



Royal  
Commission on the  
Ancient and  
Historical  
Monuments of  
Scotland



HISTORIC SCOTLAND  
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Shaping our Future

Working together for Scotland's historic environment

**HISTORIC SCOTLAND/  
ROYAL COMMISSION ON THE ANCIENT  
AND HISTORICAL MONUMENTS  
OF SCOTLAND**

**HISTORIC ENVIRONMENT SCOTLAND**

**TRANSITION  
BUSINESS PLAN**

**2015-16**

**REVISED NOVEMBER 2015**

# **TRANSITION BUSINESS PLAN 2015-16**

## **UPDATE AT 1 NOVEMBER 2015**

### **INTRODUCTION**

This Transition Business Plan 2015-16 sets out key deliverables, resources and measures of success for Historic Environment Scotland (HES) for 2015-16. It has been reviewed by the Board of HES and revised to take account of the key changes in context, status and governance arrangements associated with becoming a registered Scottish Charity on 20 August 2015 and taking on a full statutory role as an executive NDPB on 1 October 2015.

### **THE NEW CONTEXT**

The HES Board was appointed in January 2015 with some limited powers to allow the implementation of transition to the point on 1<sup>st</sup> October, when it took up its full powers

The Board of HES is accountable to Scottish Ministers and the Scottish Parliament and is responsible for setting the organisation's vision and strategic direction and for monitoring progress to achieve these, while complying with their duties as charity trustees. The Board is also responsible for holding the Chief Executive to account and ensuring that the organisation is managed effectively and efficiently.

HES's relationship with the Scottish Ministers is detailed in a Framework Document. The Cabinet Secretary for Europe, Culture and External Affairs has also issued a Letter of Guidance that sets out the Scottish Government's expectations in the wider context of its strategic priorities. In addition, Schemes of Delegation setting out the requirements for the management of properties and collections in HES's care have been agreed with Scottish Ministers and published online. Legislative changes for HES's regulatory function have been operationalised including the right of appeal against decisions on scheduling, listing and scheduled monument consent.

### **REVIEWING THE TRANSITION PLAN**

The HES Board has now considered the Transition Business Plan 2015-16 and determined that the key priorities and KPTs that were established at 1 April 2015 should remain in place for the period 1 October 2015 to 31 March 2016. The HES Board has also agreed that rather than carry out a comprehensive rewriting of the plan now more than halfway through the financial year, the plan should be amended where appropriate. All such amendments are clearly set out in [square brackets].

In addition to the issues highlighted in the previous version of the Transition Business Plan 2015-16, the following will impact on the operation of HES during the period October 2015 to March 2016.

- The strategic context for the next few months from 1 October 2015 will be

dominated by the Comprehensive Spending Review for the 2016-17 financial year. The outcome of which will be known in December. We are working with our sponsor team in the Scottish Government to discuss future investment priorities in light of the responsibilities of the Scheme of Delegation and expectations of HES's role as the lead body for the historic environment

- We are launching our Corporate plan for 2016-19 in November 2015. This will be subject to a 12 week consultation period and will be reviewed in light of all responses as well as the Comprehensive Spending Review outcomes.
- There will be an in year reduction in revenue funding of £0.5million. The impact of this reduction on operations will be managed and reported through HES's financial planning and risk management systems.
- The Transition Programme will close by 31 December 2015 and the project outputs will transfer to mainstream operations. A final business case for the programme will be produced.
- The Information Systems Project, which is currently a project of the Transition Programme, will begin the gradual roll-out of the new SWAN network and desktop software solution for staff, as well as the data migration from existing SCOTS and RCAHMS networks to the new network.
- The new logo and brand structure for HES will be agreed and implemented.
- Organisational Development is essential to ensure we have the capacity and capability to deliver on our new role in both the shorter and the longer term. The HES Board has made this a key priority for the remainder of 2015- 16 and for the new Corporate planning period 2016-19.

## **PROGRESS TOWARDS DELIVERY AT NOVEMBER 2015**

Progress towards and risks to delivery of the Transition Business Plan are monitored and managed throughout the year. A new section has been added on Transition Business Plan: Performance (Annex B). This shows the most recent performance against the Plan's Key deliverables, KPTs and budget.

## **BUSINESS PLANNING FOR 2016-17**

The Annual Business Plan for 2016-17 will be developed in light of the strategic priorities set out in the consultation draft of the 2016-19 Corporate Plan and Spending Review Outcomes. The Business Plan will include the key deliverables, resources and targets for the first HES Corporate Plan and will be published alongside it.

# TRANSITION BUSINESS PLAN 2015-16

## INTRODUCTION

1. On December 9<sup>th</sup> 2014 the Historic Environment Scotland Act 2014 received Royal Assent. The Act paved the way for the establishment of Historic Environment Scotland (HES), a new Non Departmental Public Body. HES will play a key role in delivering Scotland's first strategy for the historic environment, '[Our Place in Time](#)' and ensure the historic environment is protected and promoted while providing benefits to Scotland's people in line with the National Performance Framework - [Scotland Performs](#), [Scotland's Economic Strategy](#) and the Scottish Government's Programme for Government - [One Scotland](#). In doing so it will ensure that the functions of Historic Scotland (HS) and the Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS) are sustained for the future.

2015-16 will be a year of 2 parts: although HES will have been in existence in transitional form from early 2015, it will not take on full powers until 1 October. At this point the Chair, Board and new CEO (to be appointed) will take full responsibility for delivery of all of its statutory functions and in so doing inherit the work of Historic Scotland and RCAHMS. A programme of work, led by the current joint Chief Executives, is underway to deliver the organisational platform necessary to deliver these functions and to support the transition to the new body. [Update at 1 November: The HES Board and CEO have full responsibility for delivering the business of HES from 1 October 2015].

2. Until 1 October, HS and RCAHMS, while remaining separate entities, will continue to work very closely together delivering the priorities of their existing Corporate Plans, this Transitional Business Plan and of '[Our Place in Time](#)', Scotland's first Historic Environment strategy.

This business plan sets out key deliverables, resources and measures of success for 2015-16 and is designed to link, on the one hand, [Scotland Performs](#), [Scotland's Economic Strategy](#), [One Scotland](#) and the strategic priorities set out in '[Our Place in Time](#)' and, on the other, the day to day operational activities and services that Historic Scotland and RCAHMS deliver. Its development has been led by the joint CEOs of both organisations who are accountable for its delivery for the 6 months to 30 September 2015

[Update at 1 November: The HES Board and CEO have full responsibility for delivering the business of HES from 1 October 2015].

3. From 1 October 2015 the HES Board and CEO have full responsibility for delivering the business of HES and will therefore review and develop the business plan, define the key deliverables, and prioritise the allocation of resources for the period from 1 October 2015 to 31 March 2016. At this stage they will also be able to take into account the outcome of the 2015 spending review across Government (see below on the preparation that will be done for the spending review).

