skills Advisory Group. Lock 16 is aligned with what the sector needs, as demonstrated through the Skills Investment Plan and with the direction of travel of Scottish Government Skills Policy by providing a facility for a National Centre of Excellence.

Data-informed decision making and reporting

Data is an area that the SIP has recognised is a weak point in the sector. All the activities delivered at Lock 16 will be recorded, plus their impact measured and monitored using qualitative and quantitative techniques that will be identified through the development of the *Benefits Realisation Framework*. Analysis of these will then inform the development of future skills programmes and projects, that address identified gaps or build additional capacity or new provision of heritage skills training.

Growing 'brand heritage'

As the National Centre of Excellence for Canals and Traditional Skills, Lock 16 will elevate public awareness of the role that skills play in conserving and maintaining our historic environment in a sustainable manner. The focus on developing and demonstrating skills pathways will demonstrate the breadth of opportunities that are provided by the 'heritage' sector. The elevated profile that Lock 16 will provide, will enable SC and HES to jointly promote 'brand heritage' as a driver for sustainable economic growth and the Just Transition to Net Zero.

Stabilising, maintaining and growing specialist technical skills

Lock 16 will provide space and infrastructure to extend traditional skills provision in Scotland. Relocation of Stonemasonry MA provision from Stirling will stabilise existing training provision of this key craft in the central belt, following the withdrawal of Edinburgh College. Lock 16 will also provide space for expansion of provision in this area, as well as providing enhanced workshop and classroom facilities and training staff to increase the delivery of the asset management and upskilling qualifications outlined in the *Activity Strategy & Plan*. This increased infrastructure will also enable the development and delivery of additional training programmes, applied conservation and heritage fabrication projects that will all have skills development and pathway outcomes, growing the availability of the specialist skills the historic environment requires.

Accreditation and standards

Skills training at Lock 16 will be delivered under Approved Centre status of the Engine Shed, Scotland's Building Conservation Centre, which currently provides that service to the HES Skills Training Centres in Stirling and Elgin. The Engine Shed is currently a Scottish Qualification Authority (SQA) Approved Centre, a National Open College Network (NOCN) Approved Centre and a Construction Industry Training Board (CITB) Training Provider. HES aims to extend these approvals to become a CITB Approved Training Organisation and investigate the feasibility of being able to offer City & Guilds Qualifications. HES is committed to ensuring that accreditation and standards are applied appropriately to all training provisions it is involved in, to drive 'parity of esteem' between academic and vocational training routes. The validation of individual achievements within a system such as the Scottish Credit & Qualification Framework (SCQF) is vital in ensuring that the worth of their skills and expertise is understood and valued.

Attracting future talent and developing inclusive progressive pathways

Only through valuing vocational skills training pathways and qualifications in the same way as academic qualifications can we expect young people, and those who advise them, to seriously consider engaging with these routes to employment and personal development within our sector. An important aspect of attracting and developing future talent is to ensure that they are making informed choices and that the pathways that are on offer are inclusive and progressive. These principles will be applied to the pathways on offer at Lock 16, which will ensure that they are accessible to the local communities that surround the facility and deliver real life-changing opportunities. Young people need to 'see it to be it', so ensuring that the activities and opportunities at Lock 16 are visible through outreach, skills tasters and community engagement, as well as the activities being high quality, will attract future talent in an inclusive manner.

Accessibility of CPD

At Lock 16 accessibility to CPD will take two main forms through the *Activity Strategy & Plan*. Firstly, this will be the opportunity for professional and technical roles within the sector to access the *Diploma in Planning, Surveying and Recording the Condition of Built Assets for Conservation* at SCQF 8, a new customised award, developed by HES from the relevant National Occupational Standards and regulated by SQA. The purpose of this award is to further develop the skills and expertise of those currently working in the sector in the planning for and delivery of asset management and conservation actions appropriate to historic built environment. Lock 16 will provide enhanced learning facilities and the opportunity to further develop innovative delivery methodologies and access practical examples across the adjacent canal network and HES Properties in Care.

Secondly, Lock 16 will enable the more effective delivery of ‘Train the Trainers’ activity for colleagues working in the education and third sectors that are involved in traditional and heritage skills training. In particular, there is an identified need for training around Health & Safety best practice and Construction Design Management, as it relates to heritage construction projects where skills training will be delivered on-site. The other aspect of the ‘Train the Trainers’ activity will be to up-skill those involved in skills training in educational best practice, including assessment and verification, as well as softer skills such as mentoring and coaching. The aim will be to build capacity within the wider sector and enable it to engage more effectively with more diverse training participants who might have different support needs.

Fig 20. Inspections at Caerlaverock Castle as part of the HLM programme.



Improving digital literacy, application and solutions

Lock 16 will be digitally enabled to ensure that all those who engage with the *Activity Strategy & Plan* will improve their digital literacy and have the skills to progress into the emerging digital world of work. At a basic level, we will ensure that all participants have access to appropriate hardware and software for the training they undertake and are comfortable with its use and application. The experience of HES at the Engine Shed in blending digital documentation with traditional skills practice and training delivery will be brought to Lock 16 and moved forward, through development of augmented reality as a training aid and the integration of scanning and use of digital data as part of diverse areas such as masonry production and asset management, into the training that is undertaken. The further use and development of the Engine Shed Virtual Learning Environment and the eventual deployment of a complimentary digital Learning Management System, will enable trainees to both access digital and online resources but also develop their own skills portfolio, evidencing their growth and development.

Skills to address the climate crisis

Scottish Canals and Historic Environment Scotland are committed to championing traditional and heritage skills as being key to achieving Net Zero. Without the skills, knowledge, and expertise that Lock 16 will directly provide and facilitate elsewhere through its role as a National Centre of Excellence, there will be no Just Transition for the Built Environment. Protecting the carbon already embodied in our historic environment through appropriate adaptation and mitigation measures is as important, if not more so, than retrofit and energy efficiency measures. The focus at Lock 16 on the traditional skills and technical knowledge that a “fabric first” approach requires is deliberate, to ensure that we have a more resilient historic environment, that can underpin our continued sustainable development. Of relevance to Scottish Canals and the wider civil engineering sector, is the growing awareness of the increased levels of climate change risk faced by traditionally built bridges, viaducts, aqueducts, retaining walls, harbour walls, and coastal defense, railway, and road networks. Lock 16 will focus on developing the practical hand skills and vocational best practices at site level, but also develop the professional and technical knowledge required for sustainable asset management.

6.2.4 Pillars

Traditional building skills and materials

Increased provision of Stonemasonry Modern Apprenticeship (MA) at SCQF Level 6 will be at the heart of the Lock 16 activity from day one. The relocation and expansion of this activity to a more accessible location for the whole of the Scottish Central Belt will stabilise provision and replace some of the capacity lost to the sector by the withdrawal of Edinburgh College.

Stonemasonry and its sub-disciplines of Banker, Fixer, and Conservation/Repair and Maintenance are at the heart of the skills need of the Scottish historic built environment, as it is primarily built from stone. Over that last three years, HES has been working closely with the stonemasonry sector to try and focus attention on the skills training needs and also opportunities that a renewed focus on training could provide. Lock 16 is a first step in enabling major change, including of qualification and training delivery structures, that will enable a flexible and dynamic future for this key craft skill.



Fig 21. Stonemason at HES Skills Training Centre in Stirling.

As well as increasing provision of Modern Apprentice routes, the more immediate traditional skills development needs of the sector will be enabled through the delivery of the **Professional Development Award (PDA) in Repair & Maintenance of Traditional Masonry Structures at SCQF Level 6** at Lock 16. This is a 5–6-week upskilling programme for those that have appropriate experience in construction as a semi-skilled labourer or are skilled in other ‘trowel trades’ such as plastering and bricklaying. This training package can be delivered as a Group Award or as individual units. Currently under review by HES and SQA, more optional routes and pathways are being developed, around the application of appropriate renders for energy efficiency to the stabilisation of gravestones and monuments. These additional routes will enable greater participation and broaden its relevance to the wider construction sector. This qualification will also play a key role going forward in ensuring the delivery of the ‘fabric first’ approach to retrofit, by upskilling the ‘general builder’ part of the construction sector to undertake repair work to traditional masonry structures using appropriate techniques and materials. It will also enable the upskilling of civil engineering contractors working on traditional infrastructure.

At this time, the delivery of the **Heritage Skills NVQ Suite at SCQF6**, is aspirational. This qualification covers several specialist craft disciplines and offers the opportunity for practitioners to gain an industry-recognised qualification through assessment and verification of vocational evidence generated on-site. These disciplines are:

- Carpentry & joinery
- Brick worker
- Drystone Waller
- Earth Builder
- Mason
- Finisher
- Thatcher
- Metal Roofing Specialist
- Leadwork
- Roof Slating & Tiling
- Plastering
- Painting and Decorating
- Wall & Floor Tiling
- Façade Preservation and Heritage Metalwork

For most candidates, undertaking this qualification would also present the opportunity for participation in formal training and knowledge transfer that is usually unavailable to them. Most of these craft areas sit outside a Modern Apprentice framework due to the low volume of

participants and high training costs, which have precluded frameworks being developed. However, the capital investment in space and educational infrastructure at Lock 16, combined with further discussions with the Scottish Government and CITB for funding out with the MA programme could make the development and provision of these qualifications feasible.

Archaeology and Heritage Science

Within the *Skills Investment Plan*, the pillars of Archaeology and Heritage Science are separate, but they are drawn together here as Lock 16 provides the potential for the knowledge and skills requirements to be developed jointly. Although there are no immediate plans for activity in these areas, increased workshop and external yard space will provide opportunities for the development of models and testing rigs based on archaeological data and research around the use of traditional materials. Current research indicates that traditional practices using earth and different types of mortars may be of use in the de-carbonisation of the construction industry. Having space to trial techniques and monitor performance of materials and re-learn the skills around their use and application is a further area of activity that Lock 16 will provide potential for.



Fig 22. Volunteers building earth structures as part of Heritage Hutting research project.

Architecture, engineering, planning, surveying in a heritage context and with a conservation approach

Levels of conservation awareness amongst architects, planners, surveyors, and engineers was identified as being an issue, with a need to build conservation awareness within these professionals and support the CPD of specialist conservation accredited professionals.

The delivery of the **SCQF Level 8 Diploma: Planning, Surveying and Recording the Condition of Built Assets for Conservation** will be a key part of the Lock 16 Delivery Plan. It was specifically developed within a Scottish historic environment context to increase the skills of any technical and professional practitioners involved in asset management and conservation of heritage assets. It combines classroom-based knowledge transfer with online learning and practical fieldwork, to fill a widely acknowledged gap in the capability of the sector to put theory into practice, in the preparation and planning of conservation works. At Lock 16, there are scheduled monuments in everyday use, right outside the door, as well as the opportunity for collaboration with experienced operational staff from Scottish Canals. The co-location of this programme with traditional skills training will also enable the better understanding and cross-fertilisation of ideas between asset managers and craftspeople that will re-establish that vital connection between the theory of conservation, with the practical delivery of the specified work and on-site problem solving.

Conservation art, artefacts, and industrial heritage

Within the context of the aspirations around Lock 16, these separate skills areas are best considered together. One of the major features that the capital investment at Lock 16 will secure is a large, accessible, serviced workshop space that can accommodate large-scale artefacts, often of an industrial nature for conservation and fabrication. When the workshops are combined with the training facilities, this extends the opportunity provided from just undertaking the 'work', to ensuring that every project has training outcomes, that upskill existing and grow future capacity in these skills areas for Scotland.

Specific project opportunities will be outlined in more detail in later in this document but at a strategic level, Scottish Canals and Historic Environment Scotland view this as being the most critical area of activity to develop, over and above the initial *Activity Strategy & Plan*. Both organisations are aware of opportunities that are being missed now and recognise their ability to provide leadership in establishing capacity that will be of wider benefit to the other historic environment asset managers, particularly within the public sector.

Heritage tourism, historic landscapes and gardens

The delivery of the **Rural Skill Modern Apprenticeship (MA) at SCQF Level 5** will be a key part of the Lock 16 *Activity Strategy & Plan*. This MA is currently delivered by a limited number of training providers over a twelve-to-eighteen-month period but with no specific training package. This project will provide funding for this employed status skills pathway to be offered by both organisations at Lock 16.

Apprentices will be based at the centre, undertaking theoretical classroom and practical workshop training, combined with on-site work practice and experience, alongside a works team from both organisations. By the end of 12 months of paid employment, they will have achieved a Professional Development Award and SVQ at SCQF Level 5 that will provide them with a strong starting point for a career with either host organisation or other employers such as National Trust for Scotland, local authorities, contractors, or operators of other built or natural heritage attractions.

The content of the apprenticeship lends itself to development of skills ranging from practical asset management skills with basic construction and groundworks, through nature conservation to more visitor facing attributes such as promoting use of outdoor public sites and operation of work boats. Lock 16 provides the opportunity to increase the quality of this Modern Apprenticeship by delivering it at cohort size within two established organisations, with a formal training qualification developed alongside the vocational evidence and experience. Integrating this qualification into the volunteering and schools' engagement points of the Lock 16 *Activity Strategy & Plan* will provide an accessible pathway for local people, as well as addressing the strategic needs of the *Skills Investment Plan*.

Fig 23. Danny, Aberdour Castle Gardener.



6.3 Centre of Excellence and Ecosystem Proposal to the Scottish Government

2022

In May 2022, Edinburgh College announced that it intended to withdraw from the provision of the Stonemasonry MA. This has initiated a long period of reflection, research, discussion, and development of ideas about what is required to fundamentally change how traditional and heritage skills training is delivered and funded in Scotland.

2023

In 2023, HES published the Scottish Stonemasonry Skills and Training Needs Report and Stonemasonry Survey Report, as well as commencing consultation on the refreshed Historic Environment *Skills Investment Plan*.

2024

In February 2024, HES were requested to outline a proposal for the development of a Centre of Excellence, which was submitted by the end of March 2024. After further discussions, an updated proposal including Lock 16 was submitted in June 2024.

In July 2024, HES were asked to develop a detailed Business Case for a Centre of Excellence and Ecosystem for Scottish Government to consider. Since Spring 2024, the opportunity to develop that Centre of Excellence at Lock 16 in partnership with Scottish Canals has emerged and with it the need for this funding application, to enable the project to advance within the Falkirk Growth Deal, with all the added benefits that it brings.

Due to compressed and overlapping timescales, it has meant that the Lock 16 concept has had to be accelerated in advance of the development of the context of the emerging Traditional & Heritage Skills Training Ecosystem and how it would be supported. However, HES is confident that the Scottish Government understand the interrelationships between both aspects and is committed to finding sustainable solutions for the 'ecosystem', as well as supporting Lock 16 Scotland's Centre of Excellence for Traditional and Heritage Skills Training. These solutions will be explored fully in a Business Case to be submitted to the Scottish Government by HES in early 2025.

6.3.1 Emerging Traditional and Heritage Skills Training Ecosystem

Although Traditional and Heritage Skills training has diminished in Scotland over the last twenty years to reach its current crisis point, many of the elements that are required to create a sustainable skills training landscape are present or are understood as being necessary by the sector.

The issue is that they have never been brought together within a single ‘ecosystem’ that maps out the interdependencies and relationships, whether they be spatial, educational, infrastructural, regulatory or behavioural. This ecosystem then enables the development and delivery of an agreed course of action across a period of time. To enable that ecosystem to become sustainable, the creation of an environment that enables both the demand and supply of Traditional and Heritage Skills rather than a ‘need’ that remains unaddressed, is required to ensure the future of the historic environment.



Fig 24. Traditional and Heritage Skills Training Ecosystem diagram.

The ecosystem diagram demonstrates how this can be developed and what activities are required to sustain it across the four quadrants of:

1. Qualifications & Training
2. Training Programmes
3. Training Delivery
4. Regulation & Procurement

The process outlined is a circular one, that can be commenced at any point, with the recognition that it is the process development and the cultural change that is required in the interrelationships between each area, that will take this emerging ecosystem to a normalised situation.

It also needs to be recognised that whilst elements of the ecosystem may become self-sustaining, other more niche or specialist, low-volume skills, will require subsidy or direct intervention but this should be done within an applicable common value system and structure rather than continue to exist on the fringes subject to periodic interest through specific projects or initiatives that cannot be sustained. The following sections go through the quadrants of the ecosystem and illustrate the immediate and future role of Lock 16 in its development and delivery.

Qualifications & Training

The development of high-quality, regulated qualifications, and training packages as part of a skills pathway approach is key to a sustained ecosystem of traditional and heritage skills training. Unaccredited training of variable quality, that is developed and delivered with little consideration of pedagogy or the learning needs of those being trained is unfortunately still all too common in our sector.

Since the opening of the Engine Shed in 2017, HES has built up its experience in developing qualifications and training at all levels across the SCQF framework and will take this knowledge and expertise into the Lock 16 *Activity Strategy & Plan*. Whether it be contextualising existing qualifications such as the Rural Skills MA to a historic environment context from day one or aspiring to the development of training packages to underpin Heritage Skills VQ over time, HES is committed to using credit and levelling to drive ‘parity of esteem’ for traditional and heritage skills against academic courses and qualification.

Strategically, this is important, as young people entering the sector today want their skills and knowledge recognised and as having ‘worth’ when compared to what their contemporaries in other sectors may have. Also, as ‘life-long learning’ and transition from one role to another becomes more commonplace in the future workforce, the ability to read across and acknowledge ‘accredited prior learning’ will assist individuals to progress and employers in the development of their workforce. These principles can be applied along all steps of the skills development pathway, from entry-level to postgraduate, and once the skills and expertise

contained within qualifications is recognised and valued, our sector becomes more attractive and dynamic in terms of skills development and career pathways.

