

HISTORIC ENVIRONMENT SCOTLAND CONSULTATION QUESTIONNAIRE- OUR CORPORATE PLAN 2019-22

About this survey

Thank you for taking part in our survey about Historic Environment Scotland's Corporate Plan 2019-22.

We are very interested in your views, but please do not feel obliged to answer every question.

Your responses

The survey asks 14 questions and should take approximately 5 minutes to complete.

This opportunity to give your feedback will close at midnight on **2 November 2018**.

Contacting us

To speak with us about this survey or the wider programme of consultation, please contact us on: corporateplan@hes.scot

Corporate Plan Manager, Historic Environment Scotland, Longmore House, Salisbury Place, Edinburgh, EH9 1SH

Privacy

You have the right to access your data, receive a copy of it, request corrections or removal and object to the processing of it. More information about your rights regarding the personal data we collect from you can be found at the [HES Privacy Notice](#) (See Annex 1).

Further

If you would like further information please contact the Data Protection Officer:
Telephone: 0131 668 8600
Email: dataprotection@hes.scot
Historic Environment Scotland, Longmore House, Salisbury Place, Edinburgh, EH9 1SH

You can complete this survey online, if you prefer, by clicking here

www.historicenvironment.scot/draft-corp-plan-consultation-web

The Questionnaire: Consultation on Historic Environment Scotland's 2019-22 Corporate Plan

Q1. Are you answering this consultation on behalf of yourself as an individual or in another capacity?

- As an individual
- On behalf of an organisation, public body or charity
- On behalf of a local authority
- As a private business, such as an architect or developer
- Representing a community group
- Other (please specify)

Comments

**Q2. To what extent do you agree or disagree with our vision for HES?
Scotland's historic environment is cherished, understood, shared and enjoyed with pride, by everyone.**

Agree

What do you like, dislike or what would you change?

The Scottish Borders is an area which has a large number of significant historic assets. The Council estimates that there are 25,000 known historical assets within our boundaries, which include 750 scheduled monuments and 3,000 listed buildings, as designated by Historic Environment Scotland as well as 43 designated Conservation Areas. This demonstrates the significant potential which we have to further utilise and develop the historic assets which we have. Effectively doing so, we believe would significantly contribute to the delivery on HES's vision.

Scottish Borders Council is supportive of the vision for Historic Environment Scotland set out in the Draft Corporate Plan, but considers that it should be augmented.

We set out a number of headings below, which, in our view, should be addressed/more developed within the Corporate Plan.

Protecting and conserving the Historic Environment is a partnership exercise

The Corporate Plan Priority 5 ('The historic environment is cared for and championed by a high-performing organisation'), highlights the importance of building 'productive partnerships'. We believe this needs further emphasis

and not merely to be noted as an adjunct to HES's own organisational effectiveness.

Thus, while HES has a vital leadership role in protecting and promoting Scotland's historic environment, it does not act alone. Importantly, local authorities across Scotland lead in protecting the vast majority of historical assets, whilst HES focuses on the management of properties in care and designation of assets. Consequently, in developing its Corporate Plan, HES needs to be cognisant of the need to work in partnership with local actors across Scotland, not just with local authorities but also with local community groups, and local businesses. With this in mind, how HES works with partners needs to be fully fleshed out in the Corporate Plan, and we would request that greater thought and further articulation be given to how HES intends to engage on a local level.

The council had a formal Joint Working Agreement with Historic Scotland (before HES was established) and we suggest that consideration should be given to the reestablishment of some form of Joint Partnership Agreements to help define roles and responsibilities and also crucially as a means to develop local Action plans. At least on a regional level it would be useful to have an annual meeting to share and exchange information and proposals linked to these action plans; for example issues relating to designation management or future investment.

