

**Historic Environment Scotland**

**Àrainneachd Eachdraidheil Alba**

**Corporate Plan 2016-19**

**Environmental Report**

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# 1. Introduction

## 1.1 Background

[The Historic Environment Scotland Act 2014](http://www.legislation.gov.uk/asp/2014/19/pdfs/asp_20140019_en.pdf) established a new Non-Departmental Public Body known as **Historic Environment Scotland**. This new body takes on the role and functions previously exercised by the Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS) and Historic Scotland (HS). The general function of this body as set out in the Act will be to investigate, care for and promote Scotland’s historic environment.

The Corporate Plan will look at Historic Environment Scotland’s priorities for the whole of Scotland. The purpose of the Corporate Plan is to set out Historic Environment Scotland’s priorities over the next three years. The preparation of a Corporate Plan has been informed by the functional requirements of the Historic Environment Scotland [Act 2014](http://www.legislation.gov.uk/asp/2014/19/contents/enacted)

as well as [Our Place in Time: The Historic Environment Strategy for Scotland](http://www.scotland.gov.uk/Publications/2014/03/8522). This strategy is a high level framework which sets out a 10 year vision for Scotland’s historic environment. Historic Environment Scotland will also contribute to the wider purpose and national outcomes of the Scottish Government, set out in the [National Performance Framework](http://www.scotland.gov.uk/Resource/Doc/933/0124202.pdf).

The Government’s National Performance Framework provides a means to measure the Government’s success in achieving its priorities. It comprises five Strategic Objectives that underpin the Government’s Purpose and describe the kind of Scotland we want to live in – a Scotland that is Wealthier and Fairer, Smarter, Healthier, Safer and Stronger, and Greener – and sixteen National Outcomes which provide a performance framework for measuring success against the Government’s strategic priorities.

## Consultation

This Environmental Report accompanies the draft plan for a 12 week public consultation between **16 November 2015 and 8 February 2016.** Any comments that you would like to make on either document are welcomed. A number of questions are listed in the Response Form which you are encouraged to use to help structure your response to the draft plan and this Environmental Report.

With regards to the Environmental Report the main question to consider is:

Do you agree with the results of the environmental assessment and have the key issues associated with the environmental implications of the draft plan been identified?

## 1.2 Content of the draft plan

# The Corporate Plan has been prepared to set out Historic Environment Scotland’s vision and strategic priorities for the coming three years. The Corporate Plan, which forms the top tier of the Historic Environment Scotland performance management framework, will be underpinned by a suite of implementation Strategies, an annual Business Plan and individual Group Plans which will articulate operational details of delivery.

## 1.3 Key inputs

# The key inputs to the plan have included the Scottish Government’s Spending Review; the Programme for Government; Scottish Government’s revised Economic Strategy (March 2015); the National Performance Framework; the Historic Environment Strategy: *Our Place in Time*; the new regulations in the Historic Environment Scotland Act; the Cabinet Secretary for Culture and External Affairs’ statement of priorities for her portfolio; and the HES Board’s review of priorities.

# Stakeholder input has been gathered through early pre-consultation events with staff and stakeholders, including with Scottish Government (specifically the Culture and Historic Environment Division colleagues to ensure HES’s strategic priorities integrate with related workstreams to deliver joined up outcomes. We will continue to offer internal and external consultation opportunities throughout 2015-16.

## 1.4 The SEA process

The purpose of Strategic Environmental Assessment (SEA) is to ensure that information on the environmental effects of a plan, programme or strategy is gathered and made available to plan-makers and decision takers as it is prepared and implemented. The overarching aim of SEA is to promote sustainable development. It is a systematic method for considering the likely environmental effects of certain plans, programmes and strategies. In doing so, SEA aims to:

* integrate environmental factors into plan preparation and decision-making
* improve plans and enhance environmental protection
* increase public participation in decision making
* facilitate openness and transparency

The key stages of SEA involve:

|  |  |
| --- | --- |
| **Stage** | **Activity** |
| Screening | Determining whether the plan is likely to have significant environmental effects and whether an SEA is required. |
| Scoping | Deciding on the scope and level of detail for the assessment and the consultation period. This is done in liaison with Scottish Natural Heritage (SNH) and the Scottish Environment Protection Agency (SEPA). |
| Assessment, mitigation & enhancement | Testing the contents of the plan as it is developed, identifying mitigation measures and looking at ways to enhance positive effects. |
| Environmental Report | Publishing an Environmental Report on the findings of the assessment and consulting on that report and the plan. |
| Adoption & monitoring | Providing information on the adopted plan, how consultation comments have been taken into account and methods for monitoring the significant environmental effects arising from its implementation. |

1.5 Screening & scoping of our plan

Under [The Environmental Assessment (Scotland) Act 2005](http://www.legislation.gov.uk/asp/2005/15/contents), plans, programmes and strategies with the potential to have significant environmental effects are to be subject to environmental assessment prior to adoption. As we considered that our Corporate Plan 2016-19 has the potential to result in significant environmental effects we submitted a Screening and Scoping Reports to the Scottish Government’s SEA Gateway on 5 March 2015 to seek the views of the Consultation Authorities (SNH and SEPA). Helpful comments were received from both organisations who were generally supportive of our approach.

Annex 2 summarises the comments provided by SNH and SEPA and shows how these have been taken into account in progressing the SEA. In particular:

* We have updated the scope of the assessment to include a separate assessment topic for Landscape – “to help protect and enhance landscape character, local distinctiveness and scenic value”.
* In considering the role the Corporate Plan can play in contributing to effective adaptation against the likely effects of climate change we will consider flooding issues as well as coastal erosion and extreme weather.
* We will make use of The Scottish Government’s guidance on [Consideration of Climatic Factors within Strategic Environmental Assessment](http://www.scotland.gov.uk/Publications/2010/03/18102927/0).
* Both organisations noted they were content with the proposed consultation period (minimum of 6 weeks).

As a result of the screening/scoping consultation Historic Environment Scotland determined that an SEA would be undertaken. The determination notice was published on 16 November 2015and can be viewed on our webpage: [www.historic-scotland.gov.uk/seadeterminations](http://www.historic-scotland.gov.uk/seadeterminations)

Following on from the scoping stage, an environmental assessment was carried out during the preparation of the plan. This Environmental Report presents the results of that assessment, sets out the measures proposed to mitigate the potentially adverse effects, enhance positive effects and suggests monitoring indicators.

2. Environmental objectives and key drivers

## 2.1 Other plans, programmes and environmental objectives

A clear understanding of the context and the hierarchy that the plan sits within is useful for giving early thought to any required mitigation measures and where they may be best implemented. As shown in this diagram of Historic Environment Scotland’s plan making context, the Corporate Plan sits above a series of other plans and strategies which will be used to identify more specific operational delivery activities.

The next stage of the SEA process is to consider the relationship of the plan to other relevant plans, programmes and environmental objectives. This allows key environmental protection objectives to be identified for consideration during the plan preparation process. This helps to identify both the plans and strategies that will influence our own priorities and those that will be influenced by what we do. This also helps to focus the assessment on the key issues.