Training Programmes

HES is committed to developing recognised traditional and heritage skills training programmes that it can present as ‘products’ to the sector to use and participate in, over the next twenty-year period. The skills landscape is very confusing, so having recognisable elements that do not change and have an easily understandable description and use, will be a benefit to the sector to increase understanding of what it can offer.

In the past, often projects or skills initiatives have required something ‘new’ to be developed to secure funding, to the detriment of what might already exist or adding a new confusing ‘apprenticeship’ to an already confused landscape. At Lock 16 HES and Scottish Canals have agreed to use ‘Build Your Future’ to describe their school-focused engagement and ‘Craft Your Career’ for their pre-apprenticeship and employed status engagement. This nomenclature will be carried forward into the Business Case for consideration by Scottish Government and is already being promoted to the sector as ‘products’ that it can coalesce around and work in partnership with HES to fund, develop and deliver at local, regional and national levels for years to come.

Training Delivery

Lock 16 will form the foundation of a renewed network of traditional and heritage skills delivery across Scotland. The establishment of a National Centre of Excellence, providing access to educational best practices, practical skills training knowledge and experience and a ‘home’ for programmes and testbed for innovation, will be a step-change in how the many smaller centres and organisations that provide excellent opportunities for skills training can be supported.

The eventual provision of a ‘quality assurance’ umbrella, combined with peripatetic trainers, assessors and verifiers accessing mobile training facilities, will revolutionise the access to high-quality traditional and heritage skills training at a local and regional level. Partnering and collaboration with a wide range of public, private and third sector organisations in the construction, education and heritage sectors will be key to the impact that this ecosystem will have and how sustainable it will become across Scotland.

In discussions with Scottish Government, HES has repeatedly made it clear that a national centre will not be sufficient to solve the skills deficit the sector faces, and Scottish Canals have supported this from their knowledge and experience of operating not just across the Central Belt but across the Highlands and Argyll. The funding of additional capital investment and revenue support for delivery of the additional support will be subject to the Business Case being developed for submission to the Scottish Government early in 2025.

Regulation & Procurement

The final, but the most critical quadrant of the ecosystem is that which covers Regulation & Procurement. These areas will provide the engine, the driving forces, that will create the demand for skills that will enable and sustain the supply of the training required to create them.

Again, all the concepts and many of the practical aspects of what is required are already present but need to be articulated in a cohesive and structured manner to have the required impact. Public sector procurement guidance already requires that competent, skilled workers are used to undertake works, and that qualifications and training evidence through accredited card systems can be used to ensure that. However, due to Heritage Skills VQs not being delivered in Scotland, this requirement cannot be enacted to drive demand for proof of competency and therefore stimulate a sustained supply of skilled craftspeople. The role of Clerk of Works and Conservation Accreditation is also encouraged and mandated in various forms across the sector but access to the training that individuals require to undertake these roles properly is often inaccessible in terms of geography or structurally.

Setting standards for work and ensuring that they are adhered to using properly trained Clerk of Works creates a commercial, as well as a technical imperative for skills training programmes and qualifications to be used and supported. Ensuring that these are used across the whole country, drives the need for local and regional training of high quality to be delivered, reducing the reliance on 'specialist' contractors travelling distance to undertake works, driving costs up and taking profits out of localities where the investment is made. The ecosystem requires the procurement and regulation of work to traditional buildings and the wider historic environment to work together to ensure that the right knowledge and technical competence is not just a 'nice to have' but 'essential'.

4.4 Sustainability

There is an opportunity to create a more sustainable ecosystem of traditional and heritage skills training in Scotland, with Lock 16 at its heart. However, this will only be possible if cultural significance is given equal weight with economic development, environmental benefit and social well-being when investing in Scotland's future sustainable development. Traditional and Heritage skills have a key role to play across all four aspects of sustainable development, but some will have a greater impact than others and will therefore be easier to secure investment in infrastructure and ongoing funding for delivery of training related to them.

Other skills will only ever be of cultural significance in themselves and are therefore perhaps at risk of not being valued to the same degree. However, it is often these skills that underpin what might make us unique as a nation or conversely demonstrate that we are part of a wider global tradition that we have almost forgotten about in our post-industrial age. Lock 16 provides the

opportunity to provide a ‘training centre of last resort’ to safeguard these skills and provide a home and hub for expertise in their conservation and transmission to future generations.



Fig 25. Ross, Vernacular Buildings Craft Fellow, working on thatch at the Scottish Crannog Centre.

In terms of financial sustainability, the emerging ecosystem will always require the wider organisational support of Scottish Canals and Historic Environment Scotland and the historic environment sector. The most fundamental element of ensuring sustainability will be to secure a change of status for HES or another appropriate body to access funds from the Scottish Funding Council for the development and delivery of traditional and heritage skills training, or alternatively an alternative methodology for access to the public funds that underpin the skills system in Scotland to a level that makes the delivery of the Historic Environment *Skills Investment Plan* feasible.

6.5 Sectoral engagement and support for Lock 16 concept

Although the development timescales of the Lock 16 and National Centre of Excellence concept have been limited, Scottish Canals and Historic Environment Scotland have had positive engagement with partners across the construction, education, and heritage sector. All those that have been spoken with acknowledge that Lock 16 provide a once-in-generation strategic opportunity to provide part of the solution to the skills issues the sector is presented with.

There is also widespread support and acknowledgment that a new ecosystem is required, with new and innovative approaches to qualification development, training provisions and procurement of skills coming together to sustain such change. Some initial stakeholder mapping against the quadrants of the ecosystem has been done, as illustrated in the below diagram, and as the development of the Business Case for Scottish Government continues, more specific consultation and discussions will take place. It should be noted that some organisations fall within multiple areas, as they play multiple roles within the system.

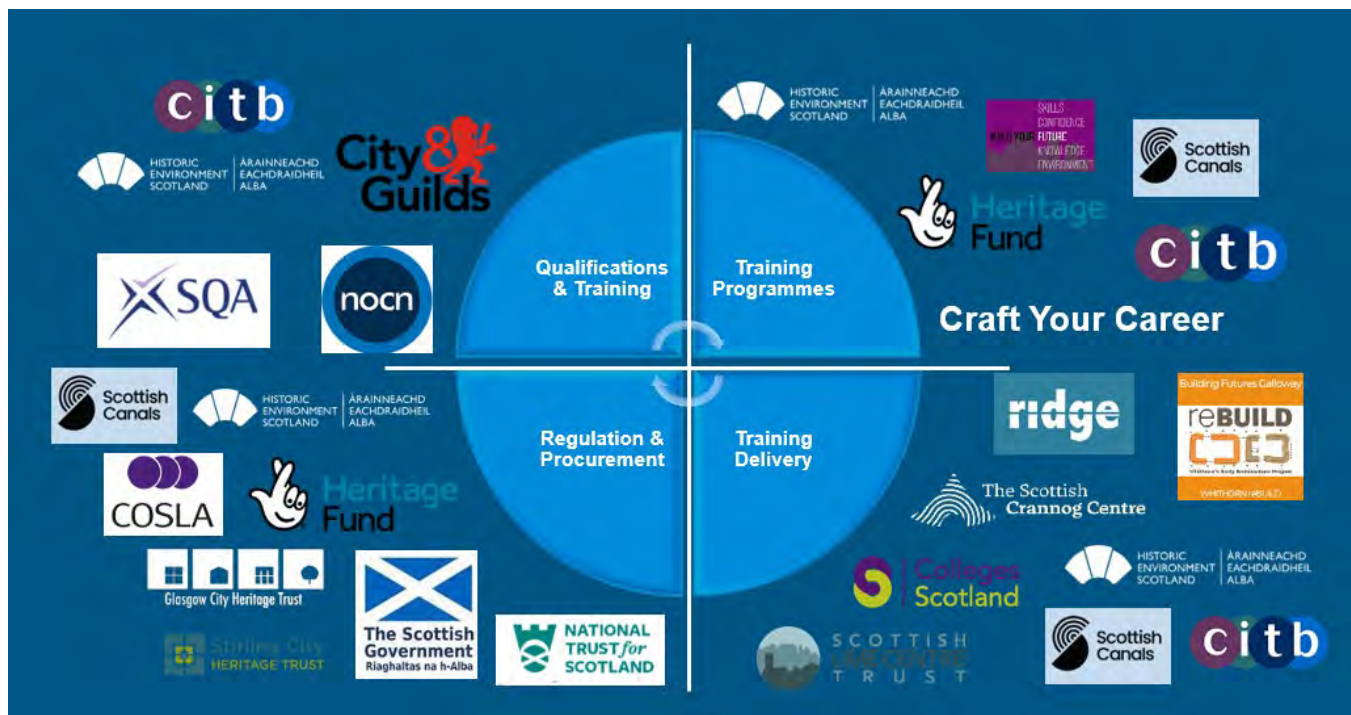


Fig 26. A stakeholder mapping diagram, mapped against the skills ecosystem quadrants.

In the next section there are some brief summaries of recent discussions with the sector. There are given to illustrate support in principle at United Kingdom, Scottish and individual sector level.

6.5.1 Construction Industry Training Board (CITB)

CITB is the industry training board for the construction sector in England, Scotland, and Wales. Their job is to help the construction industry attract talent and to support skills development, to build a better Britain. They are an executive non-departmental public body in charge of our budget and activities.

CITB Scotland chaired the Traditional Skills Roundtable as part of the *Skill Investment Plan* consultation and at a UK/GB level have recently formed a Heritage Skills Advisory Group which will help them develop and publish a *Heritage Sector Skills Plan for GB*, which will have specific Scottish recommendations around the themes of:

- Workforce
- Sector leadership
- Training provision issues
- Net Zero and Climate Change
- Procurement

HES will work closely with CITB GB to over the next few weeks to ensure that Lock 16 and the ecosystem concept are aligned with their themes and actions, as this will be key to securing ongoing CITB financial support.

6.5.2 Houses of Parliament Restoration and Renewal Programme Delivery Authority

The Delivery Authority was incorporated to design and deliver the R&R Programme for the Palace restoration and related works on behalf of the Houses of Parliament. The Delivery Authority has engaged a team of architects, engineers, project managers and contractors who will shape the future direction of the work, which is the biggest and most complex renovation of a heritage building ever undertaken in the UK. The team visited the Engine Shed and the Stirling Skills Training Facility and were presented with the concept of Lock 16 as a National Centre of Excellence. They were enthused by the collaborative, strategic approach and wish to be kept informed as plans are developed, as they are charged with supporting skills training opportunities relevant to their project across the whole of the UK.

6.5.2 Construction Industry Trade Federations

As part of the Historic Environment *Skill Investment Plan* consultation and wider discussions around the development of Lock 16 and its *Activity Strategy & Plan*, both HES and Scottish Canals have engaged with Stone Federation Great Building, National Federation of Roofing Contractors, Build UK, and Civil Engineering Contractors Association. This is to ensure that our approach has the support of the construction sector, which we hope will end up as the employers of many of the trainees who are engaged at the centre. All have been supportive and see that this provides an opportunity to address the specific skills requirements of the

traditionally built environment that their members operate within. Their ongoing participation and support are vital to ensure that what Lock 16 provides is fit for purpose and meets the real skills development needs of employers working within a commercial environment.

6.5.3 Scottish Traditional Skills Alliance

This is an emerging group that encompasses organisations and individuals from across the heritage, education and construction sectors who wish to see change from the Scottish Government on how traditional skills training is viewed and funded. They have focused on Lock 16 and the ecosystem concepts as being key to addressing the skills issues that they face and are in the process of lobbying the Government and others to try and garner further support and engagement. The group contains representation from The Ridge, Building Futures Galloway, Scottish Traditional Buildings Forum, Fife College, Build Environment Forum Scotland, and Chartered Institute of Building.

6.6 Conclusion

It is the opinion of Scottish Canals and Historic Environment Scotland that, although there has not been the opportunity to undertake specific engagement about the development of Lock 16, the community consultations undertaken as part of the Falkirk Growth Deal, the research and consultation for the Historic Environment *Skills Investment Plan* and the ongoing discussions with the sector around our current skills training crisis have certainly demonstrated the need for investment in skills training infrastructure and the establishment of a National Centre of Excellence, that supports an ecosystem of local and regional skills training provision. Over the coming months, HES and SC commit to further consultation and discussion, at local community and sectoral levels, to further evolve its activities to make sure they are fit for purpose.

Fig 27. Section of a canal plan drawing showing Lock 16 from Scottish Canals archive.



7. ACTIVITIES DESCRIPTION

The following section describes in detail the skills development and engagement activities that will be delivered at Lock 16 because of the capital investment and revenue support from the National Lottery Heritage Fund. The planned activities can be divided into six areas:

-
1. Expansion of current stonemasonry provision
 2. Lock 16 local skills development
 3. Sector workforce development and upskilling pathways
 4. Sector support
 5. Outreach and engagement
 6. Future skills development projects
-

The first five areas will have an immediate impact, they will deliver outcomes and have impacts that have been described previously in this *Activity Strategy & Plan*. The first five are aligned with the strategic needs identified in the Historic Environment *Skill Investment Plan*.

The remaining areas, that of Future Skills Development, are at this stage aspirational but key to both Scottish Canals and Historic Environment Scotland ambitions to maximise the opportunities for expansion of the provision and return on investment that Lock 16 presents.

7.1 Expansion of current stonemasonry provision

HES has operated its own stonemasonry skills training provision in Elgin for the last twenty-five years and in Stirling for over twelve years. Both facilities were established to meet a shortfall in the quality of the training provision provided by the Further Education sector in Scotland, particularly around the Health and Safety of apprentices. The Stirling-based provision, which will be relocated to Lock 16, was initially embedded in Forth Valley College Kildean Campus. However, due to increasing space requirements, HES relocated four years ago to an industrial unit in Stirling, as a temporary solution, as it pursued options regarding establishing a traditional skills training centre. The emergence of Lock 16 as a viable location for the establishment of a National Centre of Excellence for Canals and Traditional Skills has provided the opportunity for HES to realise its ambition and address the strategic need for increased capacity of traditional skills training and in particular, stonemasonry training.

Over the past four years, HES, under the Engine Shed umbrella, has become a Scottish Qualification Authority (SQA) Approved Centre, and has directly contracted to Construction Industry Training Board (CITB) and Fife Council as a training provider for the Stonemasonry Modern Apprenticeship. As such, HES is solely responsible for the delivery of the Professional Development Award (PDA) and Scottish Vocational Qualification (SVQ) related to the Stonemasonry Modern Apprenticeship (MA) and Advanced Craft Qualification, including all training, assessment, and verification, in line with the educational quality assurance requirements of SQA and the student support services required by Skills Development Scotland (SDS) and CITB.

Relocating the HES Skills Training Centre in Stirling to Lock 16 will facilitate an increase in capacity from a class of 12 in each year group to 16. This will go some way to addressing the extra demand for places following the withdrawal of Edinburgh College from stonemasonry provision in 2022. Increased workshop space and classroom facilities will also enable further expansion, subject to securing additional funding support from the Scottish Government. The quality of training provided by HES in stonemasonry is recognised across the sector, as has been demonstrated by consistent high performance in the UK SkillBuild competition.

Lock 16 provides an opportunity for this high-quality training to be made available to more contractors across the mid and east Central Belt of Scotland. Lock 16 also allows for the development of more integrated skills pathways for local young people, from taster sessions to school-based learning and into Stonemasonry MAs, which is something that HES has been unable to do in Stirling. With an ongoing revision of the Stonemasonry qualifications and training delivery structures, it is highly probable that further opportunities to enhance and adapt provision for today's industry will be developed and trialed at Lock 16. HES is particularly focused on bringing the use of digital scanning and use of digital data into this traditional craft area to bring it on into the 21st Century.

Fig 28. Stonemason carving the Four Courts Capital for Ireland's main court building.



7.2 Lock 16 local skills development

The activities outlined in this section will form the core of the NLHF-funded *Activity Strategy & Plan*. Strategically, the aim is to use this opportunity to produce a template for traditional and heritage skills development pathways, that can be used and adapted in other locations. These should meet local conditions and requirements, but be based upon proven structures and practices, thereby providing a level of national consistency that is currently missing in the sector.

Using Lock 16 as the hub for a nationwide ecosystem is the key benefit that this project is looking to realise. The initial investment by NLHF will provide the momentum for this to happen, and provide time for sustainable, ongoing funding streams to be secured through the Business Case to be submitted to the Scottish Government. The investment and delivery of this activity will also transform the traditional and heritage skills provision in Falkirk and Forth Valley Region, having an immediate impact on opportunities for local communities and an immediate impact on the local historic environment.



Fig 29. A view looking down at the Falkirk Wheel and visitor centre.

7.2.1 Volunteering

Lock 16 will create a volunteer hub for the local community seeking to connect with and care for the Forth & Clyde and Union canals which bisect Falkirk, a blue and green ribbon home to distinct canal habitats and The Falkirk Wheel and The Kelpies as cultural icons attracting local, national, and international visitors and driving the local tourism economy. By contrast, Camelon East, where Lock 16 is located, is ranked in the bottom 5% of the most deprived areas in Scotland (Scottish Indices of Multiple Deprivation 2020) and volunteering is considered integral to supporting community engagement and improvements.

More broadly, over 2 million people in Scotland have volunteered, or 48% of the adult population. At present Scottish Canals has small pockets of volunteering activity organised by two Volunteer Coordinators, one in Falkirk and one in Inverness, plus relationships with many canal societies and other community groups invested in the canals.