## GOVERNANCE DURING 2015-16

4. From 1 April until 30 September 2015, HS and RCAHMS will remain as 2 separate bodies. The CEO of HS will continue to be directly accountable to Scottish Government, while the CEO of RCAHMS will be accountable to the RCAHMS Commissioners who are appointed by Scottish Ministers. However in practice, while respecting existing accountabilities, as much of the work of the 2 bodies as possible will be carried out jointly: the CEOs have each been seconded to the other body so that they can operate as joint CEOs of each body; and the 2 senior management teams meet jointly every week.

[Update at 1 November: the HES Board and CEO have full responsibility for delivering the business of HES from 1 October 2015. The Board has put in place appropriate corporate governance arrangements including an Audit and Risk Committee, a Staffing committee and a Scheme of Internal Delegation. The CEO for HES has been appointed and takes up his duties on 5 November 2015].

5. The joint CEOs will thus be jointly accountable until 30 September 2015 for the delivery of this Business Plan, including the Transition Programme for which they are joint Senior Responsible Owners. They will also work very closely with the Chair and Board members of HES. They and other members of the joint SMT will be available to provide advice and support as required to the Board members and the incoming HES CEO as they take decisions.

6. The joint CEOs will also continue to work very closely with the Director of Culture, Europe and External Affairs in the Scottish Government, who is the sponsor for the transition programme, and the Culture and Historic Environment Division in Scottish Government to ensure that the implementation of the Historic Environment Scotland Act 2014 and the delivery of the Transition Programme dovetail. A key joint objective will be to ensure that an appropriate sponsorship arrangement is in place for the new body by 30 September 2015.

[Update at 1 November: A Framework Document, Schemes of Delegation and Letter of Guidance are all in place for HES. A draft protocol for the relationship with the Sponsor Team in the Scottish Government has been developed. The CEO for HES has been appointed and takes up his duties on 5 November 2015].

## CREATING HES

7. Taking [\*'Our Place in Time'\*](#) as the national strategic driver for transforming the approach to Scotland's historic environment, a Transition Programme is underway to create HES. This programme is concerned principally with seamlessly integrating the systems, processes and functions of HS and RCAHMS. Its principal purpose is to establish the platform from which HES can continue to take forward an agenda for transforming Scotland's historic environment. The programme comprises a number of projects relating to governance, infrastructure, structure and people, and operational projects to deliver legislative changes and will conclude on the achievement of project deliverables.

[Update at 1 November: The Transition Programme is scheduled to close at the

end of December 2015 and all remaining deliverables will be transferred to mainstream operations. 84% of all project deliverables have been completed].

8. In advance of the commencement of HES, major steps are also being taken towards functional integration. Integrated services have been developed in key corporate services functions such as Finance, Human Resources, Information Systems, Communications, and Facilities Management and an integrated approach has been taken in many other areas of our work including, e.g. records management, business continuity, publications, library services. A number of strategies are also being developed jointly in anticipation of furthering the aims of HES in line with the priorities of [\*'Our Place in Time'\*](#).
9. The 2016-19 Corporate Plan will set out a transformative vision for HES inspired by that of [\*'Our Place in Time'\*](#).

[Update as at 1 November: the new Corporate plan is on schedule to be launched for public consultation on 16 November]

## **SPENDING REVIEW 2015 AND STRATEGIC INVESTMENT PLAN**

10. The joint CEOs will also lead work across HS and RCAHMS in the first half of 2015-16 on preparation for the 2015 spending review and the continued development of the long-term strategic investment plan for HES. They will keep the HES Board informed of progress with this work.

[Update at November 2015: We are working with our sponsor team in SG to discuss investment priorities and possibilities in light of anticipated reduction in public spending. The spending review outcomes will be known in December 2015].

## DELIVERING THE SCOTTISH GOVERNMENT'S PRIORITIES

11. Through this plan HS and RCAHMS will contribute to wider Scottish Government priorities set out in [Scotland Performs](#), [Scotland's Economic Strategy](#), and the 2014-15 Programme for Government – [One Scotland](#). (see the Annex for details on the alignment of deliverables to the priorities of '[Our Place in Time](#)', [Scotland Performs](#), the [Programme for Government](#)).

### Scotland Performs and the National Performance Framework

12. The Purpose of the Scottish Government is:

*To focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.*

13. [Scotland Performs](#) offers accountability based on national priorities set out in the National Performance Framework. In particular, we will support the delivery of the Purpose by contributing to the following national outcomes:

*We value and enjoy our built and natural environment and protect it and enhance it for future generations*

*We live in well-designed, sustainable places where we are able to access the amenities and services we need.*

*We are better educated, more skilled and more successful, renowned for our research and innovation.*

*We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others*

*We take pride in a strong, fair and inclusive national identity*

*Our public services are high quality, continually improving, efficient and responsive to local people's needs.*

### Scotland's Economic Strategy 2015

14. Through this plan we will also contribute to [Scotland's Economic Strategy](#) which has two mutually supportive goals: increasing competitiveness and tackling inequality. These are underpinned by four priorities: investment, innovation, inclusive growth and internationalisation.

### One Scotland - Programme for Government 2014-15

15. This plan also demonstrates the organisations' contribution to *One Scotland* 2014-15 which is focused on the following themes:

- Creating More, Better Paid Jobs in a Strong, Sustainable Economy.
- Building a Fairer Scotland and Tackling Inequality.

- Passing Power to People and Communities.

## DELIVERING OUR PLACE IN TIME

16. HS and RCAHMS and, from 1 October 2015, HES, will play a lead role in delivering outcomes towards achieving the shared vision of [‘Our Place in Time’](#):

*Scotland’s historic environment is understood and valued, cared for and protected, enjoyed and enhanced. It is at the heart of a flourishing and sustainable Scotland and will be passed on with pride to benefit future generations.*

17. The delivery model for [‘Our Place in Time’](#) (below) unites key stakeholders from across the sector and beyond to address the challenges that the historic environment faces now and in the future. It links the high level strategic framework to activities at the operational level.



18. HS, RCAHMS and HES’s active engagement in the work of the Strategic Historic Environment Forum (SHEF), the Historic Environment Operational Group and Working Groups is set out in this plan. The bodies will also play a key role in leading and enabling others to deliver the priorities of the strategy. This will primarily be through championing the benefits and value of Scotland’s historic environment; providing expert evidence-based advice and guidance to encourage informed decision making; growing the contribution the historic environment makes to the cultural, social, environmental and economic life of Scotland; and empowering and enabling others to take responsibility for their heritage.



## KEY DELIVERABLES

19. Key deliverables for 2015-16 have been mapped against the 4 strategic priorities of '[Our Place in Time](#)' namely: Cross-Cutting Priorities, Understand, Protect and Value. Through alignment with '[Our Place in Time](#)' this business plan also delivers the Scottish Government's priorities (the Annex also sets this out in tabular form).
20. Existing programmes of work and services in HS and RCAHMS will continue to deliver in 2015-16 in support of this Plan's priorities. This includes online services, including Scran; the SWISH partnership with RCAHMS; HS visitor services; conservation and maintenance of properties in care; heritage management casework and infrastructure services.