Spme of the environmental plans and strategies influencing our corporate plan are shown below:

Annex 1 sets out the review of the current legislation, policies, plans and strategies that are considered to be most directly relevant to the Corporate Plan. It has been assumed that the key environmental objectives for each of the environmental parameters identified in Schedule 3 of the Act are translated into national policy and strategy. The environmental protection framework provided by European legislation has not been reviewed in detail. Instead, our focus has been to review the key areas of legislation relevant to the Corporate Plan and its assessment.

To summarise, the key environmental objectives identified from our review of legislation, policies, plans and strategies are:

* To protect and, where appropriate, enhance the historic environment
* To halt the loss of biodiversity and continue to reverse previous losses through targeted action for species and habitats (and to protect and enhance species and habitats)
* To increase awareness, understanding and enjoyment of the natural and historic environment
* To protect and enhance the water environment (with a requirement to ensure that the status of all waters are protected from deterioration)
* To promote and encourage opportunities for people of all abilities to enjoy access to wildlife and the countryside
* To manage access appropriately to avoid damage to archaeological sites or habitats, and disturbance to wildlife, especially breeding birds, by heavy public use of sensitive areas
* To protect, enhance and, where appropriate, restore landscape character, local distinctiveness and scenic value
* To protect soil resources and promote soil function
* To reduce the exposure of sensitive receptors to poor air quality
* To promote sustainable development
* To reduce waste and help deliver the targets outlined in the Zero Waste Plan (70 per cent target recycle and maximum five per cent sent to landfill, both by 2025)
* To tackle flooding issues (including properties within HES properties in care estate)
* To reduce our contribution to climate change and be positioned to respond to the predicted effects of climate change

## 2.2 Scoping the environmental topics to be included in the assessment

A key part of the SEA process is identifying the environmental topics (from Schedule 3 of the Act) that are likely to be affected by the plan. This can lead to some environmental topics being “scoped out” of the assessment and helps to focus the SEA on the key environmental issues. A Scoping Report was submitted in March 2015 which set out the proposed scope and level of detail of the assessment and comments were sought from SNH and SEPA. Based on the environmental protection objectives above, the scoping report identified the environmental parameters that we considered to be affected by the Corporate Plan. Annex 2 summarises the comments SNH and SEPA provided on the scope of the assessment and how we have taken these into account.

Table 1 below sets out the scope of the assessment with reference to the environmental topics included in Schedule 3 of the Act. Justification is provided for those environmental topics that are scoped out of the assessment.

Table 1: Scoping in/out

|  |  |  |
| --- | --- | --- |
| **Environmental topic** | **Scoped in/out** | **Potential issues arising from the corporate plan and justification for scoping in/out** |
| **Biodiversity, Flora and Fauna** | **Out** | Although there may be some indirect effects for biodiversity, flora and fauna as a result of Historic Environment Scotland’s priorities set out in the Corporate Plan, we do not consider these will be strategically significant. The plan itself will focus on the new body’s role in investigating, caring for and promoting Scotland’s historic environment. Strategic priorities in the Corporate Plan will not relate to the natural environment. Project level detail in support of strategic priorities and outcomes will be set out in lower level business plans. Consequently we propose to scope this topic out of the assessment. |
| **Landscape** | **In** | We recognise that landscapes form an important element of the historic environment. The strategic priorities in the Corporate Plan will focus on the new body’s role in investigating, caring for and promoting Scotland’s historic environment. The linkages between cultural and natural landscapes are recognised and the potential for significant effects on the baseline condition of Scotland’s natural landscape character and scenic value will be explored. In light of this landscape has been scoped into the assessment. |
| **Cultural Heritage** | **In** | Historic Environment Scotland’s core function is to investigate, care for and promote Scotland’s historic environment. For this reason it is considered that the Corporate Plan will have significantly positive effects for all aspects of the historic environment. |
| **Population and Human Health** | **In** | The Corporate Plan is likely to have significant positive effects for population and human health through outcomes and targets which will lead to continued access to cultural sites in the care of Scottish Ministers and activities relating to further interpretation and understanding of Scotland’s historic environment and the role it can play in creating better communities and places. |
| **Soil** | **Out** | Although there may be some indirect effects for soil as a result of Historic Environment Scotland’s priorities set out in the Corporate Plan, we do not consider these will be strategically significant. The plan itself will focus on the new body’s role in investigating, caring for and promoting Scotland’s historic environment. Strategic priorities in the Corporate Plan will not relate to soil function or capacity. Project level detail in support of strategic priorities and outcomes will be set out in lower level business plans. Consequently we propose to scope this topic out of the assessment. |
| **Water** | **Out** | We do not consider that the strategic priorities and targets in the Corporate Plan will significantly affect water quality, flow, flooding or pollution. Consequently we propose to scope this topic out of the assessment. |
| **Air** | **Out** | We do not consider that the strategic priorities and targets in the Corporate Plan will significantly improve air quality or lead to higher levels of pollution. Consequently we propose to scope this topic out of the assessment. |
| **Climatic Factors** | **In** | It is considered that the Corporate Plan could make a significant contribution to reducing the causes of climate change by setting targets for reduced emissions/efficiency. The predicted effects of climate change are also likely to have implications for the historic environment at a strategic level particularly through coastal erosion and increased incidence of extreme weather. The Corporate Plan may also therefore have a role in contributing to effective adaptation particularly in terms of traditional buildings. |
| **Material Assets** | **Out** | We do not consider that the strategic priorities and targets in the Corporate Plan will significantly affect natural resources, existing infrastructure or forestry. Consequently we propose to scope this topic out of the assessment. |

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# 3 Environmental baseline, problems and evolution

## 3.1 Environmental baseline

In order to establish the environmental effects of the Corporate Plan it is necessary to understand the environmental baseline of the area that is likely to be affected. Schedule 3 of the Act lists the environmental topics that should be considered in SEA. To focus the SEA, baseline information has been gathered on the environmental issues that are likely to be affected by the plan. Given that the Corporate Plan covers Historic Environment Scotland’s priorities for both our own estate and Scotland as a whole, a national baseline has been reviewed. A summary of the key baseline information for each relevant environmental topic is set out below.

### 3.1.1 Cultural Heritage

The historic environment is a legacy of our long history, from the ‘eco homes’ at Skara Brae, to the post-war homes and churches built by Scotland’s leading architects, and with a great deal in between. Scotland’s historic environment is a unique asset, attracting millions of visitors each year and generating income and jobs across Scotland. As such, the historic environment makes a valuable contribution to the Scottish Government’s strategic objectives and to the National Performance Framework. In terms of specific sites and buildings - Scotland has six World Heritage Sites, over 47,000 listed buildings and more than 600 conservation areas. Nearly 400 sites are currently identified in the Inventory of Gardens and Designed Landscapes, and 40 sites are on the Inventory of Battlefields. The actual extent of archaeological remains in Scotland is unknown with just over 8,000 Scheduled Monuments representing only a small proportion of the archaeological sites for which HES holds records and the many more unrecorded sites and unknown resources throughout the country. Landscapes are a key part of our cultural heritage; they have huge economic potential and are a vital part of our sense of place and general well-being.

