



HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA

Draft Corporate Plan

2019 onwards

Foreword to consultation draft

2015 marked a new beginning for Scotland's historic environment. HES was set up as a new non-departmental public body and we were tasked by Scottish Ministers to lead the delivery of *Our Place in Time* – Scotland's first ever strategy for the historic environment.

In our first Corporate Plan, which covered the period 2016-2019, we made a commitment to delivering real public benefits in new and different ways, and we can reflect on the changes and the progress that we have made in that time. We have developed and published innovative plans for conservation and investment in the historic properties in our care over the next decade. We have developed cutting-edge research and technology and made this available for wider use. With substantial increases in visitor numbers too we have offered people of all ages more opportunities to engage with, access and learn from our heritage. HES has established itself as a committed and passionate organisation with exceptional staff and has worked hard to really explore and understand what it means to be the lead body for Scotland's historic environment.

Our second Corporate Plan, which will cover the period 2019-2022, aims to build on that powerful platform. With a degree of confidence in what we have achieved so far, we have taken a very different approach in this new Plan. By clearly focusing not so much on the detail of activity, but on the real outcomes we want to achieve over the next 3 years and beyond. We have some longer term plans, such as our Asset Management Plan, and, for more detail of what we will do each year, we have an Annual Operating Plan, but the new Corporate Plan provides an overview and is very much focused on results and the positive impact we want to make.

We have also taken a different approach in developing this draft for consultation. Rather than leave consultation until we publish a formal draft, we have already been actively asking people, groups, communities, businesses, organisations – and our own staff – all across the country what they think about the historic environment, what it means to them, and how it touches their lives. We've listened to the different voices – and especially tried to reach some of those voices that aren't often heard in conversations about history and heritage. And we have taken all of this into account in drafting this Plan for formal consultation.

We believe passionately that the historic environment is, and continues to be, as the title of our first Corporate Plan recognised, "For all our Futures". The intention is that this new,

streamlined Corporate Plan reflects not just HES as a maturing organisation, but a maturing vision for the whole historic environment, and one in which we hope everyone can share. We very much look forward to exploring and developing these ideas over the next few weeks of the consultation and in the years ahead.

Jane Ryder OBE

Chair, Historic Environment Scotland

The Historic Environment *is* Scotland's Story

The historic environment belongs to all of us. It's part of our everyday lives. It shapes our identity. It tells us about the past, the present – and even points the way to the future.

But what is the historic environment? Put very simply, it's everything that has been made or created over time. It can be a castle, a ruined abbey or a stone circle, an ordinary building or a lighthouse, a garden, an object, a book – even a song or a piece of music. It's all those tangible and intangible things that people have created over time *all the way up to today*. The historic environment *is* Scotland's story.

In all our conversation and discussions across the country, what is clear is that so many people care very deeply about the historic environment. From grandparents to grandchildren, community groups to local businesses, dog walkers to bus drivers, we have encountered hundreds of stories about how Scotland's history has touched or inspired people. More than anything else, we've heard about the importance of looking after our past while at the same time how much this contributes to present and to future health, prosperity and wellbeing.

At HES we want to use the past to make a better future. We want the historic environment to make a real difference to people's lives: to our health, to our economy, to our culture, to our environment. We want heritage to break down barriers, to involve everyone and to bring them together, so that we all benefit. This Corporate plan sets out how we aim to do this.

Who we are

We are a charity and public body leading the way in protecting, understanding and sharing Scotland's historic environment, now and in the future.

What we do

We care for more than 300 sites of national importance all across the country and are the largest operator of paid visitor attractions in Scotland

We look after internationally significant archives and artefacts

We are at the forefront of investigating and researching the historic environment and addressing the impacts of climate change on its future

We protect our historic places through designations and consents, promote their sustainable development, and provide millions of pounds each year to local communities to repair and revitalise their historic environment

We provide advice and guidance about the historic environment, and offer a wide range of training and learning opportunities

Our vision

The historic environment is cherished, understood, shared and enjoyed with pride, by everyone

Our Priorities

These are the five outcomes that we want to achieve and that will help us realise our vision:

- 1. The historic environment makes a real difference to more people's lives**
(SOCIAL)
- 2. The historic environment is looked after, protected and managed for the generations to come** (ENVIRONMENTAL)
- 3. The historic environment makes a broader contribution to the economy of Scotland and its people** (ECONOMIC)
- 4. The historic environment encourages approaches that are more inclusive and diverse and inspire creativity** (CULTURAL)
- 5. The historic environment is cared for and championed by a high-performing organisation** (ORGANISATIONAL)

1. The historic environment makes a real difference to more people's lives (SOCIAL)

The historic environment means a great deal to people of all different ages and backgrounds.