### Strategic Priority A - Cross Cutting Strategic Priorities

#### Key Aim

21. To ensure that the cultural, social, environmental, economic value of our heritage continues to make a major contribution to the nation's wellbeing and for communities across Scotland.

#### Key Deliverables

22. **Strategic Historic Environment Forum (SHEF) of the *Our Place in Time* Delivery Model** – To work with a range of partners including Scottish Council for Development and Industry, Convention of Scottish Local Authorities (COSLA), Museums and Galleries Scotland (MGS), Scottish Natural Heritage (SNH), Planning Aid Scotland (PAS), Built Environment Forum Scotland (BEFS), Scottish Council for Voluntary Organisations (SCVO), National Trust for Scotland (NTS). In doing so HS, RCAHMS and HES will work in partnership on issues of national importance, aligning partners' activities and resources to deliver on agreed priorities for the historic environment, and providing strategic advice and direction on its management and promotion.
23. **Historic Environment Operational Group (HEOG) of the *Our Place in Time* Delivery Model** – To work with partners from the Scottish Civic Trust (SCT), the NTS, COSLA and the Society of Antiquaries of Scotland (SoAS) to support the SHEF in driving progress towards delivery of the Strategy vision and outcomes. In doing so HS, RCAHMS and HES will work in partnership to identify priorities across the sector, highlight synergies, align activities and focus attention on achieving those priorities.
24. **Measuring Success Framework Delivery Steering Group of the *Our Place in Time* Delivery Model** – To support Built Environment Forum Scotland (BEFS) and work with partners from across the sector to support the development of an inclusive and shared evidence framework which will measure our collective progress against '[Our Place in Time](#)' and ultimately the success of the Strategy itself. Initial baseline data was published on the [BEFS website](#) on 1 April 2015.

25. **Local and National Government Joint Group on the Historic Environment of the *Our Place in Time Delivery Model*** – To work with partners, including Royal Town Planning Institute (RTPI), COSLA, Scottish Government, Heads of Planning Scotland, Association of Local Government Archaeological Officers (ALGAO), Sustainable Scotland Network, Scottish Local Authorities Economic Development Group, Community Planning Network. In doing so HS, RCAHMS and HES will work in partnership to consider how best to manage the historic environment at national and local level through proportionate regulation and effective delivery of national and local services, maximising the economic, environmental, cultural and social benefits of the historic environment to local communities. An action plan has been developed by a number of sub-groups covering topics such as communities, placemaking, conservation expertise, roles and responsibilities, simplification and undesignated assets and HS, RCAHMS and HES will lead on and contribute to a range of the agreed activities.
26. **Heritage Tourism Group of the *Our Place in Time Delivery Model*** – To work in partnership with NTS, Historic Houses Association (HHA), VisitScotland, and Scottish Tourism Alliance amongst others. In doing so HS, RCAHMS and HES will consider how best to make full use of Scotland's heritage tourism assets to grow the overall value of heritage tourism in Scotland.
27. **Participation Group of the *Our Place in Time Delivery Model*** - To work with the NTS, Edinburgh College, Royal Incorporation of Chartered Surveyors (RICS), Bannockburn Centre and the Garden History Society (GHS). In doing so HS, RCAHMS and HES will explore scope for more joining up, enhancing volunteering activity and broadening access across the social spectrum.
28. **Creation of Historic Environment Scotland** - To create a new lead body for Scotland with responsibility for investigating, recording, caring for, protecting and celebrating our historic environment. Although HES will already exist at 1 April 2015 it will take on its full powers on 1 October 2015. A key function will be to encourage and enable community involvement in our heritage and to promote heritage tourism which brings benefits to our economy nationally and to communities across Scotland.

[Update at 1 November: HES assumed its full statutory powers at 1 October 2015]

29. **Archaeology Strategy** – To work in collaboration with the Scottish Strategic Archaeology Committee, Scotland's Museums and Galleries and the sector to launch and implement Scotland's Archaeology Strategy to ensure that archaeology plays a key role in our understanding of Scottish placemaking and identity.

[Update at 1 November: The Archaeology Strategy<sup>1</sup> was published in September 2015]

30. **Scotland's Historic Environment Policy (SHEP)** - To agree how and when to address how the changes brought about by the creation of HES impact on the status and implementation of SHEP and what that means for future policy.

[Update at November: HES is in discussion with Scottish Government on how best to take forward a formal review of SHEP]

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<sup>1</sup> <http://archaeologystrategy.scot/>

**31. Climate Change** - To deliver the Climate Change Action Plan 2012-17 and the Carbon Management Plan in fulfilment of public bodies duties under Climate Change (Scotland) Act 2009. A further 7% reduction in carbon emissions is required in 2015-16 to deliver 25% overall reduction target by 2015. HS's key actions around Climate Change adaptation are laid out in [Climate Ready Scotland: Scottish Climate Change Adaptation Programme](#). This Programme sets out Scottish Ministers objectives, policies and proposals to tackle the climate change impacts identified for Scotland in the UK Climate Change Risk Assessment as required by section 53 of the Climate Change (Scotland) Act 2009.

[Update at 1 November: the target for 2015-16 is a 15% reduction in energy consumption against the 2008-9 baseline (see KPT 9, paragraph 85)]

**32. Equalities** – To promote improved access to the historic environment and associated collections in accordance with statutory duties for promoting equality and diversity and tackling discrimination including: identifying opportunities for improving access to PICs; outreach and community engagement programmes; and by improving online access to the organisations' services.

[Update at 1 November: As a Public Body, HES has a duty to publish Equality Outcomes and a Mainstreaming Report. The first report is due April 2017.]

**33. Community Planning** – To engage with community planning partners to develop, deliver and monitor progress towards local outcomes in Single Outcome Agreements. Pilot with Stirling Partnership Forum to be evaluated in 2015.

**34. Engine Shed** - To work in partnership with Scottish Government, Heritage Lottery Fund (HLF) and the European Regional Development Fund (ERDF) to establish Scotland's first centre dedicated to building conservation in the currently derelict Engine Shed, Stirling. Design and delivery in 2015-16 with further progression to Technical Design and Construction. The Engine Shed is scheduled to open in summer 2016.

**35. Traditional Building Skills and Materials** - To work in partnership with the construction, repairs and maintenance sectors to deliver the Scottish Government Traditional Skills Strategy for sustaining and developing traditional building skills in Scotland including delivering training for 58 traditional skills apprentices in

**36. Skills for the Future** – To deliver in partnership with HLF year 5 of a 6 year programme of 41 year-long traineeships in curatorial and heritage education skills.