Local engagement and maximising outcomes locally

HES has worked well in partnership with Scottish Borders Council in recent years and there have been notable successes such as in implementing CARS schemes in both Jedburgh and Selkirk; the HER Polyganisation project; development of an archaeological framework for South East Scotland; and a proposed future partnership to enhance and create new record management tools based on the LiDAR system. Engagement in these projects has been welcomed and HES have contributed significant added value.

The Council would welcome a more active HES working in a manner which is sensitive to local circumstances, particularly in the current financial climate, and working to support local communities in the Borders to manage and make best use of the assets in our localities. In particular we would welcome this being supported with opportunities for Grant Aid support.

A strategic approach

Developing these points a little further, the Council supports the development of an approach which focuses 'not so much on the detail of activity, but on the real outcomes we want to achieve over the next 3 years and beyond' as per the draft Consultation Foreword. The question is what the practice of this approach looks like. In the Council's view, it is one which takes a broader perspective in relation to the potential of local assets. It should mean an ability to consider future uses or development of fixed assets more flexibly in the light of the broader outcomes sought. This should not diminish protections for individual assets, but permit the totality of assets locally, regionally and nationally to inform what kind of flexibilities would be

acceptable in delivering against HES' priorities (e.g. the establishment of Joint Working Agreements referred to above).

A 'whole economy approach'

The Council specifically approves draft Corporate Plan Priority 3 ('The historic environment makes a broader contribution to the economy of Scotland and its people').

From a Scottish Borders' perspective, the history and heritage of the region is represented in a host of iconic buildings – castles, country houses and museums – as well as the region's collections and archives, and unique cultural traditions that are expressed in world-renowned literature and storytelling, traditional music and song, custom and folklore. This cultural and environmental context is very important in two respects. Firstly, the sense of identity and belonging pervasive in the Borders is a critical support in maintaining community cohesion and resilience. Secondly, this distinctive culture is a unique asset which should be built on in promoting the region economically. Though very recent figures are not available, according to a 2012 report by EKOS Limited, the cultural and creative sector in the Scottish Borders was estimated to be worth £21m GVA and to employ some 720 people, contributing not only economic benefit but also environmental and social benefit across the region. We intend that the Council should work with the Scottish Borders Arms' Length External Organisation, Live Borders, and other partners, such as the proposed, South of Scotland Enterprise Agency in building further upon these significant foundations.

What is true of the Scottish Borders has wider application across Scotland. While the intrinsic value of the historic environment should not be overlooked, Scotland's unique historic environments and multi-faceted national, regional and local cultures and contexts have a vital contribution to make to the 'whole economy approach' promoted in Scotland's Economic Strategy. There are clear relationships between the historic environment and strands of activity within the Economic Strategy's Four Priorities such as Education, Skills, Digital, Natural Capital, International Connectivity, Global Outlook, Influence and Networks. The HES Corporate Plan should contemplate how it relates to these areas of development and the totality of its contribution across the cultural, social and economic spheres.

Specifically, the Council would welcome HES taking a proactive role in developing Heritage based tourism in parts of Scotland where this is underdeveloped. We believe that the Scottish Borders has significant potential to further exploit heritage tourism and would welcome the opportunity to work with HES to that end. We expect this would also be an area of work where the forthcoming South of Scotland Enterprise Agency would be eager to engage. We would also welcome engagement on maximising promotion of assets which are regionally important in the Scottish Borders such as Hermitage Castle and Smailholm Tower.

While there has been success, there have also been missed opportunities. One notable example for the Council was the lack of support for the Borders Heritage Festival. In order to ensure that there is a joined up approach in

future, we would welcome a closer working relationship, and enhanced communication perhaps through Regional Partnership meetings.

The natural environment

In considering the wider reach of the Corporate Plan, the Council is concerned about the lack recognition of the link between the historic environment and the natural environment. It is a significant oversight and may have potential detrimental impacts given the potential funding environment post Brexit. The historic environment forms the background of the natural environment and in order for both to be properly managed effectively there needs to be much greater integration with policy, funding and guidance. We would welcome HES taking on leading in this role, and promoting this holistic approach to all partners across Scotland. In a similar fashion it is also important that HES's corporate plan also takes into account and complements the work being undertaken under the forthcoming Cultural Strategy for Scotland.