We need to make sure that it always stays relevant to the Scotland of today and to the Scotland of tomorrow. We have to keep widening opportunities for people to see it, connect with it, create it, understand it and explore it in everyday life – whether reaching out to touch an ancient stone circle, exploring a digital castle in a virtual reality headset, or simply walking a dog along a canal towpath.

We also know that the historic environment matters in different ways to different people. We will keep talking about what it is and what it can be – so that everyone can be involved directly in making decisions about the history and heritage of where they live.

The historic environment has the power to change more lives for the better – to make us feel happier, more informed and better connected, to encourage us to get outdoors and get active, to speak to the wide diversity of our nation.

We will show that history isn't just about the past. It is a vital part of all of our lives, right now.

What we will do

- **We will create heritage without boundaries** – widening opportunities for everyone to understand and connect with the historic environment, making it a part of our everyday lives
- **We will use the historic environment to build stronger and more sustainable communities** – demonstrating the crucial role of heritage in improving the quality of life in our places and our society

- **We will promote knowledge about the historic environment** – continually improving our collective understanding through research and investigation, and sharing it through interpretation, engagement and education
- **We will use our historic places to help us live healthier and more active lives** – promoting the social impact of the historic environment at all levels and harnessing its potential to offer spaces for living, recreation, reflection and entertainment

2. The historic environment is looked after, protected and managed for the generations to come (ENVIRONMENTAL)

As visitor numbers to Scotland keep growing and our climate keeps changing, caring for our heritage – *at the same time as sharing it with as many people as possible* – gets more and more difficult. From buildings and archive collections to traditions, stories and even ways of life, the historic environment is always under threat. It is impossible to protect or save everything. Things will be lost – through decay, erosion, fire, or, simply, just by slipping from memory.

To look after our heritage now and in the future, everyone will need to work together. We will need to find more ways to share all of our skills, research and information across the nation and across the world – on everything from climate change to global tourism. We will need to use new technologies to transform the very meaning of protecting, conserving, visiting and experiencing the historic environment – including how this impacts on the places, archives and artefacts in our care.

At the same time, we will need to promote the traditional crafts and materials that have served Scotland for thousands of years – those ways of making and building that first created the places we now treasure. Because how we care for the historic environment is itself a part of the historic environment.

In the years ahead we all must be involved in understanding and talking about what is most important in our heritage. It is only in this way that the historic environment will not just be preserved – but will be alive and thriving, for generations to come.

What we will do

- **We will look after the historic environment assets in our care** – ensuring the long term, sustainable future of the properties, sites, collections and archives that we look after on behalf of the people of Scotland
- **We will encourage everyone to work together and drive support and innovation in caring for our heritage** – promoting ‘collective stewardship’ to

develop and share the knowledge, resources, skills and expertise of all who work with or depend on the historic environment - putting into practice what we have learned and learning from others

- **We will tackle the consequences of climate change** – making it central to our policy and practice, and better understanding, managing and mitigating its impact
- **We will enable sustainable change in the historic environment** – working with people, communities, government and developers to ensure decision-making across all aspects of our heritage which is inclusive, informed, open and forward-thinking

3. The historic environment makes a broader contribution to the economy of Scotland and its people (ECONOMIC)

Every year, the historic environment brings in hundreds of millions of pounds to our economy. It supports significant numbers of jobs. It is one of the most important, valuable, long-lasting and sustainable things that Scotland has to offer – both to the people who live here every day and to the world.

Heritage is important to *every part of our country*. Local communities and local businesses are passionate about harnessing the histories of where they live. We need to make sure that every place in Scotland sees themselves as a special place with something to give – and provide them with the support and the tools to make this happen.