### 38. Resource

	Cross cutting: Lead & Enable £'000	Understand: Investigate & Record £'000	Protect: Care For & Protect £'000	Value: Share & Celebrate £'000	Our Performance
Salary Costs	2,939	5,887	10,155	14,116	5,149
Programme Costs	4,441	4,552	17,047	11,424	13,272
<b>Total</b>	<b>7,380</b>	<b>10,439</b>	<b>27,202</b>	<b>25,540</b>	<b>18,421</b>

## **Strategic Priority B - Understand: Investigate and Record**

### **Key Aim**

39. To investigate and record our historic environment to continually develop our knowledge, understanding and interpretation of our past and how best to conserve, sustain and present it.

### **Key Deliverables**

40. **Knowledge development and sharing** – To undertake programmes of field investigation, aerial survey, research and scientific studies to improve the quality and extent of our knowledge and understanding of the historic environment.

41. **Scotland's Historic Environment Data (SHED)** – To collaborate with the Sites and Monuments Record Forum to improve access to information about Scotland's historic environment.

42. **Scottish 10** - To work in partnership with Glasgow School of Art and Cyark to complete the survey of tenth and final site, the Giant Cantilever Crane in Nagasaki and to actively and collaboratively seek funding to develop dissemination tools to help understand and access the digital assets that have been created.

43. **Scotland's Urban Past** – To begin delivery of 15 of 60 projects across 3 designated target groups in this 5 year, part HLF funded project, to train, support and enable communities across Scotland to explore and celebrate their urban environments.

44. **CORPUS** – To deliver improvements in the quality and online accessibility of the data held in the Canmore database.

45. **Historical Aerial Photography** – To develop and finalise proposals to establish a Partnership Agreement with US National Archives and Records Administration (NARA) to digitise and make available online 100,000 images.

46. **Historic Landuse Assessment** – To complete the final 7% of the digital map of Scotland that records the visible traces of past land-use and is accessible online to be used by e.g. individuals who want to understand a local landscape, agents who are developing proposals for land use change, specialists undertaking landscape character assessments or gathering data for strategic plans and researchers who want to explore the extent, development and origin of historic environment.

47. **Discovering the Clyde** - To consolidate and expand the 5-year research programme to examine the relationship of people with the river through time by researching the physical remains of the historic environment and data and archive material, and through engagement with local people; a key delivery programme for the Scottish Archaeological Research Framework (ScARF).

## 48. Resources

	<b>Cross cutting: Lead &amp; Enable £'000</b>	<b>Understand: Investigate &amp; Record £'000</b>	<b>Protect: Care For &amp; Protect £'000</b>	<b>Value: Share &amp; Celebrate £'000</b>	<b>Our Performance</b>
<b>Salary Costs</b>	2,939	5,887	10,155	14,116	5,149
<b>Programme Costs</b>	4,441	4,552	17,047	11,424	13,272
<b>Total</b>	7,380	10,439	27,202	25,540	18,421

## Strategic Priority C - Protect: Care For and Protect

### Key Aim

49. To care for and protect the historic environment, in order to both enjoy and benefit from it and to conserve and enhance it for the enjoyment and benefit of future generations.

### Key Deliverables

50. **World heritage** – To define and develop HES's role in relation to World Heritage in Scotland. In particular, HS, RCAHMS and HES will lead in partnership with Fife and Edinburgh Councils, Network Rail, Forth Bridges Forum and Transport Scotland on the Forth Bridge World Heritage submission which will potentially be assessed in July 2015.

[Update at November 2015: Forth Bridge<sup>2</sup> was inscribed as a world heritage site by UNESCO in July 2015]

51. **Managing change in the historic environment** – To designate sites of special architectural or historic interest [and provide advice] on management of the historic environment and manage and to guide change efficiently and proportionately through effective participation in the planning system.

[Update at November 2015: New regulations for heritage management together with an online Decisions Portal were in place for 1 October 2015]

52. **Investing in the historic environment** – To continue to support the care and protection of the historic environment through our grants programmes, investing £14.5 million in 2015-16 and using conditions of grants and grant funded projects to lever in high quality training opportunities, to stimulate demand for training, and empowering and enabling communities. This includes the investment of £4.586 million in 2015-16 in City Heritage Trusts and Conservation Area Regeneration Schemes (CARS), a key driver in Town Centre Renewal.

53. **Buildings at Risk** – To maintain the register of important buildings at risk of demolition or significant change and work proactively across the sector to reduce the number of number of A Listed Buildings At Risk in line with the National Indicator.

54. **Re-investing in the capital assets of HS/RCAHMS:** To take opportunities, for example, through the PIC Estate Asset Management Plan, to review potential alternative uses for the houses and other ancillary properties that are not presented to the public in order to maximise financial returns and therefore increase the sums available for reinvestment.

55. **Conserving Properties in Care** – To manage a conservation programme to care for the 345 sites of national importance in the care of Scottish Ministers based on condition surveys and annual monument audits. To deliver a baseline measure of condition that will underpin the performance criteria set out in the Scheme of

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<sup>2</sup> <http://www.historic-scotland.gov.uk/index/heritage/worldheritage/world-heritage-sites-in-scotland/forth-bridge.htm>

Delegation between the Scottish Ministers and HS/HES relating to Properties in Care.

[Update at November 2015: In October 2015 we published a Scheme of Delegation<sup>3</sup> with a comprehensive set of supporting documents setting out the direction for the management of properties in HES care.]

**56. Preserving Archive Collections** – To work in partnership with National Galleries of Scotland (NGS) to submit the business case for funding for the construction of specialist archive and collections facilities.

[Update at November 2015: HES will review the options for the securing the long-term preservation of the archive collections alongside its other priorities that include the properties in care, their associated collections and the location of its headquarters. As discussed at Board level with NGS, this will require HES to examine other options as well as the construction of specialist archive and collections facilities.]

**57. Trusted Digital Repository** – To work towards the achievement of trusted digital repository status (an internationally recognised standard for the safe and long-term curation of digital records) and the attainment of a Data Seal of Approval (an international quality award for digital curation).

## 58. Resources

	<b>Cross cutting: Lead &amp; Enable £'000</b>	<b>Understand: Investigate &amp; Record £'000</b>	<b>Protect: Care For &amp; Protect £'000</b>	<b>Value: Share &amp; Celebrate £'000</b>	<b>Our Performance</b>
<b>Salary Costs</b>	2,939	5,887	10,155	14,116	5,149
<b>Programme Costs</b>	4,441	4,552	17,047	11,424	13,272
<b>Total</b>	7,380	10,439	27,202	25,540	18,421

<sup>3</sup> <http://www.historic-scotland.gov.uk/index/about/historicenvironmentscotland/whats-new/schemes-of-delegation.htm>

## Strategic Priority D - Value: Share and Celebrate

### Key Aim

59. To share and celebrate the richness and significance of our historic environment, enabling us to enjoy the fascinating and inspirational diversity of our heritage.