The key information relating to the context for our Corporate Plan, and what we have based our assessment upon, can be found in the 2014 [Heritage Audit](http://www.historic-scotland.gov.uk/heritageaudit) and in the Historic Environment Strategy for Scotland [Our Place in Time](http://www.gov.scot/Publications/2014/03/8522).

### 3.1.2 Population and Human Health

The environment provides a variety of services that are beneficial to human health including opportunities for education and recreation. Access to historic environment sites, forests, woodlands and nature conservation sites as well as the wider environment can help to promote healthier lifestyles, having positive effects on both physical and mental health. The quality of the environment in which we live can also impact on our quality of life. High quality urban environments, including natural landscapes can create a sense of place and improve well-being.

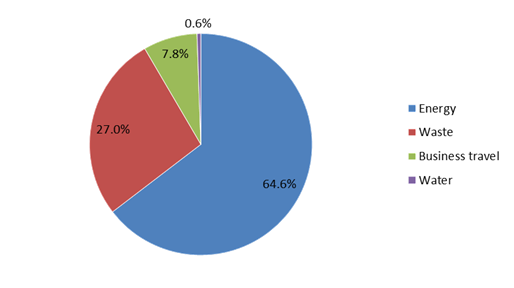
For these values to be retained the historic environment needs to be managed in a sustainable way to ensure that the positive and distinctive contribution it can make to our well-being, landscape, and sense of history, identity and place can be realised.

### 3.1.3 Climatic Factors

Our archaeology and coastal landscapes are vulnerable to coastal erosion, rises in sea level, flooding and storminess. Some of Scotland’s unique and special sites such as Skara Brae in Orkney are most at risk. Built heritage can also suffer adverse effects from storms, subsidence and increased wetting and weathering. More rainfall will mean that traditional buildings will be wetter for longer periods of time resulting in increased weathering of stone, algal and fungal growth, corrosion of metals and timber decay. The spread of pests and disease as a result of a warmer climate and milder wetter winters can also have effects upon various materials and furnishings. Measures to improve energy efficiency in traditional buildings need to be considered carefully with thought given to the carbon footprint, embodied energy, longevity and sustainability of existing and replacement materials.

For example, reducing air leakage in traditional buildings to prevent heat loss might result in condensation and mould growth, with damaging effects on the building fabric and the health of those living there. Careful consideration also needs to be given to the renewable energy projects (such as [micro renewables](http://conservation.historic-scotland.gov.uk/short-guide-8.pdf)) which may have a detrimental effect on the character or setting of historic environment features, landscapes and townscapes.

Our total operational carbon footprint (for energy, waste, travel and water) for 2014-15 comes to 8,431 tCO2e. This represents only Historic Scotland’s emissions as work is currently ongoing to consolidate and update our baseline information to reflect our transition to Historic Environment Scotland. We expect this will result in a slight increase. This is because our new baseline indicator will aggregate carbon emissions from the former Royal Commission of Historical and Ancient Monuments. As part of this aggregation some new emission sources will be added (e.g. more vehicles and premises). We also expect some adjustments due to improved data quality, standardisation and recording techniques.

In the meantime, the carbon footprint we have recorded of 8,431 tCO2e can be broken down as shown on the adjacent chart.

More information on this will be outlined within our new carbon management plan for the period 2015-20, which is currently in preparation.

### 3.1.4 Landscape

Scotland's diverse and distinctive landscapes are a significant part of the country's

natural and cultural heritage, making an important and positive contribution to the economic, cultural and social wellbeing of the nation.

The European Landscape Convention aims are to promote protection, management and planning of all landscapes, not just protected areas. Landscape is a component of a number of environmental designations and there is an intricate relationship between landscape, conservation, other environmental objectives, community identity and wellbeing and economic development. It is a key part of our cultural heritage which has huge economic potential and is a vital part of our sense of place and general well-being. This relationship between the perception of natural and historic landscape means that the sustainable management of the historic environment can impact on landscape as a whole.

## 3.2 Environmental Issues

In summary, the environmental issues emerging from our review of the baseline data include:

* The impacts of climate change on the historic environment and the role of the historic environment in contributing to adaptation and mitigation.
* The condition of the historic environment.
* Understanding of the value of the historic environment to communities and the place-making agenda.
* Access to the historic environment for everyone.

## 3.3 Evolution of the environment without the plan

# The SEA process also asks us to consider what would happen to the environment if we did not prepare the plan. We believe that if a Corporate Plan were not to be developed for Historic Environment Scotland there would be no clear outline of the priorities which will guide our work and activities. This could result in inefficiencies in terms of strategic and operational planning which may reduce the positive effects of Historic Environment Scotland’s work for the historic environment. It is unlikely that there would be significantly negative effects for other environmental topics but we would be less equipped to deliver to Scottish Government strategic priorities and outcomes. 4. Assessment approach and methods

## 4.1 Scoping the level of detail of the assessment

At the scoping stage we suggested that our environmental assessment would be undertaken at a level of detail that is appropriate to the Corporate Plan. We noted that in reaching a view on the level of detail it is necessary to understand that the Corporate Plan forms the top tier of our performance management framework. In setting out Historic Environment Scotland’s vision for the historic environment and strategic priorities, it will play a key role in directing our business for the next three years. Its content will influence the focus of projects and activities identified in lower level group plans and will go on to map out how Historic Environment Scotland operates on a day to day basis. The strategic nature of the document, however, means that it does not contain a great amount of detail and our assessment has reflected this by adopting an equally high level approach.

The environmental assessment has considered all aspects of the plan that are likely to result in significant environmental effects. Given the proposed structure of the plan this has focused on the proposed outcomes or strategic themes. The key performance measures have not been assessed. This is because they are essentially indicators, which give us important information about whether these strategic themes are being delivered.

## 4.2 How was the draft Corporate Plan assessed?

At scoping stage an assessment framework was developed to provide a consistent way of assessing the plan. Environmental objectives were developed for each of the environmental topics scoped in to the assessment. These are supported by more detailed assessment criteria. The environmental objectives and criteria are set out in Table 2. They are based on an initial analysis of the environmental topics relevant to the plan. The objectives and criteria have been further refined into five questions which have formed the foundations for carrying out the assessment. They are:

* **Historic Environment**: Will the priority help to safeguard or improve the condition of the historic environment?
* **Population and Human Health**: Will the priority promote access to the historic environment for recreation, understanding or enjoyment?
* **Climatic Factors**: Will the priority help to reduce the causes of climate change?
* **Climatic Factors**: Will the priority help to deliver adaptation to the effects of climate change?
* **Landscape**: Will the priority help protect and enhance landscape character, local distinctiveness and scenic value?

Using these questions we have examined the plan thematically under each of the SEA environmental topic areas. The findings of the assessment are reported below in a narrative format with a discussion of the likely effects arising from the plan’s mission, vision and strategic priorities.