We are not just talking about tourism and visitors. This is also about sharing, and sometimes shouting about, the value and importance of the historic environment – sharing it with everyone from government and policy-makers to teachers and pupils in the school classroom. This is about new jobs that use old skills and old materials. It's about real money going in to villages, towns and cities across the country to protect, repair and revitalise their historic buildings – and it's about encouraging enterprise and completely new developments that speak to and benefit from the unique values of our heritage.

How we invest in, look after and celebrate our past is at the heart of how we make Scotland a wealthier and more equal nation.

What we will do

- **We will promote sustainable tourism** – working to make our sites outstanding visitor attractions, telling Scotland's story and using the huge national and global interest in our historic environment to see its benefits spread across the whole country
- **We will encourage enterprise and investment in the historic environment** – giving more people the tools to benefit financially from the historic

environment, providing support through our own grant schemes and our role in the planning system

- **We will advance the use of science and technology** - working at the forefront of research and development in the historic environment and promoting the benefits of innovative new techniques
- **We will increase the quality, availability and demand for skills** – showing how understanding, caring for and celebrating the historic environment adds value to the economy, providing attractive career opportunities, skilled employment and business growth

4. The historic environment encourages approaches that are more inclusive and diverse and inspire creativity (CULTURAL)

The historic environment *is* the story of Scotland.

But it's not just one story. It's everyone's stories put together. Every single one of us – every single one of our stories – is a living, vital part of this bigger story.

How the past is presented today needs to reflect the diversity of a modern Scotland and a modern world. Who people are and what they do right now is making and shaping the historic environment of tomorrow.

We are dedicated to preserving and protecting our heritage. But how we talk about it, how we share it and what it means is not fixed. It is in everyone's hands to define what the historic environment is and what it can be, to explore its potential to influence and be influenced by everything from music, literature and art to theatre, film and video games. People want their voices to be heard – there are so many more stories to be told, *and so many more ways of telling them.*

So we will work to remove the barriers to telling stories. We need to help everyone in Scotland today to see themselves in the historic environment, whatever their backgrounds. We want our buildings, our archives and our unique sense of place to inspire creativity and build partnerships both at home and around the world – to bring people together and strengthen the bonds between *all* cultures and communities.

What we will do

- **We will celebrate the cultural value of heritage** – using the historic environment to champion diversity and inclusiveness, and strengthen communities

- **We will promote the historic environment as a key resource for creative inspiration** – working with people across all cultural disciplines to explore the values, meanings and uses of heritage, and developing new partnerships between the historic environment and the creative economy
- **We will use the historic environment to enrich education and learning** – promoting the cultural role and importance of our heritage, from buildings and places to stories and traditions, and through innovative approaches to enabling access to our own records and information
- **We will share our heritage with the world** – developing innovative and creative international partnerships by opening up our historic environment to a global audience and exploring its worldwide impact and legacy

5. The historic environment is cared for and championed by a high-performing organisation

(ORGANISATIONAL)

We are the lead public body for the historic environment in Scotland. How we act, how we communicate, how we build relationships and how we spend money impacts on how everyone sees and understands our national heritage.

We have a duty to Scotland to be a high-performing organisation. We need to keep finding the best people, the best techniques and the best ways of working. But we can't do it alone. We need to build the best partnerships and networks – in Scotland and around the world – to ensure the brightest future for the historic environment.

As an organisation, we need to foster a culture of continuous improvement – always challenging ourselves to be better and building an open, inclusive, ethical and dynamic work place. We need to tackle diversity and inequality within heritage, to ensure that all groups and communities are represented.

So we will aspire to be the best across all aspects of what we do – from research and archive management to digital technology and visitor experience – driving innovation and enterprise, but always in the service of value for money as a public body.

Scotland's historic environment is outstanding and it is our aim to be outstanding too. We want to be seen as a world-leading heritage organisation – with our expertise in demand internationally, and the ways we work recognized as examples of how to do it right.

What we will do

- **We will lead and enable the historic environment sector** – working to set the agenda, act as a catalyst, address key challenges and develop opportunities for ourselves and others
- **We will build productive partnerships** – making sure we are open and responsive, emphasising working together to meet the needs of people around the historic environment
- **We will invest in our people** – striving to be an 'employer of choice' and creating a safe and welcoming workplace that promotes equality and diversity

and that encourages and supports all staff and volunteers to develop, innovate and achieve their full potential

- **We will demonstrate sustainability in a changing environment** – actively prioritising our resources to deliver our outcomes in financially challenging times

Delivering Our Plan

This Corporate Plan sets out our vision, outcomes and priorities for the next 3 years. It aims to bring real benefits to the people of Scotland and beyond, and will be driven forward by our **Annual Operating Plans** which will detail how – and what – we will deliver in the years to come.