A barrier to the scalability of volunteering is the resources required to manage and support volunteers. The solution is to work with groups of volunteers through community and charity partners, seeking to build sustainable models of reaching participants from within the local communities of Camelon, Falkirk, Grangemouth, and the environs of Falkirk and West Lothian local areas.



Fig 30. Scottish Canal volunteers tackling invasive species in woodland near Forth and Clyde Canal.

A new post of a Volunteering & Employability Manager, supported by an additional Volunteer Coordinator to complement existing posts, would give us the resources to address these barriers and create new volunteering activities to care for distinctive canal habitats and urban green and blue spaces. Scotland's rich industrial heritage is woven into the canal network including more recent manufacturing history at Lock 16, the former Irn-Bru factory.

The spaces will provide a training and learning space to welcome and connect with charity partners and volunteers, being alongside specialists and skilled craftspeople passionate about Scotland's canals and enhancing traditional skills. Upskilling through informal training, community engagement, and practical opportunities along the canal network are also intended to provide accessible and inclusive employability pathways into further training, education, or employment. Supporting volunteers provides invaluable development opportunities for the Scottish Canals team, particularly in transferring knowledge and skills. This will be underpinned by robust partnership arrangements to ensure safe systems of work, supportive management and a 'train the trainer model' on equipment, environmental management, and conservation of industrial heritage assets.

We aim to train 105 individual trainers across our partner network over the three years of the *Activity Strategy & Plan*. They will in turn train up to 420 volunteers across the Forth Valley region. Our goal is to create the best conditions to engage third-sector partners and create volunteering experiences that are rewarding for individuals particularly supporting improved mental, emotional, and physical well-being.



Fig 31. Scottish Canal volunteers on a canal lock.

A newly established training and volunteering subgroup of Scottish Waterways for All will bring together over 20 active societies and charities connected with the Union and Forth & Clyde canals – activities are focused on attracting additional volunteers, aligning potential volunteering projects (and associated safe working practices) and impact reporting on reach. By extension, to support the sustainability of local groups in attracting new participants and beneficiaries through quality volunteering and training opportunities. Developing partnerships with youth employability charities is intended to attract more young people as canal users and offer pathways to work opportunities, jobs and training within the natural, built and cultural heritage sectors. Existing Scottish Canals partnerships with Young Scot, The Conservation Volunteers and Falkirk Council's Employability team for example, will complement smaller, local groups working closely with people from across the communities of Falkirk and environs.

Our aspiration is to grow volunteering to c. 600 volunteers along the canal network over the next 3 years, with an estimated impact of c. 94,000 hours and valued at £1.88m per annum (wage replacement valuation, based on £20 per hour) of which c. 35% would be local to or anchored from Lock 16.

Volunteering numbers – Forth Valley:

- 70 people and 10,500 hours 2026/27
- 140 people and 21,700 hours 2027/28
- 210 people and 32,900 hours 2028/29

Examples of activity include seasonal vegetation management, recycling projects such as removing plastics from waterways to reduce harm to wildlife and habitats or carrying out small maintenance projects to prolong the lifespan of heritage assets such as painting and repairing lock gate balance beams.

7.2.2 Schools engagement

Engagement with school pupils and those who aid them in their career decision-making is vital for enabling access to skill training within the historic environment sector. As part of the Lock 16 project, two main routes of engagement will be delivered, building on initiatives that have been piloted elsewhere but using the opportunities presented at Lock 16 and with the Falkirk Growth Deal to enhance them.



Fig 32. School students taking part in a construction challenge at the Engine Shed.

Build Your Future – Lock 16

Build Your Future is the largest programme through which built environment skills and career engagement are carried out in Scottish secondary schools. It is one of four sectors that are focused on as part of the Developing Young Workforce (DYW) initiative, which aims to expose young people to careers and the world of work in an engaging but realistic way. A tried and tested pathway of engagement has been created through the DYW Build Your Future programme consisting of:

- self-led online teacher's resources to be used in the classroom
- practical hands-on taster sessions
- the repurposing challenge where pupils take a local empty building and consider an alternative use.

These different levels of engagement allow for flexibility but also maximise impact and legacy. These methods of engagement are critical to the success of any programme and the hands-on taster sessions are an invaluable way of illustrating the diverse range of careers available and enabling individuals to see whether they wish to pursue that route.

Build Your Future was initiated by the historic built environment sector and has therefore always had traditional skills demonstrations at its core. These generally include stonemasonry, joinery, painting & decorating and roofing trades. Other activities include thermal imaging and drone surveys, with the aim being to give S2 pupils hands-on exposure to a variety of differing crafts and professional disciplines within the built environment sector. This exposure then helps positive decisions on what options to pursue in their later school career that would help them secure a first step on a post-school training pathway, whether that be a Modern Apprenticeship, college or undergraduate course. They are consistently well received: one teacher cited the hands-on session as the reason for a 100% retention rate for pupils between S3 and S4, where there is usually a drop off of 50%.



Fig 33. A HES staff member teaching young people some stonemason skills.

Build Your Future is primarily delivered by Scottish Traditional Building Forum, a SCIO, which links the public, private and education sectors around the skills issues facing the historic built environment sector. As part of the Lock 16 activity programme, HES and Scottish Canals would work with STBF to deliver this programme of taster sessions at Lock 16, which would enable school children to gain access to a ‘training workshop’ setting, as well as interact with

craftspeople and practitioners based there. Due to its location adjacent to the Canal and other assets, there are opportunities to integrate more experiential visits with the hands-on taster sessions. The aim of this programme is not to provide 'training' per se but to expose young people to the opportunities that the sector can present in a realistic way, that enables them to make informed choices about their future career path. If that choice is that Traditional skills are not for them, that is a positive outcome, as it removes the potential for wastage in the system created by them dropping out subsequently. However, the aim is that this programme will provide the first step on a skills development pathway that leads to further study, pre-apprenticeship training or employed status training, either at Lock 16 or through other sign-posted opportunities.

Traditional craft in creative industries

The second element of schools' engagement will be through the delivery of National 5 Creative Industries Qualification using Traditional Crafts and Materials. This is currently being piloted at several secondary schools in Edinburgh, from which there is early positive feedback from pupils, teachers and craftspeople who are supporting its delivery. This qualification aims to give pupils who wish to remain in school the option to develop their traditional skills knowledge and practice whilst gaining a N5 level qualification that will not preclude them from a non-construction career choice at this stage.

Over the course of a year, a craftsperson goes into a school one day a fortnight and mentors the teachers and pupils in the use of craft skills and traditional materials to deliver a creative output. Incorporating design methods, modelling, project planning, costings and informed and inspired by visits to historic sites and galleries, materials suppliers and external artists, the teachers and pupils collaborate with the craftsperson to enable the pupils to design and create something that fulfils the learning outcomes required to achieve the qualification.

This engagement aims to keep young people's options open by giving them exposure to skills and knowledge that will be applicable within either the craft profession or one that is more technical such as architecture, surveying or project management. Lock 16 will provide workshop space for young people to become involved in the development and delivery of bigger projects, and again, see into a more operational setting where the skills and knowledge they are developing are applied every day. This integration into the world of work through Lock 16, will provide opportunities for further informed choices onto further skills development pathways.

7.2.3 Craft Your Career – Lock 16

Craft Your Career is a national programme that HES is developing that will become the key component of its traditional and heritage skills training and development pathways for the next twenty years. The strategic aim of Craft Your Career is to provide a suite of skills development 'products' that have recognisable and repeatable outcomes and impact and that provide clarity of how skills development should and can be done within the historic environment sector. HES intends this to provide a framework for Craft Your Career, that will facilitate its delivery across Scotland, with different funders contributing to delivery in different localities.

The role of HES will be to enable consistency and efficiency by removing the need for project-dependent training vehicles to be invented and reinvented, by sustaining a national programme that can facilitate regional and local delivery as required and enable through funding contributions. Lock 16 will work on this basis, with some of the NLHF Activity at Lock 16 being delivered through the Craft Your Career framework but to local people and to address local needs, as per the objectives of the Falkirk Growth Deal. At a national level, Craft Your Career has three elements:

- Pre-Apprenticeship Training
- Modern Apprenticeships
- Craft Fellowships.

At Lock 16 the intention is that it will be the first two that are focused upon as part of initial delivery funded by NHLF.

Fig 34. A group of pre-apprentices on a study trip.



Pre-Apprenticeship

Within Craft Your Career, two formats of pre-apprenticeship training have been developed, one that is focused on socially disadvantaged groups working with a social enterprise, with the other being a more traditional, post-school, pre-employment, local authority and further education-based model. Both have proven to be effective in East Lothian and Fife respectively, and Lock 16 presents the opportunity of these methodologies to be brought to the Falkirk and Forth Valley area.

Both formats provide 16 weeks of training that result in candidates achieving a SCQF 4 NPA Construction Craft and Technician. This is an entry-level qualification for the construction industry that provides basic skills development and insight into either craft or technical roles. Within Craft Your Career this qualification has been contextualised to make it relevant to traditional skills and materials, with a focus on their application within the historic environment through visits to sites where work is ongoing. Similar to the school's engagement, the aim here is to expose young people to potential opportunities and increase their general level of awareness and confidence about potential careers in the historic environment.

The main difference between the two approaches is the size of the cohort, with the more socially focused pathway requiring greater mentor-to-participant support, resulting in lower numbers. At Lock 16, it is proposed that it will provide a 'hub' for both types of activity, with the facilities and training staff providing support and access to training activities, projects and experiences. The other benefit will be building the confidence of the candidates in their ability to move from what are often quite isolated situations into the busier and potentially frightening world of training and work. The intention is that training will be developed in partnership with both public and third sector organisations working within the employability area local, to maximise access to existing expertise and networks, to enable HES and Scottish Canals to focus on the 'heritage' aspects and added value, rather than replicate what others are already doing in the locality.

Modern Apprenticeship Rural Skills

The lowest volume, but potentially the most impactful activity that will be enabled by funding of the Lock 16 *Activity Strategy & Plan* will be the provision of additional employed status Modern Apprenticeships in Rural Skills with Scottish Canals and HES, operating out of and being trained within Lock 16. The Rural Skills MA is at SCQF Level 5 and can be completed in 12 to 18 months. It is currently delivered in small numbers by other rural and heritage sector employers, with training and development taking place within the workplace.

The aim of this element of Craft Your Career is to develop a Professional Development Award or similar training package, that will provide a broad range of underpinning knowledge and practical training in a classroom and workshop setting that can then be practiced, reinforced,

and assessed in the field to gain a SVQ at SCQF 5, as well as the enabling PDA. This will provide candidates with a broad range of theoretical knowledge and practical skills and experience that will support their future employment, training, and development across heritage asset management and conservation, natural environmental management and conservation, waterways and heritage site operation, or more specific craft or technical roles. As ‘employed status’ MA candidates will be paid the Living Wage, so will ‘earn as they learn’, enabling access for those that might already have financial commitments or responsibilities, thereby addressing the attainment gap. Although only for 12-18 months, it is the intention that these MAs will be offered every possible opportunity to continue their employment and further training with HES and Scottish Canals. If that is not possible, then they will be supported to find other appropriate positive destinations with other employers in the public, third, and private sectors. It is acknowledged that the employment costs make this element very expensive, but the partners are of the opinion that these will be life-changing and career-enabling opportunities that will have a 30–40-year impact within the local community around Lock 16 and provide part of the solution for a sustainable workforce for the historic environment sector.

7.3 Sector workforce development and upskilling pathways

The additional workshop and classroom space at Lock 16 will enable the delivery of more workforce development and upskilling activities that are badly required within the historic environment sector to address the sustained levels of dilapidation and disrepair and enable action to address the increasing impacts of climate change. HES and Scottish Canals have identified workforce development need in two interrelated areas and will use the opportunity that Lock 16 provides to address this in an integrated way.

7.3.1 Planning, Surveying and Recording the Condition of Built Assets for Conservation.

As part of its actions to address risk present by high-level masonry across its estate, HES identified a skills and capacity gap regarding the surveying required to evaluate condition, mitigate risks and plan for conservation works to heritage assets. Whilst the ability to undertake these tasks was present within architects and surveyors, the volume of survey work and the need for them to deliver other tasks precluded their sole use. To address this gap, HES with reference to the National Occupation Standards, created an SQA Customised Award in Planning, Surveying and Recording the Condition of Built Assets for Conservation at SCQF8.

The aim of this training programme and qualification is to provide skills and expertise at a level that can be applied by heritage asset managers to enable them to better prioritise works, based on the proper surveying and recording of data and then use it effectively for the planning of conservation works. At SCQF level 8 the qualification deliberately sits between the upper limit of craft qualification at Level 7 and the start of more traditional professional routes

at Level 9 and 10. As such it can be used as a practical skills development pathway for individuals to bridge that gap and progress as part of their personal and professional development.

As the pressures of climate change accelerate, the requirement to know how, and understand why, the condition of historic structures is being impacted will become more critical, as will the skills to prioritise and plan conservation works that will be required. The provision of this training and qualification at Lock 16, with access to numerous assets for fieldwork, and access to the Engine Shed for scientific and digital best practice, will accelerate its delivery across the sector. HES is in early conversations with CITB as to how their funding could make delivery of this accessible for the private sector, beyond the lifespan of the NLHF funded *Activity Strategy & Plan*.



Fig 35. Alexandre, Co-Deputy Team Leader completing High Level Masonry Inspections at Holyrood Abbey.

7.3.2 Repair & Maintenance of Traditional Masonry Buildings

A natural follow-on from increasing capacity at the preparatory part of the asset management process, is a requirement to increase capacity to enable the delivery of appropriate conservation works. The PDA Repair & Maintenance of Traditional Masonry Structure at SCQF 6 is a short upskilling course in conservation best practice, technical knowledge, and skills development for those from a 'trowel trades' background so that they can undertake conservation work to heritage assets. The award is jointly certificated by HES and SQA under a Qualifications Partnership Agreement, and has been around for some time. However, lack of space and capacity to deliver has restricted its availability on a regular basis and therefore taken up by the construction sector in both the private and public sectors.

The additional facilities at Lock 16 will address that issue and enable it to be delivered on a regular and sustained basis. HES are also encouraging its delivery by other appropriate partners in the Traditional & Heritage Skills Training ecosystem, and on-going delivery will establish Lock 16 as a hub for 'Train the Trainers' activity that will greatly assist in the expansion of its delivery. At a local level, its provision will increase local upskilling, enabling local general builders, slaters, and plasterers to broaden their traditional skills base. Beyond this it will expand conservation, repair and maintenance within the sector, and give reassurance to clients that work is being carried out appropriately. Another target group for this training will be civil engineering contractors and subcontractors working on historic infrastructure that will have quite different materials and skills needs from what they are used to. This is again crucial in building the resilience of our sector to climate change.

7.4 Sector support

The *Activity Strategy & Plan* for Lock 16 provides an opportunity to commence elements of Sector Support that will be a key part of the Business Case being developed by HSE for submission to the Scottish Government. There is a lot of good practice within the heritage sector in Scotland and goodwill for that to be further developed and improved. However, there is a lack of support mechanisms and consistent approaches to helping organisations develop their capacity and capability to deliver training. Some progress with this has been made through the Engine Shed, Scotland's Building Conservation Centre, but the lack of 'dirty' training space, integrated with classroom and digital learning facilities has precluded its development in a sustained manner. The facilities planned for Lock 16 will provide the support that this requires. Other forms of support such as educational quality assurance and train the trainers will form key parts of how Lock 16 underpins the development of a Traditional & Heritage Skill Training Ecosystem for Scotland.

7.4.1 Educational Quality Assurance, leading to an Approved Centre umbrella

Over the last two years, the Engine Shed has secured Approved Centre status from SQA and NOCN and HES has invested time and human resource in the development of the Quality Assurance team that is responsible for ensuring that educational best practice is maintained across all three delivery centres. These have been crucial first steps on the route to becoming a National Centre of Excellence, as only through participation and compliance with the world of formal qualification and training delivery, can traditional and heritage skills be valued and sustained.

As part of the Lock 16 Project, the Engine Shed's Approved Centre status would be extended to cover the delivery of formal regulated training, ensuring that the policies, procedures and standards that are required by awarding bodies, regulators and funders are adhered to and that staff and students have a support framework that enables them to achieve. Subject to further investment to be outlined in the Business Case to be submitted to the Scottish Government, the ambition is that the 'Approved Centre Umbrella' could be extended over other training facilities and periodic peripatetic training delivery across the country, ensuring that high-quality, assessed and verified training is accessible to as many individuals as possible, with Lock 16 and Engine Shed being hubs of knowledge and expertise that can assist partners to use quality assurance practice to deliver regulated qualification that are recognised and can be specified, thereby rewarding those that train, by placing a value on the skills they invest in. From day one of Lock 16 operation, building relationships and sharing knowledge in these areas will form a key part of the *Activity Strategy & Plan*.

Fig 36. Gordon, Postgraduate Course Manager delivering Introduction to Building Conservation course.



7.4.2 Sharing technical knowledge and expertise through ‘Train the Trainers’

Lock 16 will enable the provision of a regular programme of Train the Trainers activity. Over recent years, this activity has fallen away, in part to the impact of the Covid pandemic but also due to falling capacity within the sector to support training. HES has restarted some of its activity in this area, for mentor and hosts of its Craft Fellows but this has been focused on more ‘soft skills’ rather than development of technical knowledge to increase delivery capacity for traditional skills training in the sector.

As part of the *Activity Strategy & Plan* at Lock 16 Train the Trainers courses will be hosted, that will continue to develop and support the inter-personal and pastoral skills that trainers in the modern environment need to embrace but will also focus on upskilling of technical and traditional best practice. A key area will be building capacity within the heritage sector around Health and Safety and Construction Design Management, to ensure that training, outreach, and engagement delivered by these projects are carried out safely, protecting the participants but also ensuring that the delivery organisations are aware of their responsibilities and liabilities, and act accordingly.