### Key Deliverables

60. **Growing Heritage Tourism** - To work in collaboration with VisitScotland, NTS, HHA, the Scottish Tourism Alliance, Scottish Government, Scottish Enterprise, Scottish Ancestral Tourism Group and the Moffat Centre to grow the volume and value of heritage tourism and to share and celebrate the significance of our historic environment.

61. **Focus Years** – To work with SG and partners to deliver a programme of events and other activities designed to celebrate Scotland's Year of Food and Drink in 2015 and Year of Innovation, Architecture and Design in 2016.

62. **Providing Access** – To maintain HS's (and subsequently HES's) position as the lead operator of paid for visitor attractions in Scotland and improve access to properties and collections.

63. **Sharing the significance of the historic environment** - To deliver education and outreach programmes to a wide variety of audiences.

64. **Edinburgh Castle** - To develop proposals at Edinburgh Castle to improve visitor engagement focusing on unused space (eg the water towers).

65. **Industrial Heritage** - To work with stakeholders to develop and publish an Industrial Heritage Strategy for Scotland.

66. **Stirling Tapestries** - To mark the completion of the Tapestry Project with a celebration at Stirling Castle.

67. **Britain from Above** - To deliver in collaboration with our UK partners a touring exhibition on the Aerofilms Collection.

68. **A Tale of Two Cities** - To deliver the exhibition on the architectural development of Edinburgh and Nanjing in Edinburgh.

### 69. Resources

	Cross cutting: Lead & Enable £'000	Understand: Investigate & Record £'000	Protect: Care For & Protect £'000	Value: Share & Celebrate £'000	Our Performance
Salary Costs	2,939	5,887	10,155	14,116	5,149
Programme Costs	4,441	4,552	17,047	11,424	13,272
<b>Total</b>	7,380	10,439	27,202	25,540	18,421

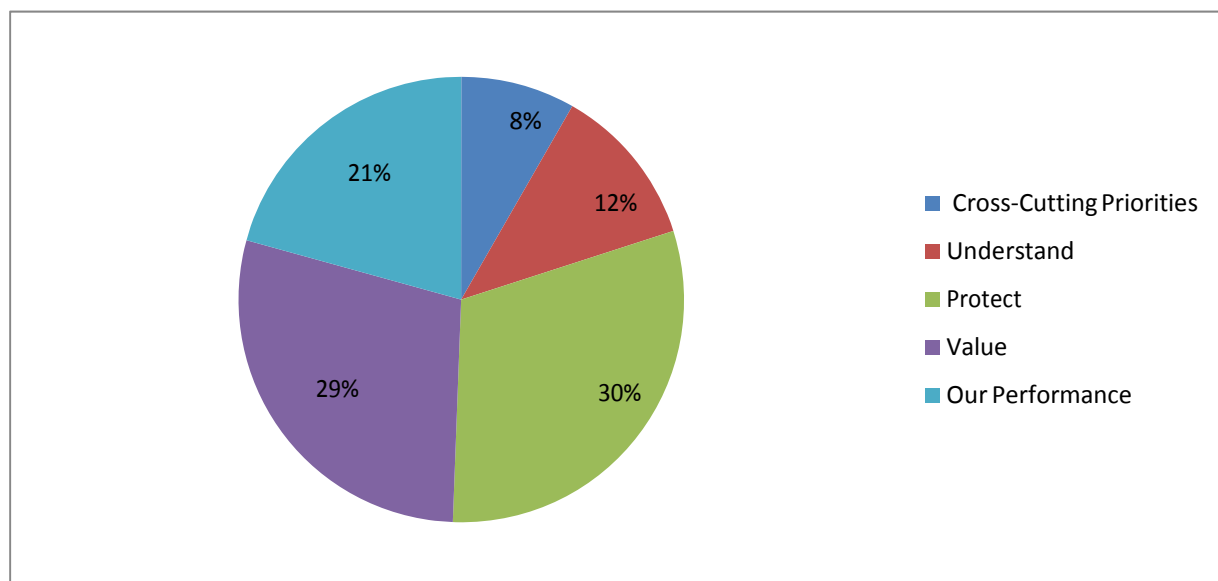


## RESOURCES

70. The table [Update at October 2015] below shows aggregated income and expenditure for 2015-16 for HS and RCAHMS and, from 1 October, for HES. From an operational and resource view it has been decided to avoid allocating funding to each separate 6 month period.

	£m	£m	£m
Scottish Government grant/core funding			44.4
Commercial income			39.5
Other income			2.9
Capital funding (including Edinburgh Castle Rockfall and Engine Shed)			2.2
<b>Total Income</b>			<b>89.0</b>
Staff costs		38.3	
Investments commitment		14.5	
Operational costs/programme budgets		23.5	
Cost of retail goods and travel trade commission		4.8	
Capital expenditure		2.2	
SG capital charges – non-cash		3.6	
<b>Total expenditure</b>			<b>89.0</b>

71. The chart below shows the apportionment of expenditure against strategic priorities.



72. [Update at November 2015: HES is committed to delivering efficiency savings of at least 3% per annum during the course of the current Spending Review 2011-12 to 2015-16 and to report publicly on the actions undertaken and the results achieved.]

### Staffing Resources

73. The total Full Time Equivalent (FTE) number of staff for HS and RCAHMS is 1044, based on the figure in March 2015. The figure does not include seasonal staff and assumes all posts are filled. It will fluctuate during the year.

[Update at November 2015: HES have 1145 Permanent FTE staff (excluding FTE fixed term and seasonal)].

## **MEASURING PERFORMANCE**

74. A set of Key Performance Targets measures progress in 2015-16 towards delivering the strategic priorities set out in this plan (see below at para. 85).

75. Data relating to Equalities, Health & Safety, Sick Absence, Staff training, Supplier Payment and Freedom of Information performance is also reported in our Annual Report and Accounts.

### **Monitoring and Reporting**

76. Progress towards achieving the Key Performance Targets is closely monitored throughout the year.

### **For the period to 30 September 2015:**

77. **RCAHMS Commissioners** – Commissioners attend 6 monthly Programme Committees to monitor and review RCAHMS progress and approve annual operating plans. Key projects are reported to Commissioners at Quarterly meetings.

78. **Joint Senior Management Team** – JSMT monitors progress through regular reports on Corporate Plan key commitments, Business Plan corporate standards, Key Performance Targets, budgets, workforce and risks.

79. **Historic Scotland Audit and Risk Committee** – HS ARC receives assurance on the processes through which Historic Scotland manages performance and the risks to the delivery of Historic Scotland strategic priorities.

80. **RCAHMS Finance and Risk Audit Committee** – RCAHMS FRAC receives assurance on the processes through which RCAHMS manages performance and the risks to the delivery of RCAHMS strategic priorities.