Our plans are just one part of much bigger ambitions to build a more successful Scotland. Launched in June 2018, the Scottish Government's **National Performance Framework** wants to make this country 'the best possible place to live, work, grow up and study in'.

The work we do is also informed by Scotland's first ever strategy for the historic environment, "Our Place in Time", and our own approaches to how we improve areas ranging from **visitor experience, research, digital development** and **asset management**, to **carbon management, international working, diversity, investment** and the **skills** of our own staff and volunteers.

How we work

There are five things that we do, day in and day out, and they inform all of our work:

We Lead – by finding the best ways of working and supporting others to give Scotland's historic environment the brightest future

We Understand – by researching, investigating and recording so that the historic environment is better known and understood by everyone

We Protect – by investing time, money and skills in repairing, conserving, collecting and regulating the historic environment

We Value – by making sure the widest possible audiences can experience and enjoy the historic environment

We Perform – by always looking at ourselves so that we can be a better employer and a better organisation

In every aspect of our work we strive to follow our five organisational values – we are collaborative, professional, innovative, open and respectful.

How we will measure success

Showing our progress will require evidence from a wide range of sources, looking at the results of both our own activities *and* the broader impact of the historic environment.

To do this we will develop a range of '**Key Performance Indicators**' – they will be about the big picture, focussed on delivering our vision and our outcomes, and they will draw on people's opinions, backed by analysis of data and demonstrated by real examples and case studies. Taken together this will help tell our performance story to the heritage sector and beyond.

Every year we will publish an **Annual Report** setting out what we have achieved, and we also publish specialist reports looking at areas such as sustainability, the properties in our care and our role in the planning system.

CORPORATE PLAN AND ANNUAL OPERATING PLAN ELEMENTS

The connections of our work (How we contribute to the wider public sector)

Sustainable Development Goals	No poverty	Zero hunger	Good health and well-being	Quality education	Gender equality	Clean water and sanitation	Affordable and clean energy	Decent work and economic growth	Industry, innovation and infrastructure	Reduced inequalities	Sustainable cities and communities	Responsible consumption & production	Climate action	Life below water	Life on land	Peace, justice and strong institutions	Partnerships for the goals
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SG Purpose
To focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing and sustainable and inclusive economic growth

SG National Outcomes	We live in communities that are inclusive, empowered, resilient and safe	We respect, protect and fulfil human rights and live free from discrimination	We are well educated, skilled and able to contribute positively to society	We have a globally competitive, entrepreneurial, inclusive and sustainable economy	We value, enjoy, protect and enhance our environment	We tackle poverty by sharing opportunities, wealth and power more equally	We grow up loved, safe and respected so that we realise our full potential	We have thriving and innovative businesses, with quality jobs and fair work for everyone	We are healthy and active	We are creative and our vibrant and diverse cultures are expressed and enjoyed widely	We are open, connected and make a positive contribution internationally
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In external documents

The aspirations of our work (Why we are here/what we are aiming to achieve)

HES vision
The historic environment is cherished, understood, shared and enjoyed with pride, by everyone

HES Outcomes	The historic environment makes a real difference to more people's lives (SOCIAL)	The historic environment is looked after, protected and managed for the generations to come (ENVIRONMENTAL)	The historic environment makes a broader contribution to the economy of Scotland and its people (ECONOMIC)	The historic environment encourages approaches that are more inclusive and diverse and inspire creativity (CULTURAL)	The historic environment is cared for and championed by a high-performing organisation (ORGANISATIONAL)
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Focus of Corporate Plan

The foundation of our work (What we do/How we influence these outcomes)

Strategic themes	Lead	Understand	Protect	Value	Perform
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The foundation of the CP and AOP

The way we work (How we will do this)

Cross-cutting elements/priorities	Partnership Inclusion Community engagement/listening Innovation
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Flows through all of CP and AOP

Our programme of work (What activities will we undertake to support this)

More detail of our deliverables each year will be in our Annual Operating Plans

Focus of Annual Operating Plan