BM/9/MAY/2025
COMMERCIAL
AWARENESS
OPEN

TITLE:	**Q4 2024/25 Commercial Investment Plan Report**
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JOB TITLE:	**Head of Estates**
EMT APPROVED DATE:	

PURPOSE

This paper provides an update to the Board as to progress on the delivery of the approved 2024/25 Commercial Investment Plan. The Board is asked to note the content.

RECOMMENDATION

The Board is asked to note the successful completion of Kelpies Experience (Phase 1), E-boats and Dundashill residential investment with a slight delay to Units 23/24 Borron Street refurbishment project and some elements of the TFW masterplan design work, resulting in an underspend of [redacted] which will be deployed through the Investment Programme in FY 2025/26.

BACKGROUND

The 2024/25 Commercial Investment Plan was approved by the Board at its June 2024 meeting.

ASSESSMENT

This Q4 update confirms the full year position and updates on progress achieved on the approved projects. The quarterly summary of progress and full year position is provided in Appendix 1. Overall, there is an underspend of c.[redacted] against the Q3 position (£270k against the original planned expenditure). This is due to a delay with the Unit 23/24 Borron Street refurbishment project owing to a necessary change to the specification of the roof works. The balance of this project expenditure will be required to form part of the 2025/26 Investment plan.

Otherwise, the 24/25 projects were progressed as planned with some minor delay to design work in some of the TFW Masterplan projects. These are multiyear projects with design work always expected to continue into FY 2025/26 and the programme will be amended accordingly. Note an update on development of the TFW masterplan is proposed to be presented to the Board at its May meeting.

Destinations Projects

The Kelpies Experience, E-Boats and Dundashill residential investment projects were completed as planned.

The Kelpie Experience successfully launched on schedule in November 2024. The launch received broad coverage on regional and national news. As planned the first charity event took place in February, 30 charity days are now booked and further public sales launched in April for 2025. Profit of [redacted] is forecast in the first year of operation, broadly in line with business case and this is expected to grow. Additionally, increased profit of approximately [redacted] is anticipated next financial year from the Horsebox due to increased footfall from the new Kelpies Experience.

The new E-boats have been tested and were utilised with activity team skippers on Wheel tours during the Easter holidays. These were fully booked, feedback was positive, and it generated good social media engagement. The activity team will launch Forth & Clyde and Wheel tours coinciding with the 2025 Falkirk Wheel Revolution festival in May. Forecast income in year 1 is [redacted].

[redacted]

[redacted]

[redacted]

[redacted]						
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	

[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]		[redacted]	[redacted]	[redacted]	[redacted]	

[redacted]

The Investment Committee did not approve any new projects in the quarter.

[redacted]

CORPORATE CONSIDERATIONS ANALYSIS

Strategic Priorities	The 2024/25 Commercial Investment Plan aligns with Scottish Canals' Investment Strategy and supports Corporate Plan and strategic priorities around financial sustainability.
Health & Safety	N/A
Financial	As per this paper. Commercial Investment spend is subject to Investment Committee approval and Scottish Government approval is sought, where appropriate, as per current Scottish Government advice on spend thresholds.
Legal	N/A
Risk / Risk Appetite	The investment plan aligns with corporate risk appetite in that SC has a cautious risk appetite to undertaking activities that provide value for money and guaranteed future revenue streams.
Sustainability	N/A

Environment	Opportunities to achieve carbon efficiency in consideration of Scottish Canals' net zero ambitions forms part of the due diligence on all investment projects.
People	N/A
Fair Work	Scottish Canals endeavours to comply with the SG Fair Work First criteria where applicable.
Communication	As individual projects are delivered, internal and external communication requirements will be determined.
Community & Third Sector	N/A
Commercial	As per this paper which updates on commercial investment.
Asset	The investment strategy seeks to maximise value from non-operational assets. The Borron Street project brings a long-term vacant property back into revenue generation whilst upgrading and protecting the fabric of the asset for the future.

RECOMMENDATION

AWARENESS.

OUTCOME

Secretariat/minute taker to note the outcome here for circulating to the Author after the meeting.