Q3. To what extent do you agree or disagree with the proposed outcome for: HES? The historic environment makes a real difference to more people's lives (social)

Strongly agree

Our Regional Archaeological Research Framework in development with Edinburgh and East Lothian contains a strand on socio-economic impacts from heritage which is intended to set the stage for research on this. The trouble is that very little research has taken place in Scotland as a whole – and this is where HES can provide guidance and leadership. Possible targets could be health targets from walking to heritage sites, jobs created in disadvantaged areas, and social inclusiveness of heritage societies.

However greater detail is needed on how (and by whom) the will be monitored or measured.

Q4. To what extent do you agree or disagree with the proposed outcome for HES: The historic environment is looked after, protected and managed for the generations to come (environmental)

Strongly agree

With reference to our response in question 2, Local Authorities have an implied duty of care for the historic environment through statutory planning, conservation areas regulation and administering B and C listed building consents. Through this Local Authorities protect and manage change to the vast majority of heritage assets and are key partners in achieving this outcome. We welcome further HES guidance and encourage regional communications/partnership on related topics. In the past this was facilitated by Joint Working Agreements which were phased out at the HS/RCAHMS

merger and a replacement would be beneficial to all.

**Q5. To what extent do you agree or disagree with the proposed outcome for HES:
The historic environment makes a broader contribution to the economy of Scotland and its people (economic)**

Agree

Further to our answer to Q2, Scottish Borders Council is fully supportive of the need to capitalise upon historical assets and utilise these unique assets to provide opportunities to develop our visitor economy. Tourism is an important sector in the Scottish Borders, which supports businesses and jobs across the area. Tourism brings in £46 million to the local economy every year (Visit Scotland), and a large part of that is driven through our historic environment.

There is however much more which could be done to further develop the contribution that the historic environment makes to the local economy. It has been shown by Orkney that heritage can be a key driver of the local economy. The Council considers that it would be beneficial to take a strategic view of the local historical assets in partnership with HES, and working with local partners to ensure that these assets are being utilised to deliver against local strategies.

HES looks after a number of properties in care, including the Four Great Border Abbeys. Melrose Abbey is one of the most popular attractions in the Scottish Borders yet the visitor centre is cramped and does not provide easy access to the abbey (compare this with the new visitor centres at, for example Arbroath Abbey and St Andrews Castle). We understand that proposals are beginning to be developed for works at Melrose Abbey and would welcome early engagement to look at holistic solutions.

As part of this we would like to re-emphasise the forthcoming opportunity of the South of Scotland Enterprise Agency, which at its heart has a focus on place and communities. The new agency is going to be tasked with ensuring inclusive growth across the South of Scotland, part of that will be ensuring higher value jobs in the local economy. We consider that it would be advantageous for all parties that HES engages with the new Agency to ensure that the historic environment is effectively leveraged to help deliver against the agencies key objectives.

**Q6. To what extent do you agree or disagree with the proposed outcome for HES:
The historic environment encourages approaches that are more inclusive and diverse and inspire creativity (cultural)**

Agree

This can be true, but generally there needs to be some specific focus or catalyst to kick start this. A good example is the CARS schemes which the council has run with considerable financial support from HES. This enabled us to set up a whole range of activities with different groups, for example writing and performing a history of Kelso Abbey with pupils from the local primary schools and linking to an Arts event (Reflections) in Selkirk.

Also, this is an area where the arts and textile community in the Borders, and other cultural industries such as food and drink, can help. For instance, Born in the Borders have a gin named after the Maiden Lilliard who supposedly died at the HES designated Battle of Ancrum Moor. There's no interpretation on site of the battle, and her supposed grave on Lilliard's Edge isn't accessible. But there are potential synergies between the two that could be exploited. The linkage of the Great Tapestry of Scotland with Galashiels' industrial heritage is another case in point. There are many more avenues where heritage assets and cultural ties can be exploited (e.g. Walter Scott, Common Ridings, St Cuthbert etc.).