Table 2: Assessment structure

|  |  |  |
| --- | --- | --- |
| **SEA Topic** | **Environmental Objective** | **How will the Corporate Plan affect… ?** |
| Historic Environment | Safeguard and where appropriate enhance the historic environment | … the safeguarding of designated and undesignated features of the historic environment  …elements of the historic environment which have been identified as at risk |
| Population and Human Health | Promote access to the historic environment for recreation, understanding or enjoyment | … access to the historic environment  … understanding of the value of the historic environment  … celebration of the historic environment |
| Climatic Factors | Reduce the causes of climate change and  help to deliver adaptation to the effects of climate change | … CO2 and greenhouse gas emissions  …effective adaptation to the effects of climate change |
| Landscape | Protect and enhance landscape character, local distinctiveness and scenic value | …the protection of landscape character, local distinctiveness and scenic value |

## 4.3 Alternatives

The commitment to prepare a Corporate Plan is established in the [Historic Environment Scotland Act 2014](http://www.legislation.gov.uk/asp/2014/19/part/1/crossheading/corporate-planning/enacted). Strategic alternatives to the preparation of the Corporate Plan are therefore relatively constrained and the ‘do nothing’ approach is not considered to be reasonable in this case. Alternatives considered during the preparation of the plan have included carrying forward commitments from existing Corporate Plans or different approaches to the structure and level of detail.

However, the primary focus of our assessment has been upon the alternative strategic priorities that have been considered during the plan preparation process. For example, alternative priorities and where choices are being made about where we focus our resources. That is the level at which significant effects are most likely to arise.

The strategic themes included in the draft plan are organised under five headings:

1. Lead and enable;
2. Understand – investigate and record;
3. Protect – protect and care;
4. Value – share and celebrate; and
5. Perform.

**Annex 4** provides a referenced list of each of the strategic themes and their associated objectives.

Not all of the strategic priorities identified will lead to significant environment effects on the ground. This is because some relate to the way in which we do business and the values that our staff uphold. Other effects may arise, not as specific tangible impacts, but as a result of the influence our plan is likely to have across the heritage sector. For completeness, all of the strategic priorities have been assessed against the three assessment questions and where there is No effects or limited interaction this has been noted.

5. Assessment findings

5.1 Effects of our strategic priorities

Annex 4 provides details of the Corporate Plan’s specific priorities.

The detailed findings of how these affect the environment are contained within Annex 3 and can be summarised as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| **Lead – lead & enable** | **Understand – investigate & record** | **Protect – protect & care** | **Value – share & celebrate** |
| The cross-cutting nature of these lead and enable priorities mean they have the potential to deliver real benefits for the environment.  All of these priorities will make a positive contribution  to safeguarding the historic environment due to their potential to aid decision making, promote the value of the historic environment and empower and enable – encouraging better stewardship.    All of these priorities will positively contribute to promoting access. Increase awareness; providing information and guidance; promoting the value of the historic environment; empowering and enabling others; and promoting collaborative working are likely to promote access to heritage.  Potential carbon savings could be made through the provision of our expert advice; promoting greater understanding and exemplar adaptation techniques; and by working collaboratively to tackle heritage under threat from heritage.  In the Perform section of the plan we set out that we will aim to reduce our own carbon emissions. This could be strengthened to say *we will seek every opportunity to reduce the environmental impact of our activities -* and supported by giving examples.  Our lead and enable priorities to champion the historic environment; provide expert guidance; to empower and enable others; and to increase and demonstrate its value have the potential to help protect and enhance landscapes. For example, by increasing awareness of the importance of holistic land management approaches or by encouraging greater recognition of the contribution landscapes make to our sense of place and identity. | We found that all of these priorities would have positive effects on safeguarding the historic environment and on promoting access. There are potential benefits for climate change adaptation and mitigation and for protecting landscapes.  Gathering and sharing information (in different formats and innovative ways) about the historic environment has the potential to help safeguard the historic environment. Improved understanding; prioritising our collections to focus on what customers value; sharing information and expertise with others; and collaborative working is likely to promote better stewardship and safeguard the historic environment.  Increasing knowledge through primary research activities; applying new and innovative technologies; and promoting and interpreting our collections in varied and innovative ways can help promote access.  Better information and working together on research has the potential to improve understanding of the effects of climate change and could help mitigate these. Collaborating with others brings together the widest pool of expertise to adapt to the effects of climate change and increase resilience.  Research activities such as field investigation have the potential to improve our understanding of landscapes and consequently how these are managed in decision making contexts. | All of these priorities will make a strong positive contribution to safeguarding the historic environment. These priorities relate to the way we provide funding, advice and guidance and work collaboratively with others; how we protect and conserve our Properties in care ; how we regulate; and how we ensure appropriate skills, knowledge and materials are available to sustain the historic environment into the future.  Greater opportunities for grant funding to recognise wider regeneration benefits (such as contributions to community empowerment and social inclusion); and the use of new and innovative technologies have the potential to promote access to the historic environment.  These priorities can make a contribution to help protect and enhance landscapes. Funding, advice and guidance can be directed to help protect and enhance landscapes. Conservation work, such as how we manage the estate could benefit local landscapes. Designation and subsequent management decisions can highlight the range of important landscapes and townscapes across Scotland. Effective use of knowledge, skills and materials are fundamental to how we can continue to maintain and enhance historic features that make landscapes unique and distinctive.  Appropriate conservation could contribute to the climate change objectives. For example, through turf capping of monuments which can both help conserve the structure and increase resilience to the effects of climate change. Use of appropriate knowledge, skills and materials has the potential to tackle climate change effects in the historic environment.  Could our Corporate Plan highlight commitments to prioritise our grants to reflect our climate change obligations, including commitments under the zero waste plan and other environmental priorities – and other cross-cutting ambitions? | These priorities make a positive contribution to safeguarding the historic environment. Promoting engagement and encouraging education and learning is likely to promote better conservation and stewardship. Revenue generation plays a key role in enabling on-going and future conservation of the historic environment.  Promoting engagement, participation and enjoyment; and encouraging learning and education are directly relevant to promoting access to the historic environment.  Telling the story of Scotland and promoting cultural identity and sense of place also have the potential to make valuable contributions to safeguarding the historic environment and they make a direct positive contribution to promoting access.  Generating an increased understanding about the effects of climate change is likely to help reduce the effects of and help the historic environment adapt to climate change.  Increased engagement; and promoting cultural identity and sense of place could promote the need/importance to protect and enhance landscape character, local distinctiveness and scenic value.    We need to bear in mind that encouraging more visitors to our Properties in care and to the historic environment in general can place pressures on their management and will have implications for CO2 emissions due to increased travel (often to remote areas). We should ensure that we promote sustainable travel and work with partners in delivering both cost effective and carbon friendly ways to access historic sites. |

5.2 Effects of our strategic priorities – summary

Overall this shows that the priorities will have significant positive effects for the historic environment and population. We have not identified any potentially negative contributions at this stage. However, we have identified a number of areas that will need careful management and balancing. We also expect that many of the issues identified in this strategic environmental assessment process will be addressed in more detail within the group business plans forming the next tier of our structure. In addition, a number of key specialist documents will detail particular areas of work. For example, a new Carbon Management Plan is currently being developed for HES.