81. **HES Board** – meets monthly until 30 September as per Audit Scotland recommendations and will receive reports on progress towards the delivery of this Plan.

82. **Culture and Historic Environment Division (Scottish Government)** – meets with Joint Chief Executives quarterly to review progress towards delivery of this Plan.

83. **Cabinet Secretary for Culture and External Affairs** – receives assurance on progress from the HES Board and CEO through Culture and Historic Environment Division.

### **From 1 October:**

84. **HES Board** – As stated earlier the HES Board and CEO will review this Plan ahead of 1 October 2015.

[Update at November 2015: The HES Board have reviewed this TBP. The updates noted on this TBP constitute the outcomes of that review].

A review of Performance against this TBP for the 6-months to 30 September 2015 is included in Annex B ].

## 85. Key Performance Targets – 2015-16

[Update at November 2015: The Board of HES have agreed that these KPTs should remain in place for the period 1 October 2015 to 31 March 2016]

The key performance targets (KPTs) have been retained from the previous year to illustrate continuity of service over the course of the transition to Historic Environment Scotland. Target values have been revised.

Measure	2015-16
Reduce the percentage of A-listed buildings at risk in partnership with Local Authorities and the historic environment sector	N/A <sup>4</sup>
Properties in care condition index – baseline condition index established*	Y/N
Continue to build membership numbers	157,000
Maintain Historic Scotland staffed sites VisitScotland rating of 4 stars or above	92%
Attract visitors to our sites	3.59 million
Performance in the planning system: We will meet 80% of our statutory timescales. Decisions on SMC to be turned around within 5 weeks	80%/82%
Maintain the level of the 2011-12 grants budget and continue to invest in grant schemes	£14.5 million <sup>5</sup>
Reduce energy consumption at our sites against 2008-09 baseline	15%
Generate income from our sites and other commercial activities	£38.5 million
Deliver efficiencies against expenditure levels on Scottish Government funding	£1.2 million
Achieve a performance rating across our sites from the Mystery Visit Programme	80%
Levels of staff engagement	62%
Improve organisational resilience through a reduction in average working days lost	5%
Scottish cultural materials used in Scottish Primary and Secondary schools	100% secondary 65% primary
High quality research and student training based at or partnered by RCAHMS	4 CDAs
Number of communities and individuals involved in activities facilitated by RCAHMS	16,000
National collection is cared for in specialist archival facilities to ensure its long term preservation	Y/N
Number of new site records, catalogue records, events and updates in Canmore that build content to meet user requirements	1,150,000
Number of items in the collection subject to active preservation	15,000
Number of items in the collection made accessible through cataloguing	20,000
Number of search room visitors, public enquiries and website visits	9,000,000
Number of digital resources added to the Digital Repository	15,000
Number of digital images made accessible online	70,000
Number of registrations to allow online interaction with digital content	12,000
Number of Information Systems partners	24
A reduced ecological footprint (reduction in CO2 emissions) – RCAHMS	2%

<sup>1</sup>Next data point due for collection in March 2017. Nothing to report against this KPT in 2015-16

<sup>2</sup>£14.5 million figure is made up of: Building repair £12.5m, Archaeology £1.5m and £0.5m for other grant schemes.

<sup>4</sup>Next data point due for collection in March 2017 - nothing to report against this KPT in 2015-16

<sup>5</sup>£14.5 million figure is made up of: Building repair £12.5m, Archaeology £1.5m and £0.5m for other grant schemes.

ANNEX A

DELIVERING THE SCOTTISH GOVERNMENT'S PRIORITIES

Priority	Deliverable	Scotland Performs – National Outcomes						One Scotland		
		Built Environment	Sustainable Places	Better Educated	Strong Communities	National Identity	Public Services	Jobs	Inequalities	Communities
Cross-Cutting Priorities	SHEF	*	*		*	*	*			*
	HEOG	*	*		*		*			*
	Measuring Success OPiT Working Group	*			*		*			*
	Local & National OPiT Working Group	*	*		*		*			*
	Heritage Tourism OPiT Working Group	*	*		*		*	*		*
	Participation OPiT Working Group	*	*		*		*		*	*
	Creation of HES	*	*		*		*		*	*
	Archaeology Strategy	*			*		*			*
	SHEP	*	*		*		*			*
	Climate Change	*	*		*		*	*	*	*
	Community Planning	*	*		*		*		*	*
	Engine Shed	*	*		*		*			*
	Traditional Skills and Materials	*	*	*	*		*	*	*	*
	Skills for the Future	*	*	*			*	*	*	
Understand	Knowledge development and sharing	*	*	*	*	*	*			*
	SHED	*		*	*	*	*			*
	Scottish 10	*		*	*	*	*			*
	Scotland's Urban Past	*		*	*	*	*			*
	CORPUS	*	*	*	*		*			*
	Historical Aerial Photography	*		*	*	*	*			*
	Historic Landuse Assessment	*		*	*	*	*			*
	Discovering the Clyde	*		*	*		*			*
Protect	World heritage	*	*	*	*	*	*			*
	Managing change	*	*		*		*			*
	Investing (Grants)	*	*		*		*	*	*	*
	Buildings at risk	*	*		*		*			*
	Capital assets	*	*		*		*			*
	Conserving PICs	*	*	*		*	*	*		
	Preserving archive collections	*	*	*	*	*	*			*
Trusted digital repository	*	*		*		*			*	
Value	Growing heritage tourism	*	*			*	*	*		
	Focus years	*				*	*	*		
	Access	*	*	*	*		*	*	*	*
	Sharing significance	*		*	*		*			*
	Edinburgh Castle Water Towers	*			*		*			*
	Industrial heritage	*		*	*	*	*		*	*
	Stirling tapestries	*			*		*			*
	Britain from above	*		*	*		*			*
A Tale of Two Cities	*	*	*	*	*	*			*	

## Key

### **Scotland Performs - National Outcomes**

**Built Environment** - We value and enjoy our built and natural environment and protect it and enhance it for future generations

**Sustainable Places** - We live in well-designed, sustainable places where we are able to access the amenities and services we need

**Better Educated** - We are better educated, more skilled and more successful, renowned for our research and innovation

**Strong Communities** - We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

**National Identity** - We take pride in a strong, fair and inclusive national identity

**Public Services** - Our public services are high quality, continually improving, efficient and responsive to local people's needs

### **One Scotland**

**Jobs** – Creating more, better paid jobs in a strong, sustainable economy

**Inequalities** – Building a fairer Scotland and tackling inequality

**Communities** – Passing power to people and communities

## ANNEX B

### Transition Business Plan: Performance

#### Deliverables

Information on Transition Business Plan deliverables, KPTs and compliance targets is available on a quarterly basis. This assessment is based on information collated in October 2015 and represents the position at the end of September, at the point of transition to Historic Environment Scotland. This information has informed the review of the TBP. It will be reported to the Cabinet Secretary through SG Sponsor as part of the approvals process for the revised TBP.