From a technical perspective, our knowledge of how traditional materials perform in practice is being relearned and explored by more scientific research and practical application. Lock 16 will provide a focus for the dissemination of that knowledge to those that are providing skills training, to ensure that what is delivered is current and recognises emerging best practices, rather than being ‘stuck’ in what was best practice 10-15 years ago. This also will strengthen the feedback loop between practitioners and researchers to ensure that research has a practical use and application and is focused on solving real-life issues. In this collaborative process, Scottish Canals and HES have a leadership role to play but do not have all the answers, and the ‘Train the Trainers’ activity will reflect that, through the involvement of external subject matter experts and ensuring that learning from out with Scotland is included in ensuring that UK and international best practice across all topics is incorporated into improving Scotland’s traditional and heritage skills training ecosystem.

7.4.3 Equipment and mobile facilities

HES currently provides limited amounts of equipment, mainly for Health & Safety reasons, to other training providers and projects. This is done on an informal and ad hoc basis and is limited in terms of scope and scale by available resource and capacity. As Lock 16 develops into its role as a Centre of Excellence, there is an opportunity for this to be done in a more organised and formal way, to enable projects to be supported and lower costs of safe training delivery. Alongside this is increased provision of mobile training facilities support by peripatetic staff, working out of Lock 16. HES currently hosts two ‘outreach’ trailers purchased by industry, that are used to provide logistical support, materials, and PPE to outreach events and skills

demonstrations across Scotland led by the Scottish Traditional Buildings Forum. In the future, these will be based at Lock 16. Various discussions are underway with industry and the skills training sector, as to how further mobile support could be formatted and supported in a sustainable way. This will form part of the Business Case for the wider skills ecosystem that will be submitted to Scottish Government, as it will be key to enabling geographical and societal access to traditional skills training at a local and regional level.

7.5 Outreach and engagement

Scottish Canals and HES are aiming to ensure that the establishment of Lock 16 has a direct impact on the communities around it through the skills training and development pathways that it will provide for them. However, both organisations are also committed to ensuring that what happens at Lock 16 is visible to the community and they understand its roles locally and nationally and can take ownership of it as part of their community and environment. The primary route to that sense of ownership will be through an outreach and engagement programme that builds off the day-to-day operations of Lock 16 but enables the local community to see how those operations relate to their lives and their relevance to their locality.



Fig 37. A canal boat flotilla in Edinburgh.

7.5.1 Informal engagement with community, school and youth groups

A primary route for engagement will be through the development of local networks and partnerships with existing local groups and schools. Even for those who are not directly considering a career or volunteering in the historic environment, Lock 16 will provide an opportunity to explore the value of the historic environment to society and the complexity of its sustainable development and management.

Lock 16 will provide opportunities for schools and youth groups to access technical knowledge and expertise and look behind the curtain into what is required to maintain what they perhaps pass every day but do not really notice. Although engaging with young people is important, there is also a need to engage with all ages and particularly to consider how the interaction between Lock 16 and the local community could help address issues of health and well-being, as well as assist with empowering individual and groups to be more proactive and involved in the management and enhancement of their own environment. Activities such as community litter picks or enabling guerrilla gardening, can help build relationships and enable communities to feel part of developments such as Lock 16, rather than having them imposed upon them. These ideas will be developed as part of the delivery of the *Activity Strategy & Plan*.



Fig 38. A school group cycling on the towpath next to the Kelpies.

7.5.2 Doors Open Day

Lock 16 will participate in Doors Open Day, to enable the public to see what their investment is delivering, as lottery players and taxpayers. Being enabled to demonstrate how the activities undertaken at Lock 16 relate to the wider historic environment is vital to promoting the importance of sustained provision of traditional and heritage skills training and public visibility as part of a locally and nationally promoted event such as Doors Open Days will play a key role. Cross-promotion of opportunities to visit other related venues is an aspect that can be further developed. Another aspect of these open days will be to showcase innovation and new technology and digital techniques alongside tradition, to demonstrate the relevance of these skills to today and tomorrow, and not just the past.

7.5.3 Skills festivals, competitions and demonstrations

HES has hosted international skills events at the Engine Shed, as well as stonemasonry competitions at its training centres. These are great vehicles for raising the profile of traditional skills and show the levels of skill and ability that can be achieved. Highlighting the international perspective also demonstrates the common cultural values that exist around traditional craft skills and the intangible cultural heritage that surrounds them. Wider national and international connections can also highlight the pivotal role Scottish craftspeople have played around the world, from constructing the White House to restoring Christchurch Cathedral. This can transform what might be thought of as a parochial topic to one that has a global resonance and can open up young people's aspirations for where a traditional craft skill could take them.

7.6 Further skills development projects

The additional workshop space and learning facilities that Lock 16 will provide will secure space for the ongoing development and delivery of new skills training projects that will expand the development pathways available within local, regional, and national contexts. At present, the lack of modern, well-serviced workshop and classroom space is the single biggest break in developing long-term conservation, restoration, and fabrication projects that would address market failure and grow capacity within the historic environment sector in Scotland.

Space within existing Further Education and third sector facilities is at a premium and sources of capital investment within the further education sector are stretched to meet mainstream educational requirements. The investment opportunity that Lock 16 represents to the Falkirk Growth Deal and the Nation Lottery Heritage Fund is probably a once in regeneration opportunity to create a facility of this size and scale in an accessible location, that is affordable to two public bodies that are committed to skills training for the wider sector benefit, with public, private and third sector partners and collaborators.

The *Activity Strategy & Plan* as it is outlined is definitely only a starting point for the development of a wider ‘prospectus’ of training opportunities, that will turn around the decline that is current being faced and will enable a renaissance of traditional and heritage skills training in Scotland. The development of a ‘prospectus’ will be a central part of the development of the Business Case being drafted for submission to the Scottish Government.

7.6.1 Energy Efficiency & Retrofit Skills Training

HES delivers the NOCN Level 3 Award in Energy Efficiency for Older and Traditional Buildings course at the Engine Shed. As of August 2026, this will move to The Retrofit Lab situated alongside the Engine Shed in Stirling, which is being funded as part of the UK-wide AHRC RICHeS network (Research Infrastructure for Conservation and Heritage Science - <https://www.riches.ukri.org/>).

This course is aimed at advisors and specifiers, not installers. From April 2025 the Retrofit Skills and Innovation Manager will work alongside Lock 16 *Activity Strategy & Plan* staff and other partners to investigate the development and delivery of hands-on training for the installation of energy efficiency retrofit of traditional masonry structures. This is recognised as being of strategic importance to broaden the availability of skilled and knowledgeable installers to reduce the high labour costs associated with the use of appropriate products and techniques in the retrofit of traditional buildings. Additional workshop space at Lock 16 will enable the delivery of this training, as it is developed and resourced.



Fig 39. Moses, Project Manager delivering Level 3 Energy Efficiency training.

7.6.2 Heritage Skills VQ

Most of the traditional skills practised in Scotland have no recognised skills development pathway or formal qualification that recognises the competency and training that a craftsperson has gone through. This results in clients having difficulty in recognising good competent craftspeople who know how to undertake work properly to traditional structures. As no one can ask for a qualification for which the training is not supplied, this becomes a circular problem that requires disruption to enable solutions to be provided.

Within the ecosystem outlined previously, the development of skills qualification and training packages that underpin them are the first step. The second step is the development of training programmes such as apprenticeships or craft fellowships that enable their delivery. The third step is the provision of infrastructure and capacity that facilitates the delivery of the training programmes. The fourth and final step is the development of the procurement and regulatory framework that rewards those who have been trained, which in turn generates demand for the delivery of training programmes, which in turn justifies the investment in physical and human delivery infrastructure, that in turn justifies the existence of qualifications.

The existence and recent review of the Heritage Skills VQ suite of qualifications provides a starting point for this process and one that HES will look to progress over the next few years. For some of these craft areas, provision will only be feasible at a single central facility in Scotland, with training delivered periodically once a cohort of sufficient size has been identified. It is envisaged that Lock 16 will play that role in the future, providing a high-quality venue for the delivery of specialist training, using training rigs and digital resources to transfer the underpinning knowledge and hand skills that candidates will require to generate evidence from their workplaces and projects across the country to achieve this strategically important Vocational Qualification. As well as providing the physical training facilities, as a centre of excellence, Lock 16 will be able to draw on educational and technical support that will ensure that the training delivered is of high quality and that quality is assured through appropriate assessment and verification. This will ensure that clients can rely on the quality of the qualification holder and differentiate them from others who might claim to be competent. Only through the development of Lock16 can this strategic step change be achieved.

7.6.3 Applied Conservation – Cannons, Moveable Structures

Currently in Scotland there is no facility to accommodate either large moveable structures or large numbers of medium sized structures, that require to go through a careful process of conservation, repair and restoration. Artefacts include stone and metal memorials and statues, large ornamental gates, cannons, artillery and other ordinance.

Lack of suitable workshops has resulted in conservation works being undertaken in-situ, which is often unsatisfactory as to the impact of an uncontrolled environment of the technical

performance of conservation works, as well as often being unsatisfactory from a health and safety best practice approach. As works have to be undertaken on-site, as when space and resources allow and usually to a tight programme, there is no capacity to integrate sustained training opportunities within these projects, representing a missed opportunity for skills development and capacity building within the sector.

The intention at Lock 16 is to use the space secured to develop a Business Case for enhanced conservation facilities that would enable a long-term conservation programme of these types of artefacts to be developed, that would sustain training programmes that would upskill existing public and private sector practitioners but also provide pathways for new entrants to applied conservation from more diverse back grounds.

7.6.4 Heritage fabrication – lock gates, architectural carving, traditional joinery

The final (at this point) future Activity opportunity Lock 16 will provide is workshop space that will be used by both Scottish Canals and Historic Environment Scotland to maintain and fabricate infrastructure that they both require to conserve the assets in their care, in a way that better contributes to the sustainable development of Scotland.

Currently, Scottish Canals is having to import lock gates made of inappropriate materials from the Netherlands, as there is no indigenous supplier. HES is having to procure prefabricated infrastructure for its sites from external suppliers, as it does not have large enough facilities to fabricate them with its skilled craftspeople. There are immediate economic implications of this situation with the ‘offshoring’ of the fabrication of these items providing no long-term benefit to Scotland. With no fabrication, there is no opportunity to develop a skilled indigenous supply chain, that can keep that investment within our economy, not just with regards to that initial procurement but long-term through having the skilled labour required to repair, adapt, and adjust structures, to expand their lifespan and increase their long-term value.

Lock 16 will provide the opportunity to increase capacity both in terms of space and shared expertise and will enable activities that both organisations require such as heritage fabrication of canal lock gates and conservation of historic ordinance to be undertaken within a skills training and capacity building context, that will provide value-for-money and address market failure, as well as providing social and environmental outputs. Whilst the intention is that this would start as public sector activity, there would be potential for spin-off into the private or social enterprise sectors, should the Scottish Canals and HES be able to prove the initial feasibility through activity at Lock 16.

8. PROGRAMME AND RESOURCES

Project Programme

Lock 16 project as a centre of excellence for traditional and heritage skills training has developed rapidly over the last six months, resulting in a compressed project development and delivery programme timeline. The complexity of the programme is further increased by the various business case and approval gateways set out by the Falkirk Growth Deal. Scottish Canals and Historic Scotland acknowledge that the timeline to final approval at Gateway 4 is challenging but are confident that all of the thinking around design and intended operational requirements for the building has been completed and that this document will form the final amendment to the Outline Business Case, allowing it to be approved and the final Full Business Case be developed, that will include the final market testing. A full Project Programme is available as a supporting document.

Activity Programme

Following the main contract completion, HES has allowed for 26 weeks for the fit-out of the workshops and relocation of the Stirling Skills training facility. This gives a comfortable cushion against any overrun on the main contract, that will allow for a firm operational commencement date of 5th April 2027, which will be fixed for timetabling reasons. At this point, it is intended that the formal '*Activity Strategy & Plan*' as funded by NLHF will commence on 1st October 2026 and run for three and a half years until the end of March 2030. Scottish Canals intend to initiate Volunteering activity at their existing base and relocate to Lock 16 by April 2027. This will enable them to engage early with partner organisations and develop their training offer, plus organise and market their volunteering opportunities for the 2027 season. An outline of the key dates for the Activity Programme are given in the table below.

NLHF Funded Activity Programme October 2026 to June 230			Notes
The intention of Scottish Canals and Historic Environment Scotland is that by 2030 funding to perpetuate NLHF funded programme has been secured as activities are adopted in the school curriculum or mainstream skills training is secured from the Scottish Government.			
Stonemasonry			
Relocation of current provision	April 2027	1	Easter breaks for the Stirling facility will extend to finalise the transition to the new facility.
Expansion of provision	August 2027	2	Will commence with the new intake in August.
Lock 16 local skills development			
Volunteering	October 2026	3	Scottish Canals intend to initiate volunteering activity at their existing base and relocate to Lock 16 April 2027.
Schools engagement			
Build Your Future – Lock 16	December 2026	4	Engagement will commence early to enable commencement at the start of the annual year 2027/28.
Traditional Craft in Creative Industries	December 2026		
Craft Your Career – Lock 16			
Pre-apprenticeship	March 2027	5	Programmes will be launched to coincide with National Apprenticeship Week and the associated HES recruitment campaign.
Modern Apprenticeship Rural Skills	March 2027		
Sector workforce development and upskilling pathways			
Planning, Surveying and Recording the Condition of Built Assets for Conservation	April 2027	6	Timetable to start immediately when funding is available to support participants.
Repair & Maintenance of Traditional Masonry Buildings	April 2027		
Sector support			
Educational Quality Assurance, leading to an Approved Centre Umbrella	April 2028	7	Will develop it over time but aim to have it in place for the launch of Heritage Skill VQ.
Sharing technical knowledge & expertise through ‘Train the Trainers’	April 2027	8	Timetable to start immediately when funding is available to support participants.
Equipment & mobile facilities	April 2027	9	Support is available from Day 1 subject to resource availability.

Outreach and Engagement			
Informal engagement with community, school, and youth groups	August 2027	10	These events will be planned for the autumn of 2027 to allow a period of operational bedding in before external events commence.
Doors Open Day	September 2027		
Skills Festivals, Competitions and Demonstrations	August 2027		
Further skills development projects			
Energy Efficiency & Retrofit skills training	August 2027	11	These are subject to subsequent funding applications and/or additional resources as a result of the Business Case submitted to the Scottish Government.
Heritage Skills VQ	April 2028		
Applied Conservation – Cannons, Moveable Structures	April 2028		
Heritage Fabrication – Lock Gates, Architectural Carving, Traditional Joinery	April 2028		

Activity Plan financial summary

The following table summarises the financial aspect of the *Activity Strategy & Plan* across the three and a half years from October 2026 to March 2030. It demonstrates the balance between the delivery costs of the *Activity Strategy & Plan* and the staffing costs associated with it. Scottish Canals And Historic Environment Scotland are confident that the correct balance has been struck and that three and half years gives both organisations to collaborate, and together with other stakeholders to identify sustainable funding streams for these activities going forward.

Activity Area	Year 0 2026/27	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Notes	
Stonemasonry		£0	£0	£0	1	No additional resource ask for Stonemasonry relocation
Volunteering training - Forth Valley	£20,000	£27,000	£33,075	£39,690	2	Support for equipment and materials
Schools Engagement - Forth Valley		£18,900	£19,845	£20,837		
Craft Your Career - Lock 16		£292,750	£307,703	£323,402	3	High level of cost due to employed status of MAs
Sector Workforce Development & Upskilling		£31,000	£32,550	£34,178	4	Budget for materials & registration fees
Sector Support		£20,000	£21,000	£22,050	5	Train the Trainers budget
Outreach & Engagement		£10,000	£10,500	£11,025	6	Materials costs etc
Further Skills Development Projects					7	Subject to Business Case to SG
-	£20,000	£399,650	£424,673	£451,182		

Lock 16 Activity Plan Staffing Resource	Year 0	Year 1	Year 2	Year 3	Notes	
	2026/27	2027/28	2028/29	2029/30		
SC Volunteer & Employability Manager (SC Band F)	£29,900	£62,790	£65,930	£69,226	8	SC Assumes 6 months in year 0 and 30% employment on costs and then 5% annual uplift.
SC Volunteer co-ordinator (SC Band C)	£20,150	£42,315	£44,431	£46,652		
HES Band C CYC-Lock16 Project Officer 3 yr FTA	£9,038	£57,003	£59,916	£62,975	9	HES Cost based on Finance projections at mid-points with 5% uplift pa, so built in contingency. All staff appointed in February to enable quick start in April 2027.
HES Band D Training Officer 3 YR FTA	£11,895	£75,003	£78,816	£82,820		
HES Band C Activity Plan & QA Co-ordinator 3 YR FTA	£9,038	£57,003	£59,916	£62,975		
	£80,022	£294,115	£309,009	£324,648		
	Year 0	Year 1	Year 2	Year 3		
	2026/27	2027/28	2028/29	2029/30		
Annual Activity Budget	£20,000	£399,650	£424,673	£451,182		
Activity Staffing Budget	£80,022	£294,115	£309,009	£324,648		
Total Activity Funding Request	£100,022	£693,765	£733,682	£775,830		
			Activity Request	£2,303,298		
			Capital Request	£2,650,000		
			Total	£4,953,298		

Lock 16 Activity Plan

The following table summarises the activity costs and outputs from the NLHF-funded activities at Lock 16. Scottish Canals and Historic Environment Scotland view these as the minimum outputs that will be achieved, with much more possible, should further resources and sustained funding pathways become available through the skills system. Enhancing and growing what is outlined here and enabling Lock 16 to support the emerging ecosystem of traditional and heritage skills training will be the focus of the next few months developing a Business Case for additional support to be submitted to the Scottish Government.

