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HISTORIC ENVIRONMENT SCOTLAND

Corporate Plan 2019-22 Consultation Report

CONSULTATION ON 2019-22 CORPORATE PLAN: HISTORIC ENVIRONMENT SCOTLAND RESPONSE

INTRODUCTION

1. We have considered the views expressed on the consultation draft of the Corporate Plan both through formal consultation and extensive stakeholder engagement activity. The overwhelming majority of the responses were positive. Taking on board all the views received, we have proceeded to revise and publish the Plan.
2. This response briefly sets out how we have considered the findings of the consultation exercise and feedback from engagement activity and outlines what has been included in the final version of the Plan. It should be read in conjunction with the published Analysis Report, which was undertaken independently by Why Research Ltd.
3. *Heritage For All* is our second corporate plan and is intended to build on the good work delivered in the first three-years of Historic Environment Scotland (HES). This plan, covering 2019 onwards, takes confidence from what we have achieved so far, but there is a very different approach in this new plan – as it focuses on the outcomes we want to achieve over the next three years and beyond. Early drafts were shared with some of our stakeholders and their comments informed the consultation draft.

CONSULTATION PROCESS

4. The consultation draft was cleared for public consultation by the HES Board and the Cabinet Secretary for Culture, Europe and External Affairs in August 2019.
5. The consultation ran for 10 weeks from 31st August until 2nd November 2018. We managed the consultation process
6. A total of 106 consultation responses were received from individuals and organisations.
7. The consultation draft was accompanied by a Strategic Environmental Impact Assessment (SEA) and an Equalities Impact Assessment (EQIA). A Business and Regulatory Impact Assessment (BRIA) was also produced during the consultation phase and the final EQIA, BRIA and the SEA Post Adoption Statement are published alongside the Corporate Plan, the consultation analysis and this response.
8. The consultation consisted of twelve questions relating to the content of the Plan and associated impact assessments. There was also an opportunity to provide

free-text comments on many of the questions, and to provide any general or further comments at the end.

9. Two HES Board led consultation events were held during the consultation period, in September and October, with over 80 stakeholders attending. There were also with four smaller Roadshow events, hosted by Scotland's Urban Regeneration Forum (SURF), Highlands and Island Enterprise (HIE), Built Environment Forum Scotland (BEFS) and the Black and Ethnic Minority Information Service (BEMIS). Over 50 stakeholders attended these events.
10. All consultation responses were provided to Why Research, an independent company who provided a detailed analysis report on the consultation which has been published alongside this response. The analysis by Why Research provided a very useful synthesis, as well as detail of more specific issues which were raised. We also undertook our own assessment of the responses to identify any major concerns or problems identified.

CONSULTATION RESPONSES

11. The majority of respondents were positive in their views on the consultation draft. Key points:
 - The analysis demonstrates relatively broad support for the vision and outcomes outlined in the Corporate Plan, with more respondents agreeing than disagreeing with each of the outcomes. However, the inclusion of an organisational outcome was questioned by some respondents.
 - Some respondents commented that the Plan was too vague and needed to provide additional detail.
 - There were requests for the Key Performance Indicators (KPIs) to be provided and for links to be made to relevant policy documents and strategies.
 - The responses included various comments on suggested additional focus and emphasis and clarity of language. This was particularly around including terms such as place-making and ensuring our language highlighted the importance of a local focus in our collaborative activities.

OUR RESPONSE

12. We have taken these comments on board and made appropriate edits to cover the requested elements as follows:

Outcome Focus

13. Respondents showed strong levels of agreement with each of the five outcomes. The outcome that received the most comments was 'HES is a high performing organisation', with some suggestions that this should not be an outcome as it is

organisation-specific. In terms of suggesting amendments to the outcomes, some respondents noted the need for collaboration and partnership working across a wide range of audiences with an interest in the historic environment and requested more reference to collaboration throughout the Plan.

14. The five outcomes for the organisation have been further distilled on the back of the comments received, with activities around collaboration, partnerships and place at the forefront of our outcomes. We have referenced collaboration and partnership working extensively through the text of the final version of the plan, most notably throughout the strategic objectives.
15. The outcome related to HES as an organisation has been retained as this links directly to how the organisation delivers its activities. *Heritage for All* is designed to provide the strategic direction for the delivery of all HES programmes, projects, services and activities, including corporate functions and processes. It is appropriate therefore to include a more inward facing, organisation-specific outcome and objectives associated and it is commonplace for public bodies to do so in their corporate plans. Success in this area will also underpin our success in achieving the other outcomes.

Additional Detail

16. We have reviewed the requests for additional detail mentioned in the consultation analysis and augmented the following areas:
 - We have highlighted the other strategies and policies that link into the Corporate Plan.
 - We have highlighted HES activities related to education, training and heritage skills and how we will support a more diverse range of people to connect with their heritage.
 - We have emphasised our work around the historic environment in its totality, including the intangible and natural elements.
 - We have added detail on collaborative working at all levels.
 - We have highlighted our focus on current threats to heritage, whether environmental or social.
 - Those elements not already addressed, especially around delivery and implementation of the plan, are areas that we feel are covered more specifically in the HES Annual Operating Plan for 2019-20, which is being launched in parallel with the Corporate Plan.

KPIs

17. Detail on our intended KPIs have been added to the Corporate Plan.

- This is a set of 10 KPIs comprising high level indicators, which have been selected to illustrate the breadth and depth of the outcomes in the Corporate Plan. We are proposing measures and direction of travel targets that balance ambition with realistic extended reach.
- We will measure success in delivery of these KPIs by using a mix of evidence, comprising externally commissioned survey data, tracker indicators and case studies.
- Our Plan is closely aligned to Our Place in Time and will contribute to measure of success for the wider historic environment.

Conclusion

18. We are very grateful to all who have contributed their time, resource and expertise to help us develop *Heritage For All*, our Corporate Plan for 2019 onwards.
19. Respondents showed broad support for our vision and proposed strategic outcomes, but with some common themes emerging relating to requests for more prominence to be given to the wider historic environment and on collaboration and partnership working. We have taken these and other points on board in revising our Corporate Plan. In particular, collaboration, place and partnership feature strongly in the final version, as does our role in leading the way in protecting, understanding, and sharing Scotland's historic environment for today and for the future.
20. Significantly more detail on how we will deliver the Corporate Plan will continue to be provided in our Annual Operating Plans, which will set out key programmes, projects and initiatives, the resources that we will invest to deliver them, and how successful delivery will be measured.

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