Heritage
For All
CORPORATE PLAN 2019 ONWARDS
Dualchas Dhuinn Uile

PLANA CORPORRA 2019 AIR ADHART
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We listened to all the different voices – and especially tried to reach some of those voices that are often not heard in conversations about history and heritage. What they said has helped to fundamentally shape what we aim to do and how we will do it.
2015 marked a new beginning for Scotland’s historic environment. Historic Environment Scotland 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, covering 2016-19, we made a commitment to delivering real public benefits in new and different ways. We produced innovative plans for conservation and investment in the historic properties in our care. We developed cutting-edge research and technology and made this available for wider use. And with substantial increases in visitor numbers, we offered more people of all ages more opportunities to engage with, access and learn from our heritage.

Our second Corporate Plan, covering 2019 onwards, takes confidence from what we have achieved so far. But there is a very different approach in this new plan – focusing on the real outcomes we want to achieve over the next three years and beyond.

Throughout this plan’s development, we asked 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 listened to all the different voices – and especially tried to reach some of those voices that are often not heard in conversations about history and heritage. What they said has helped to fundamentally shape what we aim to do and how we will do it.

This new Corporate Plan reflects not just HES as a maturing organisation, but also presents a dynamic vision for the whole historic environment – a vision everyone can share.

Jane Ryder OBE  
Chair, Historic Environment Scotland
‘Scotland’s historic environment is the physical evidence for human activity that connects people with place, linked with the associations we can see, feel and understand.’

Our Place in Time, The Historic Environment Strategy for Scotland, 2014
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? We see it as everything that has been created by people over time: the tangible and the intangible. It can be a place, an object or an idea. It can be a castle, a ruined abbey or a stone circle; a high street, a colliery or a garden; a book, an instrument – even a song or a piece of music. It’s all those things that we’ve made, all the way up to today. The historic environment is Scotland’s story.

In all our conversations and discussions across the country, and around the world, what is clear is that so many care very deeply about the historic environment. From grandparents, carers and children, community groups to local businesses, bus drivers to dog walkers, 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.

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 involve everyone so that we all benefit.

We are a charity and public body leading the way in protecting, understanding and sharing Scotland’s historic environment, for today and for 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.
• In every aspect of our work we strive to follow our five organisational values – we are collaborative, professional, innovative, open and respectful.
HERITAGE FOR ALL

Apprentices at Arbroath Abbey

Corporate Plan 2019 Onwards
OUR VISION
AR LÈIR Sinn

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

“Gum bi a h-uile duîne a’ cur sùim mhòr san àrainneachd eachdraidheil, gum bi tuigse aca oirre agus cothrom aca tlachd is com-pàirt a ghabhail innte le pròis.”

OUR PRIORITIES
AR PRÌOMHACHASAN

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 people’s lives
2. The historic environment is looked after, protected and managed for the generations to come
3. The historic environment makes a broader contribution to the economy of Scotland and its people
4. The historic environment inspires a creative and vibrant Scotland
5. The historic environment is cared for and championed by a high-performing organisation
The historic environment makes 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 influence decisions about the history and heritage of their communities and where they live.

The historic environment has the power to change 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 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, enjoy and connect with the historic environment, making it a part of our everyday lives.

• **We will use the historic environment to build strong and sustainable communities** – demonstrating the crucial role of heritage in placemaking.

• **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 healthy and 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.
"My mum and dad are members and we visit castles and stuff."
Callum Devlin, School Pupil, Rutherglen

"History can help create a sense of community. Once you get that sense of community, once you get that buzz back, it attracts people to come into the town."
Leah Roberston, Textile Designer, Selkirk
There was a big flat stone with a cross on it on the farm - in my great grandfather’s time it was a doorstep into a piggery. Now it’s actually in the Museum of Scotland.”

Gibson Siwo,
Beef Farmer, Glenluce

HERITAGE AND THE ENVIRONMENT – DUALCHAS AGUS AN ÀRAINNEACHD

2. THE HISTORIC ENVIRONMENT IS LOOKED AFTER, PROTECTED AND MANAGED FOR THE GENERATIONS TO COME

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

To look after our heritage now and in the future, everyone needs individuals and organisations 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 craft skills and materials that have served Scotland for thousands of years and that are essential for supporting a sustainable future – 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 need to engage much more widely, involving individuals and organisations 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 conserved – 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** – managing the long term 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 respond to the challenges 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 is inclusive, informed, open and forward-thinking.
“We have five acres just at the base of the Lomond hills. Because we farm organically, mostly with hand tools, we definitely feel very connected to the people who farmed this land in the past. That’s my historic environment.”

Bryde Marshall, Farmer, Edinburgh

“The historic environment here ticks all the right boxes, from my interests and now my business and lifestyle.”

Piotr Gudan, Outdoor Explorer, Pitlochry
3. THE HISTORIC ENVIRONMENT MAKES A BROADER CONTRIBUTION TO THE ECONOMY OF SCOTLAND AND ITS PEOPLE

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 their local histories. We need to make sure that every place in Scotland sees itself as a special place with something to give.

We are not just talking about tourism and visitors. This is also about sharing, and actively promoting, the value and importance of the historic environment – sharing it with everyone from government and policy-makers to teachers and students in the 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 more prosperous and equal nation.

WHAT WE WILL DO:

• **We will promote sustainable tourism** – working to make our historic sites outstanding attractions that tell Scotland’s story, while respecting the needs of local communities, visitors, our cultural heritage and the environment.

• **We will encourage enterprise and investment in the historic environment** – enabling more people to benefit 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.
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 conserving 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 gaming. 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 encourage more stories to be told and in different ways. We need to help people to see themselves in the historic environment and represented in Scotland’s story. 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.
"I'm a 3D design student. I've come here because my friends told me Dundee is famous for 3D games."