Activity Area	Cohort	Description	Qual/ Trainin g	SCQF	Unit	FY 2026/27	FY 2027/28		FY 2028/29		FY 2029/30		Staff Resource	Notes
				Level	Cost		No.	Cost	No.	Cost	No.	Cost		
Volunteering Forth Valley	Canal Volunteer	Volunteering Equipment & Materials				20000		£ 21,000		£ 22,050		£ 23,153	SC Volunteer co-ordinator (SC Band C)	Train the trainer model per annum undertaking short courses to enable them to support safe volunteering across the canal network. This could lead to Pre-App or MA pathway.
		Delivery of training to enable volunteers to operate safely on the Canal network	Various Short Course s	5	£300		20	£ 6,000	35	£ 11,025	50	£ 16,538	SC Volunteer & employability Manager (SC Band F)	
						£20,000	20	£ 27,000	35	£ 33,075	50	£ 39,690		
Schools Engagement - Forth Valley	DYW - Build Your Future	Hands-on demos with S2 pupils across a range of skills to enable informed career decisions	N/A	N/A	£40		60	£ 2,400	60	£ 2,520	60	£ 2,646	STBF - a SCIO supported by HES can deliver	Engagement with S2/S3 school pupils from Falkirk area, demonstrating traditional & digital skills, relevant to Historic Environment careers.
	Trad Skills in Creative Industries	Traditional Craftspeople mentoring teachers to enable pupils to make informed career choices	Nationa l	5	£550		30	£ 16,500	30	£ 17,325	30	£ 18,191	CYC - L16 Project Officer would co- ordinate.	S4 pupils using traditional skills and materials to undertake a Nat 5 Creative Industries as part of school curriculum. Main cost is for Craft person to work with schools.

								90	£ 18,900	90	£ 19,845	90	£ 20,837						
Craft Your Career - Lock 16	Pre-Apprenticeships	Young people & those not in employment, preparing them for work in historic environment construction sector.	NPA	4	£9,695	10		£ 96,950	10	£ 101,798	10	£ 106,887	HES Band C CYC-Lock16 Project Officer 3 yr FTA	3 cohorts of Pre-Apprentices, delivered in partnership with local employability and community development partners. Guaranteed interviews for HES/SC Rural Skills MA programme					
	Rural Skills MA	12-month MA covering Canal and Hist Env specific land management outcomes	PDA & SVQ 2 Environmental Conservation	5	£39,160	5		£ 195,800	5	£ 205,905	5	£ 216,515		3 cohorts totalling 15, 12 months employed status MAs, trained at Lock 16, and working on HES/SC estate to gain SVQ2. PDA Training package would be required to be developed. Expensive but truly impactful over a lifetime.					
								15	£ 292,750	15	£ 307,703	15	£ 323,402						
Sector Workforce Development & Upskilling	Repair & Maintenance of Traditional Buildings	Upskilling course for trowel trades 4-6 weeks	PDA	6	£350	50		£ 17,500	50	£ 18,375	50	£ 19,294	HES Band C Training Officer (existing)	5 Cohorts of 10 'trowel tradespeople' upskilled per annum, creating capacity within the Falkirk area workforce for the Fabric First approach. Jointly certificated by HES & SQA.					
	Planning, Surveying and Recording the Condition of Built Assets for Conservation	Upskilling course for asset managers and contractors 4-6 weeks	Diploma	8	£450	30		£ 13,500	30	£ 14,175	30	£ 14,884	HES Band D Training Officer 3 YR FTA	3 Cohorts of 10 historic environment asset managers & surveyors per annum upskilled with heritage-specific qualifications. HES owned customised award.					
								80	£ 31,000	80	£32,550	80	£ 34,178						
Sector Support													£ 20,000		£21,000		£ 22,050		
Outreach & Engagement													£ 10,000		£10,500		£ 11,025		
					660	£20,000	205	£ 399,650	220	£424,673	235	£ 451,182	£1,295,505	660 Resourced Skills Development Opportunities					



Scottish Canals

www.scottishcanals.co.uk/

Lowland Canals Office, New Port Downie, Lime Road, Falkirk, FK1 4RS



SCOTLAND'S BUILDING CONSERVATION CENTRE

The Engine Shed

www.engineshed.scot.

The Engine Shed, Forthside Way, Stirling, FK8 1QZ



Historic Environment Scotland

www.historicenvironment.scot/

Longmore House, Salisbury Place, Edinburgh EH9 1SH.

Historic Environment Scotland – Scottish Charity No. SC045925

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Appendix C: Project-Level Benefits Realisation Plan

Introduction

The project-level Benefits Realisation Plan (BRP) sets out a framework for measuring and capturing progress on delivery against objective. It highlights the direct, indirect, and causal linkages between/within activities/outputs/outcomes, provides accountability to partners, funders and beneficiaries, and helps to develop the evidence base to inform future investments.

Objectives

The objectives for the Lock 16 project are to:

- Support place-based capital-led regeneration within Camelon/Tamfourhill, one of Falkirk's most deprived communities.
- Address the skills and labour gaps within the historic environment sector.
- Enhance education and training pathways for traditional and heritage skills.
- Increase awareness of opportunities to engage with the historic environment and heritage sector.
- Act as a good practice exemplar for collaboration and public sector reform to drive efficiencies and achieve net zero emissions.

Project Delivery and Funding

The Lock 16 project will comprise two main elements:

Building Renovation

The Lock 16 project will involve the regeneration of the former AG Barr building in Camelon, Falkirk. Restoring a previously vacant and derelict building into a skills training hub. Work has already been undertaken by SC in Phase 1 to ensure the building is watertight.

Providing a Hub for Historic Environment Skills and Training Provision

The former AG Barr building will be transformed into an accredited training hub to expand traditional skills and volunteer training (upskilling, reskilling and transition) for maintaining Scotland's built and canal heritage.

The space will provide classroom, workshop, networking and engagement/outreach space. The hub will offer workshops and 'hands on' training space as well as digital and e-learning provision. It will also allow for the relocation of the HES Training Centre to increase capacity within the existing MA programmes for stonemasonry and rural skills.

The building will also provide a base for SC Canal operations, maintenance and engineering staff and create a hub for SC volunteering and employability training.

Audience for BRP

The key audience(s) that will have an interest in the BRP are noted below.

Table 1: Audience for BRP

Organisations	Role in informing the Deal and Benefits Realisation Plan	What is their interest in the Benefits Realisation Plan	How we will keep them informed and engaged
Core Funders			
UK and Scottish Government, Falkirk Council, Scottish Canals and Historic Environment Scotland	Core funders and setting strategic direction	To understand and measure what will be achieved with the funding committed	Submission of documentation and reports via the City Region Deal Joint Committee
Governance and Management			
Scottish City Region and Growth Deal Delivery Board	Responsible for the oversight, monitoring and successful implementation of the Deals.	To consider achievements and understand what evidence is available and how it is collected.	Submission of documentation and reports via the City Region Deal Joint Committee
Joint Committee	Strategic oversight of the Deal	To monitor how delivery is progressing with a focus on how it is contributing to strategic regional priorities	Quarterly updates via the PMO
Management Group	Management and delivery governance and oversight for the Deal	To monitor how delivery is progressing and to provide evidence for future funding applications and development of the Deal.	Quarterly updates via the PMO
Programme Management Office	Responsibility for the development, implementation, and delivery of the regional Benefits Realisation Plan	Providing all partners with data and information progress to delivering against targets	Quarterly updates
Delivery Partners			
All strategic and delivery partners	Proving resources and supporting the operational delivery of the projects.	Gathering and providing data and intelligence to populate the BRP	Annual Report and summary of BRP performance

Beneficiaries			
General public - residents and businesses within Falkirk area	The needs and demands have been assessed through the development of the Business Cases	To understand what the Deal has invested in (and where) and the benefits for the region	Annual Report and summary of BRP performance

Benefits Realisation

The targets and outcomes within the project-level BRP will be measured and reported by HES and SC throughout the lifetime of the project and progress assessed as part of the annual reporting and through a final project evaluation.

Lock 16 Logic Model

The logic model presents the underlying assumptions and rationale that explains how (and why) inputs and activities contribute to outputs and outcomes that lead to the intended or observed impacts.

Figure 1: Lock 16 Project Logic Model

Inputs	Activities	Outputs	Outcomes	Impacts
Public Sector Partners <ul style="list-style-type: none"> NLHF - £3.7m FCGD funding – Scottish Government - £4m Historic Environment Scotland Scottish Canals/RCGF - £2.2m Other Partners <ul style="list-style-type: none"> Industry 	Curriculum development and accreditation <ul style="list-style-type: none"> Addressing skills gaps in the historic environment sector. Accessible education and training pathways – traditional and heritage skills. Developing a hub for historic environment training and education. Work placements Equipment <ul style="list-style-type: none"> Equipment for historic environment training courses. Staffing <ul style="list-style-type: none"> Hiring additional lecturers/trainers Hiring volunteer manager and support Volunteering and employability <ul style="list-style-type: none"> Develop a hub for SC volunteering and employability training Building renovation <ul style="list-style-type: none"> Renovating a disused building. Improvements to the Camelon area. 	<ul style="list-style-type: none"> A training and skills hub delivering courses which are suited to industry and labour demand. Awareness and accessibility of historic environment and traditional skills provision. New entrants undertaking traditional skills pathways. Renovation and upgrading of a disused building. One-off construction impacts 	<ul style="list-style-type: none"> Employees gaining accredited and non-accredited qualifications. New entrants and existing employees gaining the skills needed to futureproof their employment. Greater awareness of opportunities to engage with the historic environment sector Jobs and associated Economic activity supported 	<ul style="list-style-type: none"> Support for a future workforce with traditional skills. Falkirk attracting a greater number of students and learners to undertake traditional skills training Increased earnings and productivity Reduction in CO2 output Historic environment is protected for future generations

Wider Qualitative Benefits

- Falkirk becomes a place of best practice for historic environment and traditional skills training and pathways.
- Uplifting land and amenity value, and boosting civic pride, within the Camelon area – one of the most deprived areas in Falkirk.
- Creation of pipeline of talent in the labour market.
- Improving/creating opportunities for career progression, job changing, etc.
- Employees gaining accredited and non-accredited qualifications.
- Generating opportunities for volunteering.
- Providing training and upskilling to volunteers.
- Ensuring new entrants to traditional skills and historic environment sector, developing a sustainable workforce.

Theory of Change

- Renovating and regenerating a disused building will positively impact the wider Camelon and Falkirk area through uplifting land and amenity value and boosting civic pride.
- Investing in workforce skills development has positive benefits for businesses in terms of raising productivity, increasing employee satisfaction, and reducing churn and changing culture – encouraging further ongoing investment in training.
- Investing in workforce skills development and training has several positive benefits for the employee – increasing wage levels, levels of wellbeing/value and creating opportunities for progression.
- Developing and updating skills provision to reflect the changing policy and strategic landscape ensures that workers are equipped with the skills necessary to meet labour demand and work towards sustainability targets.
- Public sector partners rationalising their asset base and collaborating to deliver shared priorities will drive efficiencies and enhance service delivery

Strategic Added Value

- Increased awareness of training and upskilling opportunities in the regional labour force.
- Improved partnership working and regional synergy.
- Quality of education/training provision is enhanced.
- Good practice exemplar of collaboration and public sector reform
- Enhanced reputation with stakeholders and partners.

Indicators and Measurement Framework

Based on the logic model we have developed a **benefits tracker**. This has been informed by the overall Falkirk Growth Deal BRP Outputs and Outcomes indicator menu, see below.

SC and partners will gather data and report on the following to inform the project-level BRP. Please note that to ensure a proportionate approach, it is not proposed that partners capture data/evidence in relation to the wider qualitative benefits, however, it may be appropriate to assess the progress made to achieving some of the wider qualitative benefits at the evaluation stage.

Table 2: Benefits Tracker

Indicator	Source of Data	Measure	Responsibility	Capture Method	Frequency
FGGD Regional Measures					
Total Funding	Approved Business Case	£'s forecast and actual (By project, by theme)	SRO/Project Lead	Finance Report as part of progress report	Annually
Leveraged Funding - Public	Approved Business Case	£'s forecast and actual (By project, by theme)	SRO/Project Lead	Finance Report as part of progress report	Annually
Construction employment	Project Procurement	Value (£) by core theme Value (£) by project	SRO/Project Lead	Benefits Reporting Template	Annually
Construction contracts	Project Procurement	Person Year Equivalent: By theme and By project	IPMU	Benefits Reporting Template	Annually
Jobs created	Engagement with businesses and others accessing support from the project	Count	SRO/Project Lead	Benefits Reporting Template	Annually
GVA created	SRO/Project leads to provide input data that will inform the GVA model	£ total and average per employee	SRO/Project Lead and IPMU	Benefits Reporting Template	Annually
Development Space Unlocked	End of Project Report/ construction completion certificate	Ha	SRO/Project Lead and IPMU	Benefits Reporting Template	Annually
Participation in education	End of project report / monitoring	Number of people (and Falkirk residents) participating (enrolled) in education and training	SRO/Project Lead	Benefits Reporting Template	Annually

Qualifications	End of project report / monitoring	Number of people (and Falkirk residents) gaining qualifications	SRO/Project Lead	Benefits Reporting Template	Annually
Project Carbon Category	Project leads to provide input data that will inform the carbon impact model	Categorised following SCRGD Carbon Categorisation Guidance	SRO/Project Lead and IPMU	Project Business Cases and Benefits Reporting Template	Annually
Construction Carbon	Project leads to provide input data that will inform the carbon impact model	(£/tonne per year) and By Project	SRO/Project Lead and IPMU	Project Business Cases and Benefits Reporting Template	Annually
Operational Carbon	Project leads to provide input data that will inform the carbon impact model	(£/tonne per year) and By Project	SRO/Project Lead and IPMU	Benefits Reporting Template	Annually
Project Specific Measures					
Indicator	Source of Data	Measure	Responsibility	Capture Method	Frequency
Access to apprenticeships and/or traineeships	Number of training weeks completed	Annually	Access to apprenticeships and/or traineeships	Number of training weeks completed	Annually
Greater awareness of opportunities within the historic environment and heritage sector	Number of school visits and engagement events held	Annually	Greater awareness of opportunities within the historic environment and heritage sector	Number of school visits and engagement events held	Annually
Positive destinations	% of students moving on to positive destination (employment, education, training)	Annually	Positive destinations	% of students moving on to positive destination (employment, education, training)	Annually
More trained volunteers	Count/number accessing volunteer training	Annually	More trained volunteers	Count/number accessing volunteer training	Annually
Skills and labour demand met in Falkirk	Number of businesses reporting a traditional skills gap	Annually	Skills and labour demand met in Falkirk	Number of businesses reporting a traditional skills gap	Annually



Data Collection

SC and HES will be responsible for collecting and reporting performance monitoring data (on the outcomes and benefits). A Benefits Realisation Plan reporting template will be before the project commences to support data gathering.

The role and responsibilities for SC will include:

- Baseline – gathering relevant data and intelligence to establish the baseline position to act as a benchmark for measuring performance;
- Monitoring – gathering the relevant data and to populate the project Benefits Tracker. The Benefits Tracker will be updated quarterly;
- Updates – recommending any changes or updates such as amending targets or timescales for delivery;
- Reporting – providing relevant updates and information to stakeholders when required and to PMO as part of the regional BRP; and
- Evaluation - managing the project evaluation.

Targets

Table 2.19 provides the over-arching targets for the project. These represent the key outcome and impact indicators that will best demonstrate and evidence whether the project has been successful at delivering against the objectives. We would also highlight that the selected targets align with the regional BRP to help ensure a consistent approach to monitoring.

The quantified targets are based on the social cost benefit appraisal undertaken to inform the Economic and Financial Cases.

Reporting

The following activities will form core of the BRP reporting.

Quarterly and Annual Monitoring and Reporting

As the body responsible for developing and managing the project-level Benefits Realisation Plan, SC will gather the relevant data and intelligence required to populate the Benefits Tracker on an ongoing annual basis. The benefits tracker will act as a live document with the data collected informing reports to the PMO, Joint Committee and UK and Scottish Government on overall programme performance.

Annual Report

The Annual Report will provide cumulative progress towards delivering against the indicator framework and if appropriate, relevant qualitative case study evidence— in line with logic model.

End of Project Report and Evaluation

In line with FGGD requirements, SC and HES will prepare an end of project report (based on the required reporting template outlined in the assurance framework documentation. The report will be proportionate to the size of the project/investment and the project leads will be responsible for preparing. A scope will be developed with the PMO and anticipate it will cover the following points:

- Summary of the activities and deliverables.
- Summary of the management and delivery, including whether the project met its objectives and targets.
- Details of the project's budget performance and timeline performance.
- Any lessons learned.
- Assessment of the impact or other benefits the project will provide.

Programme-Level Evaluation

If appropriate, partners will contribute to an over-arching programme-level evaluation.