## 5.3 Cumulative effects

The cumulative effects of the priorities within the plan are likely to be significantly positive. This is mainly due to the significant benefits which have been identified for the historic environment (cultural heritage) as well as the potential minor positive effects for population and human health and on landscapes. We do not expect other environmental topics (those scoped out of the assessment) to be affected because the plan does not affect or interact with these in any significant way.

# 6. Mitigation and monitoring

## 6.1 Recommendations

Through the strategic environmental assessment, mitigation can be achieved in a number of different ways. It can involve making changes to the plan itself e.g. amending our priorities, adding environmental priorities to the plan to strengthen the inclusion of environmental issues or proposing more detailed measures that should be considered as the plan is implemented.

No significant negative effects were predicted during the course of the assessment which would require specific mitigation measures to be identified. Although there were areas where our priorities could result in a conflict/tension between two environmental interests, in some areas it is possible to offset these through the contributions made by another (mitigating) priority. The assessment has therefore been helpful in illustrating these issues and refining the priorities developed so far.

It is possible to make changes to further improve the clarity and coverage of the Corporate Plan and to enhance the positive effects identified. We welcome feedback on this as part of the public consultation on the corporate plan and on this SEA.

**Recommendations**

The following enhancement opportunities have been identified through the SEA process. Details of the opportunities to build on are set out in Annex 3 (in the blue boxes). These will be considered as we finalise the plan. As part of the consultation process, we welcome your thoughts on the issues identified below as well as any thoughts on the measures necessary to deliver these opportunities. This may involve amendments to the Plan itself, or setting in place recommendations to be passed down to Directorate Operational Plans.

|  |  |
| --- | --- |
| **Recommendations:**   1. **Plan should say more about how we will balance any increase in visitor numbers with the pressures that may place on the environment and our ability to deliver against our climate change commitments.** For example, can we offer a commitment to examine sustainable ways of promoting our sites and work in partnership with transport providers to reduce emissions and increase efficiency? 2. **Plan to better articulate how our lead and enable role will deliver real benefits for the environment**. Perhaps by the use of specific examples? 3. **Plan should set out a high level statement about how our grant giving criteria reflect not only our vision for the historic environment but other cross cutting national ambitions**. This should be supported by commitments made in relevant operational plans. 4. **Amend the Plan’s first sub-objective to say ‘seeking every opportunity to reduce the adverse environmental impact of our activities’.** Then say how this will be done. Much of our climate change work is about leading and enabling and the Corporate Plan objective talks about the impact/effects of climate change. However, the actions in the plan seem to relate mostly to the causes of climate change/reducing our own carbon emissions. 5. **Plan to set the strategic context to ensure relevant operational plans set out opportunities, identified through this SEA on the following**:   ***To help safeguard or improve the condition of the historic environment***   * Encouraging learning and education; Telling the story of Scotland; Promoting cultural identity and sense of place; and communicating intrinsic value could encourage better conservation and stewardship.   ***To promote access to the historic environment for recreation, understanding or enjoyment***   * There could be greater opportunities for grant funding to recognise other benefits such as how regeneration contributes to community empowerment and social inclusion. * We hope that careful stewardship of properties in our care and applying new technologies will have indirect benefits for increasing access, understanding and enjoyment. * Promoting cultural identity and sense of place may assist in promoting access for all.   ***To help reduce the causes of, or deliver adaptation to, the effects of climate change:***   * Opportunity for expert advice and guidance to help encourage sensitive adaptation of heritage features and landscapes. * Encourage re-use of buildings as well as materials as part of the circular economy. * Opportunities to work collaboratively with others in tackling heritage under threat from climate change e.g. through partnership working and prioritising recording activities or actions to care for vulnerable heritage sites. * Better information and working together on research can improve understanding of the effects of climate change and could help mitigate these. * Opportunities for grant funding and other investment decisions prioritise activities that seek to help with adaptation of heritage sites/landscapes to the effects of climate change.   ***To help protect and enhance landscape character, local distinctiveness and scenic value:***   * Providing expert advice and guidance could lead to greater awareness and better decision making about protecting and enhancing landscapes issues. e.g. by encouraging greater recognition of the contribution landscapes of all types make to our sense of place and identity. * Growing the contribution of the historic environment could increase the value and therefore help enhance and protect landscapes. * Funding, advice and guidance can be directed to help protect and enhance these issues. * Potential to enhance and protect through effective use of knowledge, skills and materials. Specialist crafts/skills are fundamental to maintaining and enhancing the historic features that make places distinctive and unique. * Increased engagement could promote the need/importance to protect and enhance landscape character, local distinctiveness and scenic value.  |  | | --- | | Promoting cultural identity and sense of place could highlight the need/importance to protect and enhance landscape character, local distinctiveness and scenic value. | |

**We would welcome your views on any other environmental matter which you think we should consider in finalising the plan.**

## 6.2 Monitoring

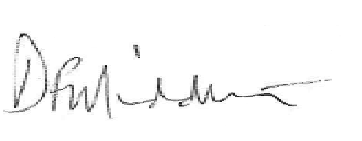
While no specific negative effects have been predicted through the assessment it will still be important to understand how the plan is affecting the environment once it is being implemented. This will help to identify any effects arising which were not predicted through the assessment and allow appropriate mitigation to be sought. Monitoring of the plan will likely rely on the Key Performance Indicators (under development) and a series of indicators developed to measure business plan performance. We will ensure that environmental indicators and the issues identified in this assessment are factored into this process.

# 7. Next steps

The public consultation period on the draft Corporate Plan and accompanying Environmental Report (ER) ends on 8 February 2016. A final version of the plan will be prepared following the consultation period to take into account comments made. All changes will be screened to consider if they raise significant environmental issues that have not already been considered in the environmental assessment. If the potential for significant environmental effects is identified, an assessment will be undertaken of their impact, and reported in the SEA Post Adoption Statement. This will be published along with the finalised plan.

The SEA Post Adoption Statement, which will be published along with the final version of the plan, will demonstrate how the ER (and all the comments expressed on it) has been taken into account in the adopted Corporate Plan 2016-2019. The SEA Post Adoption Statement will also include a final version of any monitoring indicators to take into account comments made on this report.

**Declaration**

I am satisfied with this draft Environmental Report that has been undertaken for Historic Environment Scotland’s Corporate Plan 2016-19 and give my authorisation for the results of this assessment to be issued for public consultation and to be published on the Historic Environment Scotland website.