Q7. To what extent do you agree or disagree with the proposed outcome for HES: The historic environment is cared for and championed by a high-performing organisation

Agree

Whilst this is true in respect of the historic environment for which HES has direct responsibilities, for example "properties in care"; the actual care of the historic environment is "devolved" to local authorities in particular who manage, for example conservation areas, (non-statutory sites) and the day-to-day management of the planning system at the sharp end. Local authorities champion the historic environment, for example, by running the successful Borders Heritage Festival and Doors Open Days. Success relies on a partnership between local and central organisations, recognising the skills, attributes and resources that each can bring to improving outcomes.

We would also welcome greater definition of what HES may look like as a "high performing organisation".

**Q8. What would success look like for the Corporate Plan?
Do you have comments on our suggested approach to measurement?**

As explained in the section 'How we will measure success' of the draft Plan, there is a need to develop a range of 'Key Performance Indicators' with a focus primarily on outcomes. As noted in the draft Plan and in our response to Q2, however, to get an effective purview of progress against priorities and indicators will necessitate effective partnerships and some investment

of resources to build appropriate and measurable key performance indicators.

Q9. Do you think any of the objectives in the Corporate Plan will impact differently on people because of their age, disability, gender, gender identity, race and/or ethnicity, religion or belief or sexual orientation? (please see the draft Equalities Impact Assessment)

No, though please see below our answers to questions 10, 11 and 12.

Q10. Are there any key issues or opportunities we should consider to make sure that the Corporate Plan positively works for different equality groups? (please see the draft Equalities Impact Assessment)

Primary research is required to form a baseline on this topic. None currently exists. Only then can we begin to target equalities impacts, and public money. Our regional research framework (SESARF) is attempting to encourage this, but it requires national leadership and funding towards social scientific research, strategies and applications.

Q11. Please refer to our Strategic Environmental Assessment of the draft Corporate Plan. Have the key issues associated with the environmental implications of the draft plan been identified?

- No (please comment)

Please see our response to Q2. While a Strategic Environmental Assessment has been undertaken, the natural environment does not feature within the draft Corporate Plan. We consider this an omission. The historic and natural environments are inextricably intertwined, and this should be adverted to in the Corporate Plan with an indication of how HES intends to proceed in light of its commitment to the UN Sustainable Development Goals reflected in the National Performance Framework.

Q12. Are there any key areas relating to HES's impact on you or your organisation, business or other interests that should be considered in our Corporate Plan?

The Council would welcome recognition of the difficult financial landscape in which Local Authorities currently operate.

Q13. What can you or your organisation do to help us deliver our Corporate Plan?

Strengthen partnership links (both formal and informal) and share local knowledge.

Q14. Please use this section to provide any other comments you think are relevant to our Corporate Plan.

Whilst the Corporate Plan will be the overarching document for HES's activities until 2022; it is important that this is supplemented by Action Plans on a regional or sub-regional (possibly local authority level) basis.

Privacy notice

Historic Environment Scotland (HES) are committed to protecting your personal data and your privacy. This privacy notice explains how we process any personal data we collect from you through this survey.

Personal data

Personal data includes your name, or other information about you that could be used to identify you. In the case of this survey the only personal data we ask for is your name (which is optional) so we can contact you further for more information if appropriate.

We will not ask for any special categories (previously referred to as 'sensitive') of personal data.

The personal data we collect from this survey will be used by HES to inform the development of our Corporate Plan.

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The legal basis we are using to process your personal data is Public Task, as the processing is necessary for HES to perform our official function.

We limit access to your personal data to those HES employees with a business need to know. It will be processed confidentially for this specific purpose only.

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Further information

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