Appendix 4D

LK16 - PROGRAMME RISK REGISTER																												
Project Title:			Lock 16 Scotland's Centre of Excellence for Canals and Traditional Skills																									
Client:			Scottish Canals																									
Project Location:			Portdownie, Camelon, Falkirk (close to Lock 16 on the Forth & Clyde Canal)																									
Project Sponsor:			Scottish Canals																									
Date updated:			Oct-25																									
Risk Ref	Date Identified	Status	Primary Risk Category (ref 1d)	Risk Title	Risk Description	Strategic objectives	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Risk Treatment Approach - Brief Explanation (Ref 1e)	Controls	ADDITIONAL MITIGATION ACTIONS - (SMART link to FBC) (This should be separate to Current Controls)	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Target Risk	Risk Appetite Rating (ref 1f)	Risk Tolerance Rating (ref 1f)	Risk Appetite - Brief Rationale (ref 1f)	Date Reviewed	Movement in period	Planned Next Steps and Future Action Required	Next Review Date
LK16-1			Existing Building and Site																									
LK16-1-01	Jan-21	Live	Environment / Health and Safety	Site security during vacancy prior to construction works	As the premises remain unoccupied for an extended period, there is a risk of unauthorised access, vandalism, or deterioration, which could lead to safety incidents, reputational damage, or additional remediation costs before project commencement.	Enable Growth Investment and innovation	SC	AH	3	2	6	Medium	Treat	Reduce – Security and insurance are in place, with regular inspections managed by Scottish Canals.	Building insurance and contracted security in place and directly managed by Scottish Canals. Vacant property inspections undertaken on a scheduled basis. Responsibility for security retained by Scottish Canals until construction starts.	To be updated once FBC completed	1	1	1	Low	Low	Low	Low	Residual risk is within appetite. Existing controls reduce likelihood and impact to low, and remaining exposure is tolerable given the short timeframe before construction commences.	06/10/2025	↔	Maintain current controls and inspections until main works begin on site.	Review again at the start of 2026 if construction work has not commenced
LK16-1-09	Jan-24	Live	Environment / Health and Safety	Deterioration of building fabric from unmaintained roof gutters and valleys	Because roof gutters and valleys have not been regularly maintained, there is a risk of blockages and water ingress, which could result in deterioration of the building fabric, additional remedial costs, and delays to construction readiness.	Enable Growth Investment and innovation	RCL	AS	5	5	25	Very High	Treat	Reduce – Regular inspection and clearance of roof gutters and valleys scheduled to prevent water damage.	Roof gutter and valley cleaning scheduled for September 2025. Regular monitoring inspections scheduled until construction start. Any deterioration identified to be recorded and costed	To be updated once FBC completed	1	1	1	Low	Low	Med	Med	Residual risk is within appetite. Once cleaning is complete, the likelihood of significant water ingress is low, and remaining exposure is considered tolerable within project contingency provisions.	26/08/2025	↔	Confirm completion of scheduled roof cleaning in September 2025, then maintain yearly inspections post construction completion. Review again at progress meeting September 2025.	Review again at progress meeting September 2025.
LK16-1-10	Jun-24	Live	Objectives & Projects / Professional	Insufficient utility capacity (power, water, and drainage) for project requirements	Utility capacity (electric, water, drainage) has not been fully confirmed at pre-development stage, there is a risk that available capacity is insufficient, which could lead to delays, redesign, and additional costs for network upgrades.	Enable Growth Investment and innovation	RCL	RSP	3	3	9	Medium	Treat	Reduce – Proactive engagement with utility providers and confirmation of service requirements.	Services engineer leading pre-development enquiries with all utility companies. Electrical supply: SPEN quotation received and work instructed to upgrade sub station. Drainage: Drainage survey undertaken and Scottish Water have confirmed acceptance that existing connections can be utilised	To be updated once FBC completed	1	2	2	Low	Low	Low	Med	Residual risk reduced to Low. Confirmed works and ongoing engagement with utilities mean the likelihood of major capacity shortfall is minimal, and remaining exposure is tolerable within project allowances.	06/10/2025	↓	Monitor SPEN works and progress approvals for surface water discharge into the canal network.	Review again at progress meeting October 2025.
LK16-1-11	Jan-25	Live	Objectives & Projects / Professional	Potential overloading of ground floor slab	Redevelopment works may impose excessive loads on the existing ground floor slab, there is a risk of structural failure or the need for significant strengthening works, which could result in safety issues, additional costs, and delays to delivery.	Enable Growth Investment and innovation	RCL	DNA	4	4	16	Very High	Treat	Reduce – Specialist surveys, revised design brief, and cost allowances incorporated into the contract sum.	Specialist slab survey undertaken as part of site investigation and results considered as part of design development. Revised brief reduces point loading (e.g. removal of mezzanine floor).	To be updated once FBC completed	2	2	4	Low	Low	Low	Med	Residual risk remains High due to potential structural implications and cost exposure. This sits at the upper limit of tolerance but is being managed through survey evidence, revised design, and budget allowances. Ongoing monitoring and market testing provide assurance that exposure remains acceptable within project risk appetite.	26/08/2025	↔	Confirm outcome of market testing for slab build-up and ramp solutions. Reassess cost exposure through value engineering exercise as appropriate.	Review again at progress meeting September 2025.
LK16-1-12	Jan-24	Live	Objectives & Projects / Professional	Unforeseen structural defects in concealed areas of the building	Covered and concealed areas of the structure may contain undiscovered defects, there is a risk that remedial works will be more extensive than currently identified, which could lead to increased costs, programme delays, and design changes.	Enable Growth Investment and innovation	RCL	DNA	3	3	9	Medium	Tolerate	Tolerate – Investigations completed and cost allowances made, with residual uncertainty monitored.	Building surveyed and remedial works identified by DNA. Core samples reviewed by Narro; uneven slab impact assessed on partitioning design. Ongoing monitoring of structure during design development. Cost plan allowance adjusted to reflect potential remedial works.	To be updated once FBC completed	2	2	4	Low	Low	Med	Med	Residual risk remains Medium. This is tolerated because uncertainty in concealed areas cannot be fully eliminated until construction works open up. Monitoring arrangements and cost allowances are in place, keeping exposure within the project's appetite.	06/10/2025	↓	Continue to monitor for emerging issues. None anticipated. Existing structure is visible. Only risk is associated with effect of dewaterings on remaining structure.	Review again prior to site start and after dilapidations surveys..
LK16-1-13	Jan-24	Live	Regulatory / Legal	Condition of boundary wall adjacent to neighbouring residential property	The boundary wall adjacent to residential property shows signs of deterioration, there is a risk that its condition could worsen, leading to safety hazards, liability issues, or additional remediation costs.	Enable Growth Investment and innovation	RCL	DNA	5	4	20	Very High	Treat	Treat – Ongoing monitoring, protective measures, and allowance in cost plan.	Survey completed during Phase 1. Condition of wall to be monitored throughout design development. Debris fence to be erected inboard of wall	To be updated once FBC completed	2	2	4	Low	Low	Low	Low	Residual risk has reduced from Very High to Low through protective measures and allowances. This is within appetite while the likelihood of significant failure has not reduce safe guards for the project/site have been put in place.	06/10/2025	↔	Review prior to construction works starting on site.	Review again prior to site start and after dilapidations surveys..
LK16-1-14	Jan-21	Live	Regulatory / Legal	Presence of asbestos in garage building and factory building affecting programme and compliance	Asbestos-containing materials (ACMs) are present in the existing garage building and factory building, there is a risk that removal works will impact the programme and increase costs, due to regulatory controls and the need for licensed removal.	Enable Growth Investment and innovation	RCL	AS	5	5	25	Very High	Treat	Treat – Identify ACMs through surveys and plan for safe removal, including possible advance works.	Refurbishment and Demolition (R&D) asbestos survey undertaken at Phase 1. Management survey undertaken annually Inclusion of asbestos removal in potential advance works package to reduce programme pressure on main contract. Budget impact monitored in line with overall affordability position.	To be updated once FBC completed	1	1	1	Low	Medium	Med	Low	Residual risk reduced from Very High to Low through surveys and potential planned removal outwith main contract. This is within appetite, as asbestos risk is fully understood, controlled by regulation, and provisioned within programme planning.	06/10/2025	↔	Confirm management survey results. Advance works not cost effective.	Review again prior to site start and after dilapidations surveys..
LK16-1-15	Jan-24	Live	Objectives & Projects / Professional	Nesting birds in roof areas affecting access and programme	Bird nests cannot be removed without regulatory consent, there is a risk that nesting activity will continue, leading to restricted roof access, delays to site start, and potential breaches of wildlife legislation.	Promote sustainable and Competitive Places	RCL	AS	5	5	25	Very High	Treat	Treat – Deploy deterrents, obtain permissions, and improve roof access arrangements.	Bird deterrents deployed to discourage nesting activity Roof safety systems installed in early 2025 to enable safe inspections. Post-installation inspections show no evidence of active nests; 2025 nesting season now complete. Scottish Canals to undertake roof clearance works removing old nests	To be updated once FBC completed	1	2	2	Low	Low	Low	Low	Residual risk reduced from Very High to Low. This is within appetite, as legal and ecological risks have been addressed through permissions and deterrents, and programme delay risk has been mitigated by roof access improvements.	06/10/2025	↓	Gutters cleared. No evidence of significant damage to gutters and surrounding areas caused by blockages.	Review at progress meeting 30th October
LK16-1-16 (formally LK16-10-05)		Live	Objectives & Projects / Professional	Condition of Existing Floor Slab	The uneven condition of the existing floor slab increases the complexity of developing the structural framework for accommodation areas. If not effectively addressed, this could result in design changes, increased costs, and programme delays.	Enable Growth Investment and innovation	RCL	AS	4	4	16	Very High	Treat	Treat – RCL are working with Metsec to confirm the most cost-effective technical solution, including setting structural base members into the slab with screeding and insulation to achieve level tolerances.	Work package information prepared and released to the market for pricing and validation.	To be updated once FBC completed	2	2	4	Low	Medium	Low	Med	Residual risk is Medium and within appetite, as technical options are defined, but exposure remains subject to affordability during procurement.	06/10/2025	↓	Re-design of floor build up has largely eliminated this risk	Review again prior to site start and after dilapidations surveys..
LK16-1-17 (formally LK16-10-07)		Live	Objectives & Projects / Professional	Condition of External Brickwork	The extent of spalling in external brickwork may require additional repairs or replacement. This presents potential cost and programme impacts, particularly if the scope exceeds budgeted allowances.	Enable Growth Investment and innovation	RCL	AS	4	4	16	Very High	Treat	Treat – Contractor has undertaken a detailed condition survey, and is sourcing suitable replacement bricks to ensure works can be costed into the market testing exercise.	Survey information included in relevant work packages to support realistic pricing.	To be updated once FBC completed	3	3	9	Medium	Medium	Low	Med	Residual risk is Medium and within appetite, as survey data has clarified exposure, but final acceptance depends on market affordability and prioritisation within budget constraints.	06/10/2025	↔	Review affordability of brickwork scope against budget once tender returns are received.	Review again at progress meeting 30th October 2025.
LK16-2			Financial																									
LK16-2-01	Jan-24	Live	Financial / Assets	Reliance on Growth Deal to secure project viability	Project relies on confirmation of Growth Deal funding, there is a risk that approval could be delayed or withheld, which would jeopardise project viability and prevent progression to delivery.	Enable Growth Investment and innovation	SC	AH	5	4	20	Very High	Tolerate	Tolerate – Progress approvals process while maintaining engagement with government stakeholders.	Growth Deal signed November 2024. OBC approval received from UK/Scottish Government FBC under development Regular updates on project progress provided to Falkirk Council and Government partners.	To be updated once FBC completed	3	4	12	High	Medium	Low	Med	Residual risk remains Very High because Growth Deal approval is subject to approval of FBC. This is tolerated as the project cannot proceed without this funding, but active engagement with Government stakeholders provides assurance that exposure is being managed within appetite.	06/10/2025	↓	Continue close liaison with Falkirk Council, UK and Scottish Governments in advance of submission of FBC. Submission date 9th October for approval at Falkirk Council Executive on 6th November 2025	Review again at progress meeting 30th October 2025.
LK16-2-02	Jan-24	Live	Financial / Assets	Failure to meet funders' timescales for capital spend	Funders require capital spend to be delivered within specific timescales, there is a risk that programme delays will prevent drawdown of allocated funds, which could reduce available budget and undermine project viability.	Enable Growth Investment and innovation	SC	AH	5	4	20	Very High	Treat	Treat – Align programme and funding requirements through planning, reporting, and staged approvals.	RCGF held with Falkirk Council, available for multi-year drawdown. Request submitted to Scottish Government for reprofiling of Growth Deal spend under development Regular reporting to Falkirk Council Growth Deal team and the NLHF Exploring possibility of advance works contract to accelerate spend.	To be updated once FBC completed	3	3	9	Medium	Low	Low	Med	Residual risk remains Very High. This is tolerated because the timing of funder drawdowns is partially outside project control. However, proactive engagement, cashflow planning, and reporting give confidence that exposure is being actively managed within project appetite.	06/10/2025	↓	Maintain regular reporting to Falkirk Council and Scottish Government and NLHF. Continue expenditure profile review. Completion of market testing has allowed robust cost data to be inserted into the on FBC submission timeline.	Review again at progress meeting 27th November 2025 following feedback on FBC.
LK16-2-03	Jan-24	Live	Financial / Assets	Construction inflation and cost escalation	Because of wider market conditions and changes in government policy (e.g. increases to Employer's NI contributions), there is a risk of construction cost inflation exceeding allowances, which could increase project costs, reduce affordability, and delay programme progression.	Enable Growth Investment and innovation	RCL	AS	5	5	25	Very High	Treat	Treat – Monitor inflation trends and incorporate indices and contingencies into cost planning.	Inflation allowances included in all project cost plans. Cost reports updated with industry inflation indices. RCCE flagged Government increase in Employers NI contribution as an additional inflationary factor. Market testing returns being closely reviewed for inflationary impact. Contractor feedback being monitored regarding programme delays and impact on cost validity.	To be updated once FBC completed	3	3	9	Medium	Low	Low	Low	Residual risk reduced from Very High to Medium. This is within appetite as inflation is being actively managed through allowances, reporting, and market testing, although ongoing monitoring is required given external volatility.	06/10/2025	↓	Market testing outcomes include inflation impact. Principal Contract will absorb any future inflationary impacts between submission of FBC and Start on Site of February 2026.	Review again at contract award.