#### Transition Plan Deliverables

Cross Cutting			
TBP Deliverable	Estimated Delivery Date	On Track (Y/N)	Comments
SHEF	Ongoing	Y	SHEF meets twice a year and is chaired by the Cabinet Secretary for Culture and External Affairs. HES is represented by the HES Board Chair, Jane Ryder. The first meeting in 2015 was held on 10 June. The next meeting is scheduled for 9 December, to be hosted by HES. Active participation in the delivery of a Landscape & the Historic Environment paper for SHEF in partnership with SNH and NTS.
HEOG	Ongoing	Y	HEOG meets 4 times a year and is chaired by Karen Watt (SG CHED). HES is represented by the Chief Executive. The most recent meeting took place on 2 October 2015. It was proposed to re-appraise the delivery of 'Our Place in Time' now that Historic Environment Scotland has assumed its full powers and is charged with the role of lead public body for OPIT.
Measuring Success OPIT Working Group	Ongoing	Y	Measuring Success Group meets 4 times a year and is chaired by BEFS. The first Annual Report on OPIT was published on 1 October. HES has played an active role in facilitation and discussion of measurement of OPIT and will align measures of the Corporate Plan to the Measuring Success measurement framework. Funding proposals have been submitted to RSE for a series of expert workshops on Social Values of Culture and Heritage outcome due before Christmas.

TBP Deliverable	Estimated Delivery Date	On Track (Y/N)	Comments
Local & National OPiT Working Group	Ongoing		<p>To support delivery of the actions identified by the Joint Group on the Historic Environment, HES has:</p> <ul style="list-style-type: none"> <li>• delivered an on-line portal to aid transparency of decision-making structures in HES;</li> <li>• prepared Historic Environment Circular 1 with the support of key stakeholders to communicate the respective roles of HES and Scottish Government and implications of secondary legislation;</li> <li>• ensured that the processes involved in delivering the new regulatory environment for HES is aligned with existing processes and systems, thus supporting the simplification agenda;</li> <li>• engaged with the Key Agencies Group to raise awareness of the historic environment;</li> <li>• developed a redesign for Managing Change Leaflets with an improved presentation of the material informed by feedback on previous documents; the first in the revised series, Fire has been produced and others are in production;</li> <li>• worked with key stakeholders to consider the scope of a review of the grants provided by HES;</li> <li>• completed a review of leaflets for listing and scheduling;</li> <li>• created celebratory booklets on WW1 and Canals, Sporting Buildings;</li> <li>• worked with ALGAO to consider the issues associated with better ways of recognising and protecting undesignated assets of various types;</li> <li>• developed a case study template for use on the new HES website in 2016 to support the requirement to articulate examples of best practice in the historic environment</li> </ul>
Heritage Tourism OPiT Working Group	Ongoing	Y	Group meets three times a year. Opportunities identified within context of Our Place in Time and Tourism Scotland 2020 strategies.
Participation OPiT Working Group	by end of Mar 16	Y	Skills sub-group met in October to undertake a gap analysis to form basis of proposal for training across the sector.
Creation of HES	01-Oct-15	Y	HES took on full statutory powers on 1 October 2015 as a new NDPB . The Framework Document is published on the HES website. HES successfully applied to OSCR for charitable status and is now a registered Scottish charity number
Archaeology Strategy	02-Sep-15	Y	The Archaeology Strategy successfully launched by Cabinet Secretary on 2 September at the EAA Conference in Glasgow
SHEP	Not yet defined	Y	HES is in discussion with Scottish Government on how best to take forward a formal review of SHEP.



TBP Deliverable	Estimated Delivery Date	On Track (Y/N)	Comments
Climate Change	Ongoing	Y	<p>HS Sustainability Report was published, as part of the Annual Accounts, 2014-15, at the end of September. The Climate Change Report for 2014-15, using the new required reporting template for public bodies, is being drafted.</p> <p>We completed the Carbon Management Plan (CMP) in April 2015, having achieved a reduction in greenhouse gas (GHG) emissions of 17% in 2014-15 (against a target of 25%) and a total reduction in energy consumption of 18% (against a target of 9.5%).</p> <p>HES is committed to reducing its operational carbon emissions and mitigating the impacts of climate change. The first Carbon Management Plan is under development for HES taking account of lessons learned from the predecessor bodies.</p>
Equalities	Ongoing	Y	In July SMT approved proposals to set up a project to ensure HES is fit to deliver its responsibilities in relation to equalities. A draft equalities impact assessment has been drafted for the HES Corporate Plan and will form a key part of the consultation.
Community Planning	Ongoing	Y	A pilot on participating in Community Planning is being undertaken in Stirling and consideration is being given to extending the model to other Local Authority areas, in particular to Orkney.
Engine Shed	Summer 2016	Y	The building envelope of the new wings and re-roofing is largely complete and internal fit out of the West wing commenced. The contractor is reporting contract completion in June 2016 to allow for operation opening in August 2016. Stakeholder engagement, Qualification development and interpretation are all on track.
Traditional Skills and Materials	Ongoing	Y	Continued progress against all aims and objectives identified in the Traditional Skills Strategy.
Skills for the Future	by end of Mar 16	Y	<p>The Skills for the Future project is now in its fifth of sixth years, with the programme now including archival and education and outreach skills.</p> <p>Three further trainees began work in April. Of last year's ten trainees, we know of eight that are now in employment in heritage related work.</p>

<b>TBP Deliverable</b>	<b>Estimated Delivery Date</b>	<b>On Track (Y/N)</b>	<b>Comments</b>
Knowledge development and sharing	Ongoing	Y	This is a key part of building and maintaining the dynamic National Record of Scotland's historic environment, guided by a prioritised list of activities, and is geared to help achieve Transitional Business Plan objectives. Work has begun on the Survey & Recording Strategy for HES, a high-level strategy which will sit directly below the HES Corporate Plan and will guide all relevant HES activity that contributes to the National Record.
SHED	Ongoing	Y	<p>The SHED Strategy is current from 2014 for 10 years, and 2014-17 is identified as the development phase. A Programme Board is now coordinating delivery, in conjunction with a number of workstreams formed from stakeholder representatives.</p> <p>Progress includes developing an initiative to polygonise national and local historic environment records. Links have been made with Museums Galleries Scotland, and with Registers of Scotland Land and Buildings data hub and with the Improvement Service.</p> <p>A Stakeholder Workshop, hosted by BEFS, will be held in November 2015, to look in particular at the draft SHED Implementation Plan.</p>
Scottish 10	Phase 1 by end of Mar 16	Y	<p>All fieldwork completed at each site. Further developments in progress with the digital assets created</p> <ul style="list-style-type: none"> <li>• Edinburgh Castle real-time model</li> <li>• Antonine Wall – PhD research in progress to interrogate 3D data in partnership with Canterbury Christ Church University.</li> <li>• Barhill Fort - educational game for Barhill Fort being developed</li> <li>• Maeshowe - remote access app</li> </ul> <p>Phase 2 is under development - development of educational resources through research, dissemination and creation of immersive experiences of S10 digital assets). A funding application will be submitted to HLF for consideration by end Nov 2015.</p>
Scotland's Urban Past		Y	<p>Scotland's Urban Past was officially launched by the Cabinet Secretary on 5 June.</p> <p>This period has seen the SUP team delivering five community-led projects in Tain, Ayr, Livingston, Dunfermline and Edinburgh.</p>

