



HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA

CONSULTATION ON 2016-19 CORPORATE PLAN: HISTORIC ENVIRONMENT SCOTLAND RESPONSE

INTRODUCTION

1. We, Historic Environment Scotland (HES), have considered the views expressed on the consultation draft of the Corporate Plan (the Plan) both through formal consultation and stakeholder engagement activity. The overwhelming majority of the responses were positive and, 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 Analysis Report which was undertaken independently by Why Research.
3. This is our first Corporate Plan and it sets out our vision, values and strategic direction for the next three years to 2019. 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 November 2016.
5. The consultation ran for 12 weeks from 16 November 2015 until 8 February 2016.
6. A total of 50 consultation responses were received: 14 from individuals and 36 from organisations.
7. The consultation draft was accompanied by a suite of relevant draft impact assessments namely: a Strategic Environmental Impact Assessment (SEA), an Equalities Impact Assessment (EQIA), and a Business and Regulatory Impact Assessment (BRIA). The final EQIA, BRIA and the SEA Post Adoption Statement are published alongside the Corporate Plan, 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 consultation events were held during the consultation period in November (organised by Holyrood events) and January (organised and hosted by the Built Environment Forum of Scotland (BEFS)). Over 80 stakeholders attended these events.

3. RESPONSES AND INITIAL ANALYSIS

10. All consultation responses were provided to Why Research, an independent company that provided a detailed analysis report on the consultation which has been published alongside this response. The analysis by Why Research has provided a very useful synthesis, as well as detail of more specific issues which were raised.
11. We managed the consultation and also undertook our own assessment of the responses to identify any major concerns or problems identified.

KEY ISSUES RAISED IN THE CONSULTATION

12. The majority of respondents were positive in their views on the consultation draft.

MISSION STATEMENT, VISION AND VALUES

13. Of those responding, the majority agreed with the mission statement, vision and values. However, a number of respondents raised concerns that the language used in the draft Corporate Plan is inconsistent and expressed a preference for the use of the term 'historic environment' (as defined in Our Place in Time) rather than 'heritage'.

Response

14. We have made editorial changes to address concerns over inconsistent use of language and, in particular, we have adopted the consistent use of 'historic environment'.

STRATEGIC OUTCOMES

15. 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. A small number of respondents noted that protection and conservation should be the priority with other outcomes following on from that. 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.

Response

16. The Corporate Plan 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 with PERFORM 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. We have also retained the order of strategic themes and outcomes as they broadly mirror the priorities of Our Place in Time and the order is not intended to imply a ranking by order of importance. We have referenced collaboration and partnership working extensively through the text of the final version of the plan, most notably the strategic objectives.

STRATEGIC OBJECTIVES

17. In considering the objectives assigned to the outcomes, some respondents suggested that grants and world heritage should be referenced under LEAD, and that communities and climate change should also be given a higher profile in the document under LEAD. Under the strategic theme of UNDERSTAND the importance of signposting where information, knowledge and expertise may exist outside HES, of working in partnership to create a collaborative national information resource, and of research was highlighted. In terms of PROTECT, some respondents considered that more should be said in relation to regulation and planning. Some respondents also requested that the plan should reference a range of key policies in the Plan, including: Scottish Planning Policy, the National Planning Framework 3, Scottish Rural Development Plan, Scotland's Archaeology Strategy, the Scottish Historic Environment Data Strategy and the Land Use Strategy. There were also a number of calls for reference to greater collaboration across a wide range of different organisations in the public, private and voluntary sectors, as well as the general public. A small number of respondents commented on the need for HES to help with skills development and capacity building across the sector and that HES staff should have relevant professional accreditations.

Response

18. We have revised the Corporate Plan to give greater prominence to work on addressing the impact of climate change on the historic environment under LEAD and have also modified the reference to addressing the impact of our own activities on climate change under PERFORM.

19. The grants programme only featured under PROTECT in the consultation draft. Grants remain important to delivering the PROTECT outcome, however we do agree with respondents that the grants programme does do more than support

the protection and maintenance of the historic environment. Grants also deliver benefits for communities, are used to develop knowledge and skills, help build local heritage management capacity and help promote the value of the historic environment. The grants programmes therefore also now feature under LEAD in the final version of the Plan.

20. Under the strategic theme of UNDERSTAND we have included references to signposting the information, knowledge and expertise held by others, to working in partnership to create information resources, and to working collaboratively to research the historic environment.
21. Under PROTECT additional reference has also been made to delivering a transparent consenting regime for scheduled monuments, to providing advice on the potential impacts of development on the historic environment, and to working collaboratively during the preparation of development plans to ensure that the historic environment is considered in a positive way.
22. The final draft also recognises the important role that we can play in terms of supporting skills development and capacity building across the sector. Reference has also been made to supporting staff in achieving professional accreditations. The revised draft includes many references to working in collaboration to deliver our outcomes and objectives.
23. We have not made explicit reference to particular strategies or policies in the final version. We do and will continue to contribute to a large number of strategies, policies and other national initiatives but we have decided not to single out particular ones by including them in the Plan to avoid unintentionally omitting some and to ensure the Plan is a manageable length. They will however feature elsewhere in our business and operational plans and policy documentation.

MEASURES OF SUCCESS

24. Only small numbers of respondents made any comments on specific Key Performance Indicators (KPIs). These included a request from two respondents for HES to be a Chartered Institute for Archaeologists (CIfA) Registered Organisation; a small number of requests for measurements to relate to the wider historic environment; and some comments that the KPIs listed in the Plan do not adhere to SMART (specific, measureable, achievable, relevant and time-bound) principles.

Response

25. HES employs staff with a range of specialisms and a variety of professional accreditations. We will continue to support staff in achieving professional accreditation but have decided not to name specific bodies in the final version of the Plan in the interests of avoiding the chance of missing out key bodies and of keeping the document to a manageable length.
26. Our key performance indicators are a work in progress and will be developed further over the lifetime of the Plan as, for example, baselining activity is

completed and there is further integration of services. Our Plan is closely aligned to Our Place in Time and will contribute to measures of success for the wider historic environment.

27. We are actively contributing to the Our Place in Time Measuring Success Working Group, led by the Built Environment Forum Scotland, which is focused on developing measures of success for the historic environment sector. The working group has yet to conclude its work.

Conclusion

28. We are very grateful to all who have contributed their time, resource and expertise to help us develop our first Corporate Plan.
29. Respondents showed broad support for our vision, mission statement and strategic outcomes with some common themes emerging relating to requests, for example, for more detail, for more prominence to be given to the wider historic environment and for greater focus on collaboration and partnership working. We have taken these and other points on board in revising our Corporate Plan. In particular, collaboration and partnership feature strongly in the final version, as does our role in leading and enabling the historic environment sector as a whole.
30. More detail on how we will deliver the Corporate Plan will be provided in our annual business 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.

May 2016