LK16-2-05	Jan-24	Live	Financial / Assets	Insufficient tender returns for construction works	The project is reliant on the sub-contractor market responding to tender packages, there is a risk that insufficient tender returns could be received, which would reduce competitiveness, limit pricing options, and increase overall project costs.	Enable Growth Investment and innovation	RCL	AS	5	4	20	Very High	Treat	Treat – Secure full coverage of tender packages while addressing cost pressures through value engineering	Market testing exercise completed, with returns received for all packages. Strong appetite confirmed across sub-contractor market, with at least one tenders per package Some returns received above budget – value engineering now ongoing to reduce costs. Robertson continuing robust supply chain monitoring to ensure capacity and capability.	To be updated once FBC completed	3	4	12	High	Low	Low	Med	Residual risk reduced from Very High to High. This is within appetite as full tender coverage has been secured, mitigating the original risk of insufficient returns. Remaining exposure relates to cost pressure, which is being actively managed through VE and commercial discussions.	06/10/2025	↓	All potential VE opportunities have been considered. Robust market testing procedures followed with Currie and Brown validating the process. Figure included in FBC reflects the outcome of the market testing.	Review again at contract award.
LK16-2-06	Jan-24	Live	Financial / Assets	Tender returns exceeding cost estimates	Tender returns are coming in above cost estimates, there is a risk that the project budget will be exceeded, which could lead to affordability challenges, scope reduction, or programme delays while funding or value engineering solutions are identified.	Enable Growth Investment and innovation	RCL	AS	5	3	15	Very High	Treat	Treat – Apply rigorous cost control, value engineering, and commercial negotiations to manage variances.	Contractor and QS providing regular cost updates. C&B conducting due diligence on tendered work packages. Ongoing value engineering and phasing options under review. Regular commercial meetings scheduled during August/September to establish scale of challenge. Particular concern flagged on groundworks returns, under detailed review.	To be updated once FBC completed	3	3	9	Medium	Low	Low	Med	Residual risk remains High. This is tolerated because affordability pressure is being actively managed through VE, phasing, and commercial negotiation. The project remains within appetite provided scope and funding decisions are aligned with cost plan outcomes.	06/10/2025	↓	Figures contained with FBC reflects the final outcome of the market testing. All VE and commercial reviews concluded.	Review again at contract award.
LK16-2-07	Feb-25	Live	Financial / Assets	Time lag between market testing results and FBC approval	Tender validity typically lasts for 90 days, there is a risk that if the period between market testing and FBC approval extends beyond this, cost certainty will be lost, which could result in price increases, reduced affordability, and delays to contract award.	Enable Growth Investment and innovation	SC	AH	5	4	20	Very High	Treat	Treat – Manage programme to compress timelines and align tender validity with FBC approval.	Ongoing monitoring of design and market testing programme elements to ensure integration with FBC timeline. Close liaison with project team to accelerate review and evaluation of returns. Commercial meetings scheduled to address risks arising from extended tender periods.	To be updated once FBC completed	4	3	12	High	Low	Low	Med	Residual risk remains Very High. This is tolerated because the risk stems from external tender validity constraints, but is being actively managed by compressing the programme and prioritising FBC approval. Exposure is considered acceptable within appetite provided ongoing monitoring continues.	06/10/2025	↓	Final assessment of market testing and VE data has produced a result that is robust albeit outwith the available budget. SC seeking additional funding to bridge gap. The outcome of the market testing is included within the FBC.	Review again at contract award.
LK16-2-10	May-25	Live	Financial / Assets	Compliance with NLHF drawdown requirements and Permission to Start	NLHF funding can only be drawn down once the Permission to Start letter is issued, and this is subject to SC submitting additional required information, there is a risk that any delay in meeting conditions could postpone access to funds, creating cashflow issues and delaying site start.	Enable Growth Investment and innovation	SC	AH	5	3	15	Very High	Treat	Treat – Provide outstanding information to NLHF promptly and ensure all funding conditions are met.	Ongoing engagement with NLHF case officers. Additional information being collated and submitted to secure Permission to Start. Lease agreement between SC and NLHF under development to meet legal conditions. Cashflow planning aligned to drawdown profile, with Board-level oversight by SC and HES.	To be updated once FBC completed	4	2	8	Medium	Low	Low	Med	Residual risk is Medium. This is within appetite as requirements are clearly defined, achievable, and under active management.	06/10/2025	↓	Submit outstanding information on cost and programme to NLHF. Finalise lease agreement. Secure Permission to Start letter.	Review at Progress Meeting of 30th October 2025
LK16-3	Project Governance																											
LK16-3-01	Jan-24	Live	Objectives & Projects / Professional	Approvals process within Scottish Canals	The project is subject to approvals from Scottish Canals' Investment Committee, Board, and PAC, there is a risk that delays or non-approvals could occur, which would impact programme progression and project decision-making.	Enable Growth Investment and innovation	SC	AH	5	3	15	Very High	Treat	Treat – Maintain regular reporting and engagement with approval bodies.	Regular reporting established to PAC, EMT & Board All aspects of the project reported consistently to ensure transparency and early issue resolution. Ongoing liaison with key stakeholders.	To be updated once FBC completed	1	1	1	Low	Low	Low	Med	Residual risk reduced from Very High to Low. This is within appetite as controls are robust, approvals to date have been secured, and continued reporting provides assurance that exposure is minimal.	06/10/2025	↔	Regular reporting of all aspects of the project. Maintain regular reporting cycle	Review at Progress Meeting of 30th October 2025
LK16-3-03	Nov-24	Live	Regulatory / Legal	Delay in obtaining Completion Certificate for Stage 1 works	The certificate depends on collating legacy documentation from the previous consultant team and submitting a complete pack to Falkirk Council; there is a risk of delay in closing out statutory approvals, which could create compliance and reputational exposure if not managed to the agreed deadline.	Enable Growth Investment and innovation	RCL	HM	5	4	20	Very High	Treat	Treat – Work to the granted extension and coordinate all required documentation for timely submission.	HM co-ordinating collection of all relevant information. Monthly progress meetings used to track progress and address issues. Phase 1 Completion Certificate fire safety form prepared by OCA (awaiting signature).	To be updated once FBC completed	2	3	6	Medium	Low	Low	Med	Residual risk is Medium and within appetite; the extension reduces time pressure, and remaining exposure relates to timely receipt of legacy documentation.	06/10/2025	↓	All relevant information now with Falkirk Council Building Standards. Fire Safety Form signed and returned by OCA. Expected to be closed out by Building Standards following site visit to sign off roof access works	Review at Progress Meeting of 30th October 2025
LK16-3-04	Sep-25	Live	Regulatory / Legal	Delay or non-approval of Stage 3 Warrant (Fire Strategy)	The Stage 3 Building Warrant is subject to review by Scottish Fire and Rescue Service (SFRS) and determination may take up to three months, there is a risk of programme delay. If the contract is awarded prior to determination and the proposed fire engineering approach is not approved, alternative solutions may be required, creating significant financial and deliverability impacts for the project.	Enable Growth Investment and innovation	RCL	HM	5	4	20	Very High	Treat	Treat – Monitor warrant determination process and manage programme to avoid contract award before fire strategy approval.	Submission of Stage 3 warrant. Ongoing engagement with FC/SFRS to clarify requirements and support timely determination. Contract award sequencing under review to minimise exposure if determination is delayed.	To be updated once FBC completed	3	3	9	Medium	Low	Low	Med	Residual risk is High given dependency on external statutory determination. While this exceeds normal appetite, it is being actively managed through programme planning and SFRS engagement. Some exposure remains unavoidable due to external approval timelines.	06/10/2025	↓	Track progress of warrant submission with FC/SFRS. Confirm programme contingency for up to three months. Consider contractual safeguards to limit exposure if approval is delayed. Stage 2 building warrant approved 1st October 2025. Stage 3 Warrant still to be considered.	Review again at progress meeting 30th October 2025. Fire Building Standards should be reported by 17th October
LK16-4	Project Specification/Design Development																											
LK16-4-02	Jan-24	Live	Objectives & Projects / Professional	Design team capacity / resource	The project requires sustained input from the design team, there is a risk that insufficient capacity or delays in responsiveness could occur. This may impact programme delivery, decision-making, and timely progression of the design.	Enable Growth Investment and innovation	RCL	AS	5	3	15	Very High	Tolerate	Tolerate – Capacity risk is inherent but considered acceptable with current resourcing and monitoring.	Design team currently suitably resourced. Resource levels and responsiveness monitored against project requirements. Regular reporting used to identify and address emerging constraints.	To be updated once FBC completed	2	2	4	Low	Low	Low	Med	Residual risk is Low and within appetite. Resource allocation is sufficient, and exposure is tolerable given ongoing monitoring and management.	06/10/2025	↓	Continue monitoring design team deployment. Design team stood down pending FBC approval. RIBA Stage 5 activities to be monitored at progress and procurement meetings.	Review again at progress meeting 30th October 2025.
LK16-4-04	Feb-24	Live	Objectives & Projects / Professional	Detailed design compliance with brief	Detailed designs do not meet end user expectations	Enable Growth Investment and innovation	SC	AH	4	4	16	Very High	Treat	Treat – Ongoing monitoring and stakeholder engagement to ensure design outputs align with brief requirements.	Regular design reviews carried out by SC and EA. Engagement with SC and HES technical staff throughout the design process. Reports by design team reviewed at RIBA stages to confirm alignment with project brief.	To be updated once FBC completed	2	2	4	Low	Low	Low	Med	Residual risk is Medium and within appetite. Established governance and review processes reduce the likelihood of misalignment, with any remaining exposure considered tolerable.	06/10/2025	↓	Stage 4 Design complete and used as the basis of Market Testing. Design team stood down apart from progressing statutory approvals. Production information (RIBA Stages) to commence following approval of FBC.	Review again at progress meeting 30th October 2025
LK16-4-05	Sep-25	Live	Objectives & Projects / Professional	Delays in VE decision-making	Value engineering decisions require timely agreement between project stakeholders, there is a risk that delays in reaching consensus could occur. This may impact programme certainty, increase cost pressures, and reduce the ability to secure best value from market-tested work packages.	Enable Growth Investment and innovation	SC	AH	5	3	15	Very High	Treat	Treat – Apply structured governance and ensure timely escalation of VE decisions.	Governance and project management procedures in place. Regular commercial meetings scheduled to track VE options. Reporting to ensure outstanding decisions are visible to senior stakeholders.	To be updated once FBC completed	4	2	8	Medium	Low	Low	Med	Residual risk is Medium and within appetite, as governance arrangements provide confidence, but exposure is tolerable only if timely decision-making continues.	06/10/2025	↔	Monitor VE decision log now closed on conclusion of market testing. Formal change control process to be implemented for any design variations.	Review again at progress meeting 30th October 2025.
LK16-4-06 (formally LK16-10-05)	Mar-25	Live	Regulatory / Legal	Fire Engineering and Fire compliance	Changes in building standards following the Grenfell Inquiry require redesign of elements of the external fabric. There is a risk that the fire engineered approach may not be accepted by Building Control or SFRS, potentially resulting in significant design, cost, and programme impacts.	Enable Growth Investment and innovation	RCL	A10	5	4	20	Very High	Treat	Treat – Design amendments are being incorporated into the external cladding system as required to meet new requirements.	Appointment of new fire engineers for professional advice and to develop fire engineering solutions Ongoing liaison with Building Control and SFRS to confirm acceptability of fire engineered approach. Incorporation of amendments into market testing data.	To be updated once FBC completed	5	3	15	Very High	Low	Low	Med	Residual risk remains Very High and is outside appetite until Building Control and SFRS formally accept the fire engineered solution. While governance arrangements and specialist input provide confidence in the mitigation measures, exposure at this stage is not tolerable due to the potential scale of impact on cost, programme, and deliverability.	06/10/2025	↔	Obtain formal agreement from Building Control and SFRS. Risk remains very high until response from Building Standards	Review again at progress meeting 30th October 2025.
LK16-5	Growth Deal Business Case																											
LK16-5-03	Mar-25	Live	Regulatory / Legal	Delay and/or Non-Approval of Full Business Case (FBC)	The FBC may be delayed or not approved, creating significant programme and funding implications. Dependencies include timely return of market testing results and integration into the FBC financial model. Any delay could also impact funding drawdown and stakeholder confidence.	Enable Growth Investment and innovation	SC	AH	5	4	20	Very High	Treat	Treat – Continue early engagement with EKOS and funders, maintain regular reporting, and integrate final tender returns into the financial model to support timely submission.	ORC approved, enabling progression to FBC. EKOS appointed and actively supporting FBC preparation. Regular governance and commercial meetings in place to monitor progress.	To be updated once FBC completed	3	3	9	Medium	Low	Low	Med	Residual risk is Medium and within appetite, as governance arrangements provide confidence, but exposure is tolerable only if timely decision-making continues.	06/10/2025	↔	All tender returns incorporated into FBC. Submit FBC within programme window.	Review again at progress meeting 30th October 2025.
LK16-6	Project Objectives (see separate delivery/operation risk register)																											
LK16-7	Partnerships																											
LK16-7-03	Nov-24	Live	Contractual	Partnership Risk – HES Withdrawal	Historic Environment Scotland (HES), a key project partner, could withdraw support. This would create significant contractual, funding, and deliverability challenges. The risk encompasses both formal partnership arrangements and ongoing operational collaboration.	Promote sustainable and Competitive Places	SC	AH	5	3	15	Very High	Treat	Treat – Maintain active engagement with HES at CEO, Board, and project team level. Advance partnership agreements to formalise commitments and secure long-term collaboration.	MoU signed and Heads of Terms agreed. Partnership Agreement and Lease now being progressed. Ongoing engagement with HES Interim CEO, Board, and project team.	To be updated once FBC completed	3	3	9	Medium	Low	Low	Med	Residual risk is Medium and within appetite, as formal agreements are advancing. However, exposure will remain until the Partnership Agreement and Lease are fully executed.	06/10/2025	↔	Continue close liaison with HES to complete the Partnership Agreement and Lease. Confirm commitments ahead of FBC submission and funding drawdown. No update by C&B	SC to report progress at Progress Meeting on 30th October
LK16-8	Legal																											
LK16-8-01	Sep-24	Live	Regulatory / Legal	Subsidy review	The project's NLHF and Growth Deal funding is subject to subsidy legislation, which remains relatively new and evolving. There is a risk of delay or challenge if requirements are misinterpreted or not fully met, which could impact programme certainty and funding drawdown.	Enable Growth Investment and innovation	SC	AH	5	4	20	Very High	Treat	Treat – Seek ongoing direction from Falkirk Council via the Growth Deal PMO and maintain alignment with evolving subsidy legislation requirements.	Regular liaison with Falkirk Council Growth Deal PMO. Subsidy position reviewed through Growth Deal governance structures.	To be updated once FBC completed	2	2	4	Low	Low	Low	Med	Residual risk is Low and within appetite, as Growth Deal PMO oversight and governance provide assurance. Exposure will remain minimal if subsidy reviews are concluded in advance of FBC approval.	06/10/2025	↔	Continue close liaison with Falkirk Council Growth Deal Board to confirm subsidy compliance and ensure funding drawdown is not delayed. No update by C&B	SC to report progress at Progress Meeting on 30th October
LK16-8-02	Jun-24	Live	Regulatory / Legal	Land Ownership	Scoping has identified areas of land outwith SC ownership that may require agreements for use or transfer. Without resolution, there is a risk of legal and programme delays, or the need for re-design to avoid affected parcels.	Enable Growth Investment and innovation	SC	AH	5	5	25	Very High	Treat	Treat – Progress land ownership transfers where required.	Heads of Terms for transfer agreed with Falkirk Council. Legal drafting is progressing between SC Legal and FC Legal teams. Site valuation issue resolved and ownership requirements mapped.	To be updated once FBC completed	2	2	4	Low	Low	Low	Med	Residual risk is Low and within appetite, as agreed Heads of Terms and progressing legal provide confidence. Exposure will remain minimal provided legal drafting is concluded ahead of FBC approval.	06/10/2025	↔	Finalise legal agreements and maintain monitoring of delivery timescales to ensure no impact on FBC or programme. No update by C&B	SC to report progress at Progress Meeting on 30th October