<b>TBP Deliverable</b>	<b>Estimated Delivery</b>	<b>On Track</b>	<b>Comments</b>
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	Date	(Y/N)	
CORPUS	2017	Y	Phase 1 - taking stock - has been completed and Phase 2, improving data content and quality, has been planned.
Historical Aerial Photography	Planning phase by end of March 2016. Implementation and start-up in April 2016.	Y	<p>The Digitization Agreement was signed by the Archivist of the United States on 19th August 2015.</p> <p>Work continues on detailed project planning, the practicalities of establishing the digitisation unit at NARA, documentation on conservation standards and the selection of imagery for digitisation in the first year of the partnership.</p> <p>The development of a digitisation unit, dedicated to our partnership, has begun at the Washington D.C. headquarters of NARA. Work in the United States is scheduled to commence in March 2016.</p>
Historic Landuse Assessment	Sept 2015/ Oct 2016	Y	<p>100% of Scotland has now been mapped and is available online, on HLAmap.</p> <p>A History of the Scottish Landscape, a book on the results of the project, is in preparation.</p>
Discovering the Clyde	2020	Y	<p>Fieldwork for the initial Project, Connected with the Clyde, Phase 1, has been completed and a report and recommendations are being compiled.</p> <p>The Programme was formally launched on 27 June through a canoe journey and the examination of historic sites, grant-funded by the AHRC Connected Communities Festival and by Dig It! 2015.</p> <p>The Programme website is now up and running, and associated social media and e-newsletter have been initiated.</p> <p>Good connections are being made with local authorities, universities and academic institutions, with local heritage groups and local communities.</p> <p>The first of a chronological series of research projects on Defending the Clyde is currently being developed in conjunction with Glasgow University Centre for Battlefield Archaeology and a local community group.</p>

Protect			
TBP Deliverable	Estimated Delivery Date	On Track (Y/N)	Comments
World heritage	by end of Mar 16	Y	<p>In April 2015 the joint SMT and CHED agreed HES' and SG's respective roles and responsibilities for World Heritage, set out in the table at the link below. Discussions on how HES will deliver its responsibilities will take place in due course.</p> <p>Forth Bridge<sup>6</sup> was inscribed as a world heritage site by UNESCO in July 2015.</p> <p>The major publication on the results of 30 years of fieldwork on St Kilda has now been written and is scheduled for publication in late October 2015.</p>
Managing change	Ongoing	Y	<p>Decisions Portal for designations and scheduled monument consent went live on 1 October 2015.</p> <p>Day-to-day designations and consents-related work is ongoing, and uploaded onto portal where appropriate.</p> <p>Consultation closed on 28 September for Managing Change Guidance Note (MCGN) on Battlefields and Gardens, responses being analyzed. Consultation is underway on MCGN for World Heritage Sites.</p>
Investing (Grants)	31 March 2016	Y	<p>We continue to support the care and protection of the historic environment through our grants programmes, and are on track to invest £14.5 million in 2015-16.</p> <p>Work is ongoing on looking at the grant schemes and working with stakeholders with a view to improvement. Work should be completed by June 2016 with an interim report available by March 2016.</p>
Buildings at risk	31 March 2017	N - Amber risk	<p>This is the National Indicator for the built heritage. The next reporting date is 2017.</p> <p>The report for 2014-15 was compiled and end-of-year statistics were completed.</p> <p>Having been slightly ahead of target at the start of the financial year, various issues have affected fieldwork. Discussions currently underway to on streamlining delivery have slowed progress, so targets for 2015-16 may not be met, but can be caught up in due course.</p>
Capital assets	31 March 2016	Y	<p>This project is on track for delivery in a staged process from early 2016.</p> <p>The project has continued to look in detail at our vacant and underused ancillary properties and at the opportunities both for HES and for others to achieve financial and community benefits in re-use.</p>

<sup>6</sup> <http://www.historic-scotland.gov.uk/index/heritage/worldheritage/world-heritage-sites-in-scotland/forth-bridge.htm>

<b>TBP Deliverable</b>	<b>Estimated Delivery Date</b>	<b>On Track (Y/N)</b>	<b>Comments</b>
Conserving PICs	by end of Mar 16	Y	In October 2015 we published a Scheme of Delegation <sup>7</sup> with a comprehensive set of supporting documents setting out the direction for the management of properties in HES care.  The repair and maintenance programme is ongoing throughout the year.
Preserving archive collections	Ongoing	N- a long term risk	The project to develop shared specialist facilities at Granton with National Galleries of Scotland will be part of the options review.
Trusted digital repository	31 March 2016	Y	Client specification documents were completed by HES and Preservica for the development work required to couple the two systems. Testing is due to take place in November.

<sup>7</sup> <http://www.historic-scotland.gov.uk/index/about/historicenvironmentscotland/whats-new/schemes-of-delegation.htm>

Value			
TBP Deliverable	Estimated Delivery Date	On Track (Y/N)	Comments
Growing heritage tourism	Ongoing	Y	See update on the Heritage Tourism Group above.
Focus years	Ongoing	Y	Food and Drinks programme delivered throughout 2015 and internal group for Innovation, Architecture and Design 2016 set up, with initial plans for the year proposed.
Access	Ongoing	Y	An Interim Access Policy for Properties in Care was published as part of the Scheme of Delegation.
Sharing significance	Ongoing	Y	Final draft of HES Engagement Strategy submitted for internal consultation.  Education and outreach programmes delivered across our range of functions throughout the year.
Edinburgh Castle Water Towers	On hold	N - a long term risk.	On hold. No confirmed funding at present. To be considered as part of overall review of site requirements
Industrial heritage	Ongoing	Y	Forth Bridge World Heritage delivered on 5 July 2015.  New management process has been developed in view of HES' key role HES is accountable to UNESCO via CHED & DCMS.
Stirling tapestries	October 2015	Y	Complete - final account to the HS Foundation on 13 October.
Britain from above	Complete	Y	5-year project and outreach programme delivered. Website still active with over 300,000 user contributions and around 50,000 registered users.  The Britain from Above exhibition completed its tour. Between April and August the exhibition was on display at Stirling University Art Gallery where it was viewed by 12,000 visitors.
A Tale of Two Cities	December 2015	Y	Scottish Exhibition to open in Edinburgh Castle in December - potential international delegation from China to attend launch