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Dear Karl

**Response to SG Consultation on Enterprise & Skills (Prepared by Colin Tennant,  
Head of Technical Education & Training)**

1. Have you had direct interaction with enterprise or skills advice or support?

Yes

2. Tell us briefly about your experience:

– What were you trying to access?

Historic Environment Scotland has direct contact with all the bodies identified in this review:

- Scottish Enterprise; Liaison on strategic areas such as Construction, through bodies such as Construction Scotland. Also joint-working with SE at a project level to access funding and expertise.
- Scottish Development International; HES is member of Scotland Europa. HES has also liaised with SDI on projects in China, India and the US.
- Highland and Islands Enterprise; liaison and co-working on tourism project within the HIE area
- Skills Development Scotland; Working with SDS on Sector Investment Plan for Construction. As an employer, HES accesses funding for Modern Apprenticeships and works with SDS improve training standards
- Scottish Funding Council; liaison with SFC funded Construction Innovation Centre to encourage new projects with the HE sector.
- Economic development role of local authorities; interaction and joint-working where HES properties form an important part of the local economy, Stirling, Orkney Islands, West Dunbartonshire, Perth & Kinross, Argyll & Bute, Highlands.
- VisitScotland; HES, as the operator of some of Scotland's biggest tourist attractions, works very closely on promotion of tourist travel.
- Creative Scotland; HES has recently initiated contact around skills & training for the cultural heritage sector

– through whom and when?

Given the diversity of points of contact that an organisation the size of HES has, it is impossible to list individual events.

– what was your experience?

In general, the experience of HES has been positive. On explaining the different aspects of the role of HES, there has been a general willingness to be supportive and to assist where possible.

– what worked well and less well?

The main issues are around how we can be helped as a NDPB that has wide ranging and very varied roles. As the lead public body for the historic environment, charity, large employer and business, that also delivers services on behalf of Scottish Ministers, it is often difficult for other public bodies to determine where HES sits within their priorities. This is also confused by our involvement in many 'sectors'; Higher & Further Education, Construction, Tourism, Culture, Regeneration, International. This can lead to projects, initiatives and opportunities identified by HES falling between other body's areas of responsibility or not being able to be supported financially because HES is a public sector body. This has the impact of slowing down or in some cases preventing progress on projects that would meet the objectives of Scottish Government.

– how did you find the quality, ease and speed of service?

See above

– what did you think of the cost or value of the service?

The only service that HES pays for is membership of Scotland Europa. This has been viewed as a worthwhile investment but this will probably be reviewed in light of the Brexit vote.

3. If you have not used such services can you outline why this is the case?

n/a

Reflections on the system of support

4. What do you see as the strengths and weaknesses of the current approach?

A strength of the current system is the level of recognition that bodies such as SE, SFC, HIE and SDS have. They have clear remits and areas of responsibility and their partners/ stakeholders have become used to the current landscape. However, this does not allow for easy co-ordination of action or clarity of responsibility in areas that cross those areas or remits. Using skills within the heritage sector as an example, this could primarily be the responsibility of SDS. However, if FE or HE innovation is required, then SFC could have input. Where the training involves an innovative technique like digital scanning, that has an international market, then SE and SDI maybe interested. This leads to confusion, loss of momentum and the ability for no one to take a lead or engage properly.

5. What needs to change in the current system of support to make it simple and clear, and help us deliver Scotland's vision?

To deliver the vision outlined, greater co-operation and co-working across these public bodies is required. Greater emphasis has to be placed on coming together to address opportunities presented, with cross-agency project teams working with partners to deliver changes across skills, education, innovation, and thus removing the need for partners to

present different aspects of their business to different organisations. Where public bodies straddle the world of public service and commercial activity, greater flexibility is required with regard to funding and other support that is available, to maximise innovation that might result in better productivity and less draw on public resources.

6. What are the right:
  - roles; co-ordination, championing, identifying opportunities
  - services; investment, specialist skills, expert advice and guidance
  - skills; project management, partnership working
  - behaviours; openness, dynamism, awareness of Scotland's vision.needed from our agencies to support this transformation?
  
7. How might we ensure this step-change reaches and benefits all of Scotland, building on regional and local strengths?

Participation in local networks should be encouraged to ensure linkages are made at a regional levels and that national bodies are aware of and able to react to local needs and ideas. Capacity would have to be created to enable any regional frameworks to make an effective difference. Key sectors such as construction, heritage and tourism should have co-ordinated cross agency teams, with allocated resources, to work with key stakeholders across their business, to make sure they are contributing to Scotland's vision. This should start with public sector, to lead by example.

8. How would we know if the system is working better?

Higher levels of skilled employment, with more value added to the economy. A diminishing level of public investment over time, as the structural issues in different parts of the economy are addressed.

9. How might public resources be deployed most effectively to match priorities, deliver value for money, and flow through the minimum number of levels and organisations to the user?

Greater co-ordination and support of activities, managed through empowered local networks, working to an agreed national programme.

10. Is there any other published evidence, or good practice, which you would particularly highlight that you wish us to take into account during the review?

None

Yours sincerely,

**Chris McGregor**  
**Acting Director of Conservation**

# Response to Call for Evidence on the Scottish Government Enterprise and Skills Review



## RESPONDENT INFORMATION FORM

**Please Note** this form **must** be returned with your response. Are you responding as an individual or an organisation?

- Individual  
 Organisation

Full name or organisation's name

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The Scottish Government would like your permission to publish your response. Please indicate your publishing preference:

- Publish response with name  
 Publish response only (anonymous)  
 Do not publish response

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this exercise?

- Yes  No