LK16-8-03	Aug-25	Live	Objectives & Projects / Professional	Contract development	The development of the NECA Option A works contract through the Procurement Hub Framework must align with the conclusion of market testing. Any slippage could delay legal due diligence and contract award, creating programme risk and impacting the Full Business Case (FBC) approval process.	Enable Growth Investment and innovation	SC	AH	4	4	16	Very High	Treat	Treat – Progress the contract drafting in parallel with market testing and maintain regular liaison between SC, RCCE, and Currie & Brown to ensure readiness for award.	Fortnightly meetings established between SC, RCCE, and Currie & Brown. Regular reporting to SC procurement and legal teams to confirm compliance with SC, RCCE, and Currie & Brown to ensure readiness for award. Informal meetings between RCL and C&B ongoing to address commercial drafting points.	Target for conclusion of draft contract is end of Market Testing to allow period during which the FBC is under consideration to be used to ensure legal due diligence has been carried out.	3	3	9	Medium	Low	Low	Low	Low	Residual risk is Medium and within appetite, as governance and legal oversight provide assurance. Exposure remains tolerable provided the draft contract is finalised in line with the market testing timeline.	06/10/2025	↔	Draft contract to be available at conclusion of market testing, enabling alignment of contractual, commercial, and financial reporting during FBC consideration.	Review again at progress meeting October 2025 .
LK16-10	Construction																												
LK16-10-01	Jan-24	Live	Environment / Health and Safety	Environmental and Ecological Factors	Construction activities must comply with ecological requirements, including working out with the bird nesting season and addressing additional planning conditions. Failure to manage these requirements could delay works or lead to statutory non-compliance, with associated reputational and programme impacts.	Promote sustainable and Competitive Places	RCL	AS	3	3	9	Medium	Treat	Treat – Ensure ecological and archaeological assessments are valid and up to date. Contractors must work in accordance with relevant environmental legislation and planning conditions.	Ecological and bat surveys carried out, reports submitted as part of planning process. Archaeology now added as a condition and addressed. Planning consent received 8 August, confirming acceptance of survey findings.	To be updated once FBC completed	2	2	4	Low	Low	Low	Med	Residual risk is Low and within appetite, as planning consent and submitted surveys provide assurance, but compliance must continue to be actively managed during delivery.	06/10/2025	↓	Ensure contractor's method statements reflect planning and ecological requirements. Included in draft Employers Requirements and contract prelims	Review again at progress meeting October 2025 .	
LK16-10-02	Feb-24	Live	Objectives & Projects / Professional	Condition of pre-purchased ASHP	Testing of existing air source heat pumps (ASHPs) may result in component failures. If units are not operational, there is a risk of delay and additional cost to source replacements, which could affect programme and project deliverability.	Promote sustainable and Competitive Places	RCL	AS	3	3	9	Medium	Treat	Treat – Testing to be carried out once the three-phase power supply is available, with contingency planning for replacement units if required.	Replacement options identified pending outcome of testing. Risk currently monitored but no action required until supply is in place.	To be updated once FBC completed	2	3	6	Medium	Low	Low	Med	Residual risk is Medium and within appetite, as contingency options are in place, but exposure remains tolerable only if testing is completed promptly once power supply is available.	06/10/2025	↔	Await three-phase supply availability. Testing to be scheduled immediately thereafter. No change	Review prior to construction works starting onsite	
LK16-10-03	Feb-24	Live	Objectives & Projects / Professional	Condition of Pre-Purchased PV Panels	The pre-purchased PV panels have been in storage for a significant period. If panels are found to be defective or degraded, there is a risk of additional cost, delay, and reduced system performance.	Promote sustainable and Competitive Places	RCL	AS	3	3	9	Medium	Treat	Treat – Scottish Canals to carry out random testing of stored PV panels and review system design to ensure resilience and efficiency.	Scottish Canals completed random testing, which confirmed panels are operational. Independent engineer has recommended the introduction of an additional inverter to optimise performance with the increased number of panels.	To be updated once FBC completed	2	2	4	Low	Low	Low	Med	Residual risk is Low and within appetite, as successful testing provides confidence in panel condition. Exposure is tolerable, with minor residual technical risk managed through system design adjustments.	06/10/2025	↔	Inverter change incorporated into design prior to installation. Confirm final PV system configuration at Gateway 4. Planning amendment to be progressed to cover changes	Review prior to construction works starting onsite	
LK16-10-04	Jun-24	Live	Objectives & Projects / Professional	Digital Building Model Accuracy	Inaccurate building modelling information from Phase 1 may compromise Stage 4 design development. Discrepancies could lead to design errors, coordination issues, additional costs, and potential programme delays if not corrected.	Enable Growth Investment and innovation	RCL	AS	3	3	9	Medium	Treat	Treat – Commission a comprehensive cloud survey of the building (internal and external) to generate an accurate 3D model for design team use.	Cloud survey completed and issued to design team. Some discrepancies identified; adjustments to the Revit model to be undertaken.	To be updated once FBC completed	3	3	9	Medium	Low	Low	Med	Residual risk is Medium and within appetite, as corrective actions are underway. Exposure is tolerable provided that survey-informed adjustments are completed before Stage 4 design is finalised.	06/10/2025	↔	Confirm completion of Revit model adjustments and integration into design workflow. No change	Review again at progress meeting October 2025 .	
Closed Items																													
LK16-1-01		Closed	Objectives & Projects / Professional	Drainage issues	Lack of information relating to the existing condition of underground drainage	Enable Growth Investment and innovation	RCL	Design Team	5	4	20	Very High	Terminate	CCTV survey to be undertaken	Review and monitor at monthly project progress meetings		2	2	4	Low	Low	Low	Med		Closed	ensure information obtained from CCTV survey is acted upon			
LK16-1-02		Closed	Environment / Health and Safety	mining risk	risk of abandoned mine working affecting stability of the site	Enable Growth Investment and innovation	RCL	Narro	5	4	20	Very High	Terminate	Ground Investigation to be undertaken	Incorporate findings into design information as necessary		2	2	4	Low	Low	Low	Low		Closed	ground investigation completed. No risk identified			
LK16-1-04		Closed	Regulatory / Legal	fire protection to structural frame	Fire engineer appointed to review and advise building category and rating	Enable Growth Investment and innovation	RCL	AS	3	3	9	Medium	Terminate	Agreement to be reached with F&E Building Standards that separating wall and fire protection of structural frame is not necessary	Incorporate Fire Engineer's recommendations into design when approved by F&ES	Building classification confirmed avoiding need for active fire suppression	2	2	4	Low	Low	Low	Med		Closed	include all relevant details in building warrant application			
LK16-1-05		Closed	Regulatory / Legal	possible ground contamination arising from previous use	Ground investigation to be undertaken to confirm no residual risks to construction personnel and the general public	Enable Growth Investment and innovation	RCL	AS	2	3	6	Medium	Terminate	Site investigation undertaken by specialist contractor DNA to seek clarification from AECOM on some points.	Site investigation report to be incorporated into project information.	Monitor site conditions during any excavations	1	3	3	Low	Low	Low	Low		Closed	Review when full design information is available and incorporate in market testing information.			
LK16-1-06		Closed	Environment / Health and Safety	asbestos is present in the existing warehouse building.	Removal or encapsulation may have an impact on construction programme	Enable Growth Investment and innovation	RCL	AS	5	5	25	Very High	Terminate	SC have tendered the security contract and it has been awarded to the incumbent October 2024	R&D survey undertaken and known asbestos removed under Stage 1 Contract.	Monitor during site works for evidence of residual ACM	1	3	3	Low	Low	Low	Low		Closed	R&D Report to be included in Work Package information			
LK16-1-07		Closed	Regulatory / Legal	live utilities in roadway at rear service yard	Revised design to take account of services	Enable Growth Investment and innovation	SC	HAHM	4	4	16	Very High	Terminate	Holmes Miller have redesigned rear yard to avoid.	To be monitored when construction works are on site	Include in work package information to alert contractors to risk of unidentified services.	1	5	5	Medium	Low	Low	Low		Closed	reference to risk of unidentified services to be included in WP information			
LK16-1-04		Closed	Regulatory / Legal	fire protection to structural frame	Fire engineer appointed to review and advise building category and rating	Enable Growth Investment and innovation	RCL	AS	3	3	9	Medium	Terminate	Agreement to be reached with F&E Building Standards that separating wall and fire protection of structural frame is not necessary	Incorporate Fire Engineer's recommendations into design when approved by F&ES	Building classification confirmed avoiding need for active fire suppression	2	2	4	Low	Low	Low	Med		Closed	include all relevant details in building warrant application			
LK16-1-05		Closed	Regulatory / Legal	possible ground contamination arising from previous use	Ground investigation to be undertaken to confirm no residual risks to construction personnel and the general public	Enable Growth Investment and innovation	RCL	AS	2	3	6	Medium	Terminate	Site investigation undertaken by specialist contractor DNA to seek clarification from AECOM on some issues.	Site investigation report to be incorporated into project information.	Monitor site conditions during any excavations	1	3	3	Low	Low	Low	Low		Closed	Review when full design information is available and incorporate in market testing information.			
LK16-1-06		Closed	Environment / Health and Safety	asbestos is present in the existing warehouse building.	Removal or encapsulation may have an impact on construction programme	Enable Growth Investment and innovation	RCL	AS	5	5	25	Very High	Terminate	SC have tendered the security contract and it has been awarded to the incumbent October 2024	R&D survey undertaken and known asbestos removed under Stage 1 Contract.	Monitor during site works for evidence of residual ACM	1	3	3	Low	Low	Low	Low		Closed	R&D Report to be included in Work Package information			
LK16-1-07		Closed	Regulatory / Legal	live utilities in roadway at rear service yard	Revised design to take account of services	Enable Growth Investment and innovation	SC	HAHM	4	4	16	Very High	Terminate	Holmes Miller have redesigned rear yard to avoid.	To be monitored when construction works are on site	Include in work package information to alert contractors to risk of unidentified services.	1	5	5	Medium	Low	Low	Low		Closed	reference to risk of unidentified services to be included in WP information			
LK16-3-04		Closed	Regulatory / Legal	Roof access works warrant application	Building warrant will not be in place prior to tendering roof access works	Enable Growth Investment and innovation	RCL	HM	5	5	25	Very High	Treat	Application will follow close out of all Stage 1 warrant issues	Monthly progress meetings to be used to track progress		3	3	9	Medium	Low	Low	Med		Closed	Review at monthly progress meeting	Resume at progress meeting 2nd April		
LK16-7-01		Closed	Objectives & Projects / Professional	Partnerships	Multiple partners KSL, Re-union, Falkirk Council etc. Potential for communications breakdown	Enable Growth Investment and innovation	SC	AH	3	2	6	Medium	Terminate	Maintain communications and relationship throughout and ensure all partners are fully engaged with the process.	Change in project scope means that a multiple partnership model has been discounted.		1	1	1	Low	Low	Low	Low		Closed	no further action			
LK16-7-02		Closed	Objectives & Projects / Professional	Partnerships	3rd Party Users not taking up space	Enable Growth Investment and innovation	SC	AH	5	3	15	Very High	Terminate	Engagement with prospective tenants and put an effective marketing plan in place	Development of partnership with HES who are now sole 3rd party user		1	1	1	Low	Low	Low	Low		Closed	no further action			
LK16-9-03		Closed	Regulatory / Legal	Roof access works	If full planning is required this may not be in place prior to submission of building warrant	Enable Growth Investment and innovation	RCL	HM	4	3	12	High	Terminate	Design team in place to advise whether full planning permission is required	SC Roof access (fall restraint system with skylight mesh does not require planning permission)		1		1	Low	Low	Low	Low		Closed	no further action			
LK16-9-05		Closed	Objectives & Projects / Professional	structural frame	roof structure not suitable for system installation	Enable Growth Investment and innovation	RCL	DNA	5	3	15	Very High	Terminate	Design team hold detailed information about the roof structure and materials (including warranties) and these have been shared with the specialist roof access contractor	Final design to be reviewed by the design team		1	1	1	Low	Low	Low	Low		Closed	no further action			
LK16-9-06		Closed	Environment / Health and Safety	failure of installation	improper system installation leading to failure	Enable Growth Investment and innovation	RCL	AS	5	4	20	Very High	Terminate	specialist roof access company appointed to design and install system	Robertson construction to oversee works and installation audits will be undertaken		1	1	1	Low	Low	Low	Low		Closed	no further action			
LK16-9-07		Closed	Environment / Health and Safety	failure due to mis-use of system	Failure of fall arrest system while in use	Enable Growth Investment and innovation	SC	AH	4	3	12	High	Terminate	contractors using the system will submit RAMS to SC for works to be undertaken			1	1	1	Low	Low	Low	Low		Closed	no further action			
LK16-1-03		Closed	Regulatory / Legal	lead paint identified on structure	lead paint was removed from structural steel during stage 1. Design development identifies further areas requiring treatment.	Enable Growth Investment and innovation	RCL	AS	4	2	8	Medium	Terminate	Prior to be obtained to carry out further remedial work to structure.	Examine options to reduce extent by leaving areas not part of the interior fit out unless in fragile condition.	Being carried out as a separate package to achieve spend f/y 24/25	4	2	8	Medium	Low	Low	Low		Closed	Work being carried out. Scheduled to complete by end March 2025			
LK16-9-02		Closed	Objectives & Projects / Professional	Roof access works costs	Costings developed alongside design development and these have been used to inform initial project budget. Project budget of £300k has been secured the SC CIP and budget line created	Enable Growth Investment and innovation	RCL	AS	3	3	9	Medium	Treat	Contingency to be built into budget	Close monitoring of costs and implement change control procedure as per PEP	To be updated once FBC completed	2	1	2	Low	Low	Low	Med		Closed	Work complete 2nd May			
LK16-9-04		Closed	Regulatory / Legal	Delay to building warrant	Delay in obtaining building warrant could delay onsite installation.	Enable Growth Investment and innovation	RCL	HM	3	3	9	Medium	Treat	Design team in place to pull together building warrant submission and likely determination period of building warrant has been programmed. BC has removed the requirement to obtain completion certificate for Phase 1 works.	Time contingency has been built into programme planning to ensure works are completed by the end of this f/y however delays to site activities may have impact.	To be updated once FBC completed	3	2	6	Medium	Low	Low	Med		Closed	Work complete 2nd May			
LK16-2-04		Closed	Financial / Assets	Risk sum allowances	Sums included within below the line items in cost plan	Enable Growth Investment and innovation	C&B	JE	4	3	12	High	Treat	Continual monitoring as works proceed by Design Team and contractor. C&B noting where "must have" items currently below the line should be added into main budget	C&B to advise on items shown below the line which should be in main budget.	To be updated once FBC completed	3	3	9	Medium	Low	Low	Med		Closed	Risk is now closed. All "must-have" items have been moved into the main budget, meaning there are no below-the-line costs remaining. Exposure has been eliminated and no further monitoring is required.			
LK16-2-08		Closed	Financial / Assets	Stage 3 cost savings identified are not realised in Stage 4	Increased pressure on project budget unless design team can implement the approved value engineering	Enable Growth Investment and innovation	RCL	HM	5	4	20	Very High	Treat	Close monitoring of budget allowances prior to work package market testing	Monitoring of design / WP procurement by QS	To be updated once FBC completed	4	3	12	High	Low	Low	Med		Closed	Risk has been realised and is now closed. The impact is being managed through active risks already on the register (LK16-2-06 Tenders exceed cost estimates, and LK16-2-07 Start/ret testing / FBC timing). Exposure continues to be monitored within overall project risk appetite through those risks.			
LK16-2-09	May-25	Closed	Financial / Assets	Dependence on NLHF funding for project viability	EDI submitted to NLHF and given approval to proceed directly to development phase funding application	Enable Growth Investment and innovation	SC	AH	5	4	20	Very High	Treat	NLHF bid successful	Discussions ongoing between SC and HES regarding the allocation of NLHF capital and revenue streams	To be updated once FBC completed	2	2	4	Low	Low	Low	Med		Closed	Risk is now closed. The funding offer has been secured, eliminating the original risk of non-award. However, release of funds remains conditional on the Permission to Start letter, which will be tracked under a new NLHF drawdown risk.			
LK16-3-02		Closed	Regulatory / Legal	Planning Permission may not be in place prior to Market Testing	Falkirk Council are project partner. No pre-planning application required. Full application to be made w/c 3rd February 2025	Enable Growth Investment and innovation	RCL	HM	5	4	20	Very High	Treat	Design team to ensure that queries from Planning are responded to timely	Progress reports to be reviewed at monthly progress meetings	To be updated once FBC completed	2	2	4	Low	Low	Low	Med		Closed	Risk is now closed. Planning permission was granted on 8 August 2025, removing the risk of delay. Any planning conditions will be monitored through ongoing project governance, but the core risk of non-approval is eliminated.			

LX16-4-01		Closed	Objectives & Projects / Professional	Project requirements and scope	Incomplete project requirements and scope	Enable Growth Investment and innovation	SC	AH	4	4	16	Very High	Treat	Engagement with Scottish Canals colleagues to pull together briefing information for Design Team. RIBA Stage 3 design approved	Project Briefing information to be reviewed at the conclusion of RIBA Stage 4 to ensure there are no gaps and to identify missing information.	To be updated once FBC completed	1	1	1	Low	Low	Low	Med			Closed	Risk is now closed. Project design and scope are confirmed and documented. No further exposure remains, and no additional controls are required.	
LX16-4-03		Closed	Objectives & Projects / Professional	Decisions on Scope change	Delays in decision making	Enable Growth Investment and innovation	SC	AH	4	3	12	High	Treat	Governance and project management procedures followed	Project briefing information to be reviewed at the conclusion of each RIBA Stage to identify any gaps / missing information	To be updated once FBC completed	1	2	2	Low	Low	Low	Med			Closed	Risk closed as project design development has concluded and all scope changes are now incorporated into the agreed Stage 4 design. Decision-making procedures operated effectively, and no further exposure remains. Any residual risks relating to value engineering decisions are now captured under a new risk entry.	
LX16-5-01		Closed	Regulatory / Legal	Delay and / or non-approval of OBC	Submission of OBC to UK/Scottish Government and feedback received	Enable Growth Investment and innovation	SC	AH	5	4	20	Very High	Treat	Re-submission of OBC addressing feedback received	Continue to respond to any further comments from UK / Scottish Govt	To be updated once FBC completed	3	3	9	Medium	Low	Low	Med			Closed	Risk closed as the Outline Business Case (OBC) has now been formally approved by the UK and Scottish Governments. No further exposure remains in relation to OBC approval. Progression of the Full Business Case (FBC) and market-tested design is managed under separate risks.	
LX16-5-02		Closed	Contractual	Appointment of consultant for FBC	Issues with / delay in appointing of business consultant to support the development of the FBC	Enable Growth Investment and innovation	SC	AH	3	5	15	Very High	Treat	Use SC Consultant appointment framework to procure services of EKOS	Engagement with EKOS around requirement of services while OBC work is completed. EKOS have assisted in delivery of revised OBC.	To be updated once FBC completed	1	1	1	Low	Low	Low	Med			Closed	Risk closed as consultants (EKOS) have now been formally appointed under the Scottish Canals consultant framework. They are actively engaged in supporting FBC development, with regular reporting in place. No further risk exists regarding consultant appointment.	
LX16-6-01		Closed	Objectives & Projects / Professional	OBC Objectives	Objective 1: Local jobs	Promote Community Inclusion	SC	AH	4	4	16	Very High	Treat	Business case process i.e. developing business case from OBC to FBC. Includes reviewing objectives and providing detail on how they will be delivered in specific planning documents	Work closely with partners to develop robust plans for delivering local jobs	To be updated once FBC completed	2	1	2	Low	Low	Low	Med			Closed	Closed. The OBC objective has been revised and incorporated into the updated business case framework. Delivery of local job creation will now be monitored through new risks aligned to the refreshed objectives.	
LX16-6-02		Closed	Objectives & Projects / Professional	OBC Objectives	Objective 2: Upskilling	Promote Community Inclusion	SC	AH	4	4	16	Very High	Treat	Business case process i.e. developing business case from OBC to FBC. Includes reviewing objectives and providing detail on how they will be delivered in specific planning documents	Work closely with HES and wider Growth Deal partners to develop robust plans for delivering upskilling benefits i.e. through benefit realisation plan	To be updated once FBC completed	2	1	2	Low	Low	Low	Med			Closed	Closed. The OBC objective has been revised and incorporated into the updated business case framework. Delivery of upskilling benefits will now be monitored through new risks aligned to the refreshed objectives.	
LX16-6-03		Closed	Objectives & Projects / Professional	OBC Objectives	Objective 3: Net Zero	Contribute to a Low Carbon Economy	SC	AH	4	4	16	Very High	Treat	Business case process i.e. developing business case from OBC to FBC. Includes reviewing objectives and providing detail on how they will be delivered in specific planning documents	Work closely with partners to develop robust plans for delivering net zero	To be updated once FBC completed	2	1	2	Low	Low	Low	Med			Closed	Closed. The OBC objective has been revised and incorporated into the updated business case framework. Delivery of net zero aspirations will now be monitored through new risks aligned to the refreshed objectives.	
LX16-6-04		Closed	Objectives & Projects / Professional	OBC Objectives	Objectives 4: /SC operational savings and regeneration	Enable Growth Investment and innovation	SC	AH	4	4	16	Very High	Treat	Business case process i.e. developing business case from OBC to FBC. Includes reviewing objectives and providing detail on how they will be delivered in specific planning documents	Work closely with SC operations teams and wider delivery partners to develop robust plans for delivering SC savings and wider regeneration benefits to Falkirk	To be updated once FBC completed	2	1	2	Low	Low	Low	Med			Closed	Closed. The OBC objective has been revised and incorporated into the updated business case framework. Delivery of operational savings and regeneration benefits will now be monitored through new risks aligned to the refreshed objectives.	
LX16-1-09	Jan-24	Live	Environment / Health and Safety	Deterioration of building fabric from unmaintained roof gutters and valleys	Because roof gutters and valleys have not been regularly maintained, there is a risk of blockages and water ingress, which could result in deterioration of the building fabric, additional remedial costs, and delays to construction readiness.	Enable Growth Investment and innovation	RCL	AS	5	5	25	Very High	Treat	Reduce – Regular inspection and clearance of roof gutters and valleys scheduled to prevent water damage.	Roof gutter and valley cleaning scheduled for September 2025. Regular monitoring inspections scheduled until construction start. Any deterioration identified to be recorded and costed	To be updated once FBC completed	1	1	1	Low	Low	Med	Med			Closed	Closed: Roof cleaning works undertaken in September 2025, yearly inspections post construction completion to be undertaken.	