**Signature:**

**Name:** David Middleton

**Position:** Chief Executive Officer, Historic Environment Scotland

**Authorisation date:** 11 November 2015

**Contact point:**

Adam Jackson

Room 2.20

Historic Environment Scotland

Longmore House,

Edinburgh, EH9 1SH

Annex 1: Policy Context for the Corporate Plan 2016–2019

| **SEA Topic** | **Summary of Environmental Objectives** | **Plan, Programme or Strategy** |
| --- | --- | --- |
| Climatic factors | Policies focus on the need to cut greenhouse gas emissions. National targets are for an 80% reduction by 2050 making a contribution to climate change abatement targets set at the UK, EU and international levels.  Energy policy highlights the importance of energy efficiency, and the need to achieve a shift from fossil fuels to renewable sources of energy. In addition the importance of adequate, planned adaptation to future climates is noted in order to increase the resilience of communities, and natural and economic systems. | UK Climate Change Act 2008  Climate Change (Scotland) Act 2009  Climate Change Delivery Plan (2009)  Climate Change Adaptation Framework (2009)  UK Low Carbon Transition Plan (2009)  Conserve and Save: Consultation on the Energy Efficiency Action Plan (2010) |
| Population and Human Health | Policy outlines the need to seek to improve health and quality of life. We also need to help create employment opportunities for disadvantaged groups, build confidence and skills of our young people, reduce financial exclusion, improve health and improve access to services. | Improving Health in Scotland – the Challenge  Closing the opportunity gaps (2004) Scottish Executive |
| Landscape | Landscape policies aim to not only safeguard protected areas, but to recognise and conserve wider landscapes. These may not be formally designated but make an important contribution to the quality of environment. | Council of Europe, European Landscape Convention (2000)  SNH Natural Heritage Futures  SNH National Scenic Areas Programme (2009) |
| Cultural heritage | Historic environment policies aim to identify and protect historic buildings and sites from inappropriate development and damage. Policies extend beyond specific designated sites to reflect the value of wider townscapes, the setting of monuments and historic buildings, and wider cultural landscapes. Policies highlight the important contribution the historic environment can make to building, supporting and regenerating communities as well as provide tourism and educational benefits. | Historic Environment Scotland Act 2014  Scottish Historic Environment Policy (SHEP) 2011  Scottish Planning Policy (SPP)  Managing Change in the Historic Environment Guidance Notes  Our Place in Time: The Historic Environment Strategy |
| Biodiversity, Flora and fauna | Biodiversity policies from international to local levels aim in particular to conserve habitats, species and ecosystems. Halting the decline of key species is important, and where possible remedial action and enhancement should be implemented in degraded areas. Policies also note the importance of an ecosystem approach – an holistic, landscape approach to biodiversity conservation that goes beyond the traditional emphasis on protecting individual sites. | Council Directive 79/409/EEC on the conservation of wild birds Council 92/43/EEC the conservation of natural habitats and of wild fauna and flora  Wildlife and Countryside Act 1981  Conservation (Natural habitats &c.) Amendment (Scotland) Regulations 2007  Nature Conservation (Scotland) Act 2007  UK Biodiversity Action Plan  Scotland’s Biodiversity – It’s In Your Hands.  Wildlife and Natural Environment (Scotland) Act 2011 |
| Soil | Policies on soil seek to protect resources from a range of impacts, including soil sealing by development, increased susceptibility to erosion, soil pollution and compaction. | Scottish Soil Framework (2009)  The State of Scotland’s Soil [a report prompted by the Scottish Soil Framework 2009] |
| Water | Water related policies aim to protect water resources, and achieve an improvement in their ecological condition where appropriate. River Basin Management Plans, which were prepared under the Water Framework Directive and WEWS Act set specific objectives for the protection and improvement of water resources within each river basin. | Water Framework Directive 2000/60/EC  Water Environment and Water Services (Scotland) Act 2003 (WEWS) Act  Scotland River Basin Management Plan (2009)  Water Environment (River Basin Management Planning: Further Provision) (Scotland) Regulations 2013  Cross-Border River Basin Districts (Scotland) Directions 2014 |
| Air | Air quality targets have been set at the European and UK levels. The Air Quality Strategy for England, Scotland, Wales and Northern Ireland sets objectives for Particulate Matter (PM), oxides of nitrogen (NOx), sulphur dioxide (SO2) and ozone (O3) amongst others. Good progress is being made towards meeting them. | 2008/50/EC Directive on ambient air quality and cleaner air for Europe  The Air Quality Strategy for England, Scotland, Wales and Northern Ireland (2007)  The Air Quality Standards (Scotland) Regulations 2010 |
| Material assets | Agricultural and forestry policies promote sustainable land use, environmental protection and stewardship, and emphasise the importance of delivering public goods out with market mechanisms. Policy sets a target of increasing forest cover to 25% of land cover. The planning system highlights the need to allow the development of high quality, well designed, energy efficient housing. Efficient design will contribute to climate change abatement targets, as will transport emission reductions.  Scotland’s Zero Waste Plan (2010) sets out key actions, including new targets, to tackle the near 20 million tonnes of waste produced by Scotland every year. The two new targets that will apply to all waste are 70 per cent target recycle and maximum five per cent sent to landfill, both by 2025. Action 10 of the Plan recognises that energy from waste has an important role to play in the delivery of the Low Carbon Strategy and states that the Scottish Government will “support the utilisation of renewable energy generated from resource management facilities thereby contributing to Scotland’s renewable energy targets”. Energy from waste could contribute up to 31% of Scotland’s renewable heat target and up to 4.3% of Scotland’s renewable electricity target. | Scottish Forestry Strategy  Strategic Transport Review Project  National Transport Plan  Local Housing Strategy  Scottish Planning Policy  A Vision for Scottish Agriculture  Zero Waste Plan (2010) |

Annex 2 - Scoping Comments

| **Scottish Natural Heritage Comment** | **Historic Environment Scotland Response** |
| --- | --- |
| The Scoping Report is clear on the proposed scope and detail of the forthcoming assessment | Noted and welcomed. |
| We are content with scoping out of biodiversity, fauna and flora | Noted. |
| We have reservations about the scoping-out of ‘landscape’ as a topic despite the recognition of ‘cultural landscapes’ under the cultural heritage section, and the acknowledgement that landscapes form an important element of the historic environment. This is because most landscapes in Scotland contain both natural and cultural aspects, both of which are of value. The emphasis on placemaking in policy could, arguably, further embed these twin components. Currently, HES and SNH are collaborating with others to arrive at a common position on landscape and the historic environment which is likely to encompass the wider aspects of landscape. It would be timely to reflect this in the SEA report for the Corporate Plan. | Noted. Scope of the assessment has been updated to include a separate topic for Landscape. |
| If ‘Landscape’ were included in the SEA, then the objective could be “To protect and enhance landscape character, local distinctiveness and scenic value.” | Welcomed. We have utilised the suggested objective within the assessment. |
| We are content with the proposed six week consultation period for the Environmental Report. | Noted. |

| **Scottish Environment Protection Agency** | **Historic Environment Scotland Response** |
| --- | --- |
| The scoping report provides clear information on the proposed scope and level of detail of the assessment and covers most of the aspects that we would wish to see addressed at this stage. In relation to the SEA topics within our remit we are content with the scoping out of Soil, Water, Air and Material Assets | Noted and welcomed |
| We agree with scoping in of Climatic Factors and the associated SEA objectives. However, we would encourage you to consider flooding issues under this topic alongside coastal erosion and adaptation to extreme weather referred to as part of the topic justification. It would be difficult to decouple the potential effects of flooding from coastal erosion – our [flood maps](httphttp://www.sepa.org.uk/environment/water/flooding/flood-maps/%20:/www.sepa.org.uk/environment/water/flooding/flood-maps/) maybe a useful source of baseline information. | Noted. In considering the role the Corporate Plan can play in contributing to effective adaptation against the likely effects of climate change we will consider flooding issues as well as coastal erosion and extreme weather. |
| With regard to the other baseline data sources identified in table 4, please note that whilst some reference is made to climatic factors in the [www.seaguidance.org.uk](http://www.seaguidance.org.uk/), this guidance focuses on how to take into account of Air, Soil and Water in SEA. The Scottish Governments guidance on [Consideration of Climatic Factors within Strategic Environmental Assessment](http://www.scotland.gov.uk/Publications/2010/03/18102927/0) may be more applicable. | Noted and welcomed. |
| Welcome the proposed 6 week consultation period for the Environmental Report. | Noted. |

Annex 3: Detailed assessment of strategic themes

Opportunity / uncertain

Significant negative effect

Significant positive effect

No effects

The Corporate Plan objectives referenced below (eg. 1a, 1b…) can be seen in Annex 4.