Yiyang Bai, Student, Dundee

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 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, archives 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

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 an open, collaborative and effective organisation. We need to keep finding the best people, the best techniques and the best ways of working. But we cannot do it alone. We need to build the best new 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 workplace. 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 recognised 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, and encouraging collective action.

- **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.
"The most important thing about the built environment is that it needs great people to go with it."
Ida Henrich,
Art Editor, Leith

"It's great to know obscure areas of heritage are valued."
John Hutchison,
Lecturer, Dumbarton
This Corporate Plan sets out our new vision, outcomes and priorities. It aims to bring real benefits to the people of Scotland and beyond. Our Annual Operating Plans details how – and what – we will deliver in each of the Corporate Plan years, including the resources needed.

Our plans are just one part of much bigger ambitions to build a more successful Scotland. Launched in June 2018, the Scottish Government’s updated National Performance Framework aims 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, alongside Scottish Government strategies for the Economy, Culture and the Environment, among others. It is also shaped by our own approaches to how we improve areas ranging from visitor experience, historic environment policy, 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
How we will measure success

Showing our progress requires 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 have developed a range of ‘Key Performance Indicators’ (KPIs) - we’re 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. The KPIs will be underpinned by annual actions and indicators set out in our Annual Operating Plans, adjusted each year to ensure we are on track to deliver our vision and our outcomes. 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.

We will continue to evaluate the impact of our Corporate Plan every three years.
### Outcome 1:
The historic environment makes a real difference to people’s lives

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<th>KPI 1: Increase wellbeing from Scotland’s historic environment</th>
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<td>What success will look like:</td>
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<tr>
<td>• Increased the percentage of people who self-report benefit from the historic environment</td>
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<td>• Evidence of increased impact on wellbeing such as health, happiness and satisfaction with life</td>
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<th>KPI 2: Increase engagement with Scotland’s historic environment</th>
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<td>What success will look like:</td>
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<tr>
<td>• Increased the numbers and diversity of people who engage with the historic environment</td>
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<td>• Increased the range and accessibility of channels for engaging with the historic environment</td>
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<th>KPI 3: Enhance communities’ use of their heritage in placemaking</th>
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<td>What success will look like:</td>
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<td>• Evidence that more communities are using the historic environment in their placemaking activities</td>
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<td>• The historic environment is increasingly integrated into local, city and regional placemaking</td>
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### Outcome 2:
The historic environment is looked after, protected and managed for the generations to come

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<th>KPI 4: Strengthen the resilience of Scotland’s historic environment</th>
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<td>What success will look like:</td>
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<tr>
<td>• Improved prioritisation of investment in the historic environment according to need</td>
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<td>• Evidence that the historic environment is being appropriately managed to enable viable use or reuse</td>
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<th>KPI 5: Increasingly lead the sector in climate change action</th>
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<td>What success will look like:</td>
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<td>• Reduced our own greenhouse gas emissions and evidence of reducing emissions in the wider historic environment sector</td>
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<td>• Evidence that more of the historic environment sector is able to mitigate and adapt to the effects of climate change</td>
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Outcome 3: The historic environment makes a broader contribution to the economy of Scotland and its people

KPI 6: Increase economic benefits from Scotland’s historic environment

What success will look like:
• Increased the amount generated for Scotland’s national and regional economies from the historic environment
• The historic environment provides a greater range of opportunities for local economic activity

Outcome 4: The historic environment inspires a creative and vibrant Scotland

KPI 7: Increasingly inspire creativity and innovation

What success will look like:
• Increased use of the historic environment for creative inspiration, events and activities
• Evidence that our work is safeguarding intangible cultural heritage in Scotland

KPI 8: Increase international recognition of the quality of Scotland’s historic environment

What success will look like:
• Scotland’s international reputation for being rich in historic buildings and sites remains strong
• Our expertise is increasingly sought after internationally

Outcome 5: The historic environment is cared for and championed by a high performing organisation

KPI 9: Grow trust and confidence in HES

What success will look like:
• Improved our corporate reputation with stakeholders and the public
• Increased the number and range of organisations seeking to partner with us

KPI 10: Enhance the sustainability of HES

What success will look like:
• Increased the diversity of our income sources
• Our people have the skills to deliver our strategic priorities
This Corporate Plan is informed by and makes a contribution to wider national strategies.

By working with our partners in the public, private and voluntary sectors to successfully achieve our five strategic outcomes, we will contribute to the achievement of the following National Outcomes in the Scottish Government’s National Performance Framework.

<table>
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<tr>
<th>National Outcomes</th>
<th>The historic environment makes a real difference to people’s lives</th>
<th>The historic environment is looked after, protected and managed for the generations to come</th>
<th>The historic environment makes a broader contribution to the economy of Scotland and its people</th>
<th>The historic environment inspires a creative and vibrant Scotland</th>
<th>The historic environment is cared for and championed by a high-performing organisation</th>
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<td>We have a globally competitive, entrepreneurial, inclusive and sustainable economy</td>
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<td>We are open, connected and make a positive contribution internationally</td>
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<td>We tackle poverty by sharing opportunities, wealth and power more equally</td>
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<td>We live in communities that are inclusive, empowered, resilient and safe</td>
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<td>We grow up loved, safe and respected so that we realise our full potential</td>
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<td>We are well educated, skilled and able to contribute positively to society</td>
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<td>We have thriving and innovative businesses, with quality jobs and fair work for everyone</td>
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<td>We are healthy and active</td>
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<td>We value, enjoy, protect and enhance our environment</td>
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<td>We are creative and our vibrant and diverse cultures are expressed and enjoyed widely</td>
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<td>We respect, protect and fulfil human rights and live free from discrimination</td>
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