**Assessment of Strategic Theme 1: Lead and Enable**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Will priority … | … help to safeguard or improve the condition of the historic environment? | … promote access to the historic environment for recreation, understanding or enjoyment? | … help to reduce the cause of, or deliver adaptation to, the effects of climate change? | … help to protect and enhance landscape character, local distinctiveness and scenic value? |
| 1a | Yes. Increasing awareness of the value of Scotland’s historic environment nationally and internationally is likely to encourage better stewardship. | Yes. Championing the value of Scotland’s historic environment will promote access for recreation, understanding or enjoyment. | No effectsWill this recognise the impact of environmental legislation on the HE? | Yes. Championing the historic environment is likely to help protect and enhance landscape character, local distinctiveness and scenic value. e.g. by increasing awareness of the importance of holistic land management approaches. |
| 1b | Yes. Providing expert advice and guidance is likely to improve decision making and help safeguard or improve the condition of the historic environment. | No effects | Possibly. Opportunity for expert advice and guidance to help encourage sensitive adaptation of heritage features and landscapes, as well as encourage re-use of buildings and their materials materials as part of the circular economy | Possibly. Providing expert advice and guidance could lead to greater awareness and better decision making about these issues. e.g. by encouraging greater recognition of the contribution landscapes of all types make to our sense of place and identity. |
| 1c | Yes. Growing the contribution the historic environment makes to the cultural, social, environmental and economic life in Scotland will help to safeguard the historic environment as its asset value is recognised. | Yes. Growing the contribution of the historic environment will promote its value and significance with partners and customers. This is likely to lead to better access intellectually and the encouragement of people to visit sites. | Yes. This priority identifies the need to promote greater understanding of minimising waste, encouraging sustainable tourism as well as exemplar adaptation techniques. | Possibly. Growing the contribution of the historic environment could increase their value and therefore help enhance and protect. |
| 1d | Yes. Empowering and enabling others to take responsibility for their historic environment is likely to encourage better stewardship and help safeguard or improve the condition of the historic environment. | Yes. Empowering and enabling others to care for the historic environment and working collaboratively with others is likely to promote access to the historic environment. | Possibly. There is an opportunity to work collaboratively with others in tackling heritage under threat from climate change e.g. through partnership working and prioritising recording activities or actions to care for vulnerable heritage sites. | Yes. Empowering and enabling others is likely to help protect and enhance. |

**Assessment of Strategic Theme 2 – Understand – investigate & record**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Will priority … | … help to safeguard or improve the condition of the historic environment? | … promote access to the historic environment for recreation, understanding or enjoyment? | … help to reduce the cause of, or deliver adaptation to, the effects of climate change? | … help to protect and enhance landscape character, local distinctiveness and scenic value? |
| 2a | Yes identifying, researching, surveying and recording the historic environment will improve understanding and is likely to help safeguard the condition of the historic environment. | Yes. This priority is expected to promote access and understanding through a range of different ways e.g. by increasing knowledge through primary research activities, applying new and innovative technologies and focusing research upon priority areas. | Possibly. Better information and working together on research will improve understanding of the effects of climate change and could help mitigate these. | Yes. Research activities, such as field investigation and desk-based studies are expected to improve our knowledge of landscapes and consequently how these are valued and managed in decisions making contexts. |
| 2b | Yes, collecting historic environment material will safeguard it for the future by keeping important collections and archives secure. | Yes. Collecting and interpreting collections promote access by making material available, both physically and digitally, to individuals, communities and other organisations. We are also looking at how we can improve and increase the rate at which the flow of knowledge from collections and archives reach our customers. | No effects | No effects |
| 2c | Yes. Sharing information and expertise with others has the potential to encourage better stewardship. | Yes. This priority is likely to encourage the development of open and accessible information on the historic environment in a variety of formats. | No effectsWill shared expertise deliver benefits in understanding climate change? | No effects |
| 2d | Yes. Working with others to improve the quality and extent of information about the historic environment is likely to help safeguard the condition of the historic environment for the future. This includes working with others to commission and carry out research into building materials and conservation techniques. | No effects | Yes. Working with others to commission and carry out research on the impacts of climate change will improve understanding. Collaborating with others to bring together the widest pool of expertise to adapt to the effects and increase resilience. | No effects |

**Assessment of Strategic Theme 3 – Protect – protect and care**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Will priority … | … help to safeguard or improve the condition of the historic environment? | … promote access to the historic environment for recreation, understanding or enjoyment? | … help to reduce the cause of, or deliver adaptation to, the effects of climate change? | … help to protect and enhance landscape character, local distinctiveness and scenic value? |
| 3a | Yes. This priority makes a strong contribution to the objective as it relates to the way we provide funding, advice and guidance and work collaboratively with others. | Possibly. There could be greater opportunities for grant funding to recognise other benefits such as how regeneration contributes to community empowerment and social inclusion. | Not directly, however there are opportunities for grant funding and other investment decisions to prioritise activities that seek to help with adaptation of heritage sites/landscapes to the effects of climate change. | Possibly. This priority could make a contribution as funding, advice and guidance can be directed to help protect and enhance these issues. |
| 3b | Yes. This priority’s key purpose is to protect, conserve and maintain some of our most important parts of the historic environment (HES PiCs). | We would hope that careful stewardship of properties in our case and applying new technologies will have indirect benefits for increasing access, understanding and enjoyment. | Yes. Appropriate conservation could contribute to this objective, for example, through turf capping of monuments which can both help to conserve the structure and increase resilience to the effects of climate change. | Yes. This priority could contribute to this objective as conservation work could also help enhance and protect landscape character, local distinctiveness and scenic value. Activities associated with how we manage the estate could benefit local landscapes. |
| 3c | Yes. Designation, supporting others and enabling regulation are all designed to help safeguard or improve the condition of the historic environment. | No effects | No effects  Will enabling regulation iron out where one regulation (eg building standards) appears in conflict with another? | Yes. This his priority will have a positive effect through the work of HES in designation, regulation and guidance on the appropriate change management of the many heritage assets and their settings which contribute to landscape character, local distinctiveness and scenic value. |
| 3d | Yes. Ensuring that the appropriate skills, knowledge and materials are available will help sustain Scotland’s historic environment into the future. | No effects | Yes. This priority has the potential to help tackle climate change effects in the historic environment through use of appropriate knowledge, skills and materials. | Possibly. Potential to enhance and protect through effective use of knowledge, skills and materials. Specialist crafts/skills are fundamental to how we maintain and enhance some of the historic features that make places distinctive and unique. |

**Assessment of Strategic Theme 4 Value – share and celebrate**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Will priority … | … help to safeguard or improve the condition of the historic environment? | … promote access to the historic environment for recreation, understanding or enjoyment? | … help to reduce the cause of, or deliver adaptation to, the effects of climate change? | … help to protect and enhance landscape character, local distinctiveness and scenic value? |
| 4a | Yes. Potential for this priority to contribute. Promoting engagement is likely to promote better conservation and stewardshipRevenue generation plays a key role in enabling on-going/future conservation of heritage sites. Tourism revenue is an important factor in building conservation across Scotland. | Yes. Priority directly relevant as it seeks to promote engagement, participation and enjoyment. | No effects | Possibly. There is potential for this priority to contribute. Increased engagement could promote the need/importance to protect and enhance landscape character, local distinctiveness and scenic value. |
| 4b | Possibly. Encouraging learning and education may encourage better conservation and stewardship. | Yes. This priority contributes to the delivery of this objective. Encouraging learning and education will promote access to the historic environment for recreation, understanding and enjoyment. | Yes. Potential to contribute by generating an increased understanding about the effects of climate change on the historic environment as well as the ways in which we can adapt to these changes. | No effects |
| 4c | Possibly. Telling the story of Scotland may encourage better conservation and stewardship. | Yes. Using the Properties in Care to help tell the story of Scotland is likely to promote access. There are significant opportunities to collaborate with a range of partners and operators of other sites. | No effects | No effects |
| 4d | Possibly. Promoting cultural identity and sense of place and communicating intrinsic value could encourage better conservation and stewardship. | Possibly. Promoting cultural identity and sense of place may assist in promoting access for all. | No effects | Possibly. There is potential for this priority to contribute. Promoting cultural identity and sense of place could highlight the need/importance to protect and enhance landscape character, local distinctiveness and scenic value. |

**Assessment of Strategic Theme 5 – Perform**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Will priority … | … help to safeguard or improve the condition of the historic environment? | … promote access to the historic environment for recreation, understanding or enjoyment? | … help to reduce the cause of, or deliver adaptation to, the effects of climate change? | … help to protect and enhance landscape character, local distinctiveness and scenic value? |
| 5a, b, c | Considered to be procedural and therefore environmental effects are not likely. | Considered to be procedural and therefore environmental effects are not likely. | Considered to be procedural and therefore environmental effects are not likely. | Considered to be procedural and therefore environmental effects are not likely. |
| 5d | No effects | No effects | Yes. This priority seeks to address the impacts of climate change and so is directly relevant. | No effects |

Annex 4: Corporate Plan Referencing Used in SEA

**Strategic theme 1: Lead – Lead and Enable**

|  |  |
| --- | --- |
| **Outcome:** Scotland’s historic environment makes a strong contribution to the cultural, social, environmental and economic wellbeing of the nation and its people | |
| **Objectives:** | **We will do this by:** |
| **1a)** We will **champion** the value of Scotland’s historic environment nationally and internationally. | * + ensuring the value of the historic environment is reflected in relevant laws, government policies and strategies   + improving access to the historic environment and its collections   + using the properties and collections in our care and our research and education programmes to engage and enthuse people about the history of Scotland’s places |
| **1b)** We will provide expert **advice and guidance** to encourage informed decision-making and achieve the right balance between conservation and sustainable change | * + providing advice to government, local authorities, other bodies and individuals   + developing and publishing standards |
| **1c)** We will **grow the contribution** the historic environment makes to the cultural, social, environmental and economic life of Scotland | * + promoting the value and significance of historic environment in developing a positive sense of identity, place and community   + boosting Scotland’s economy by supporting the growth of the tourism, construction and heritage sectors and developing demand through our procurement activity   + helping people to develop new skills and knowledge to benefit their personal growth, wellbeing, and prospects of employment.   + promoting understanding of the benefits of the more sustainable use of resources and of minimising waste, leading the way in the adaptation of historic buildings to climate change and encouraging sustainable tourism |
| **1d)** We will **empower and enable** others to take responsibility for their historic environment | * + working collaboratively with others who take an interest in and responsibility for the historic environment   + supporting others to investigate, care for and celebrate the historic environment   + engaging fully with Scotland’s Historic Environment Forum and its working groups   + actively participating in Community Planning Partnerships |

**Strategic theme 2: Understand – Investigate and record**

|  |  |
| --- | --- |
| **Outcome:** Scotland’s historic environment is better known and understood | |
| **Objectives:** | **We will do this by:** |
| **2a)** We will **identify, research, survey and record** the historic environment to improve our knowledge and understanding in inform decision-making. | * + undertaking programmes of field investigation, aerial survey, and desk-based studies and collections research.   + increasing our understanding of the cultural significance of the properties and archive collections in our care   + applying new technologies and techniques, often through strategic partnerships   + maintaining our status as an Independent Research Organisation and collaborating with others to deliver research programmes |
| **2b)** We will **collect material** to add to our international collections to inform identification, research and understanding and preserve it for the future. | * + establishing priorities and developing strategies for the targeted and selective collection of physical and modern born-digital archives   + cataloguing, digitising and interpreting our archive collections to make more information and material available to individuals, communities and other organisations   + developing processes for the streamlined and rapid flow of collections and archives from creation and acquisition through to public display |
| **2c)** We will **share information and expertise** with others. | * + encouraging and empowering others to investigate and record their historic environment.   + developing and curating an open and accessible archive that is preserved for use by future generations   + developing digital access to what we hold, providing unparalleled scope for people all around the world to connect with, explore and share information about our past. |
| **2d)** We willwork with others to improve the **quality and extent of information** about the historic environment. | * + working with others to commission and carry out research into building materials, conservation techniques and the impacts of climate change.   + collaborating with others to bring together the widest pool of expertise, and to increase the depth of our knowledge and understanding |

**Strategic theme 3: Protect – protect and care**

|  |  |
| --- | --- |
| **Outcome:** Scotland’s historic environment is cared for and protected | |
| **Objectives:** | **We will do this by:** |
| **3a)** We will **enable others to protect and conserve** the historic environment and its archive collections through direct and indirect **investment**. | * + providing grants to support, sustain and meet the conservation needs of the most significant elements of the historic environment   + providing expert advice, guidance and training   + working collaboratively to improve standards in conservation and leading the development of best practice   + working collaboratively to develop a strategy for the long-term preservation of historic environment information |
| **3b)** We will **protect, conserve and maintain** the properties and archive collections in our care. | * + improving their condition and safeguarding them for future generations through regulation, careful management, and investment   + applying new technologies and techniques to build a richer record of the nature and/or condition of historic environment assets |
| **3c)** We will **protecting** the historic environment through designation and by supporting others to manage it through transparent and **enabling regulation**. | * + publishing clear guidance on designation and managing change in the historic environment   + engaging early in the spatial planning process to ensure that the historic environment is considered all relevant development proposals |
| **3d)** We willhelp to ensure that the appropriate **knowledge, skills and materials** are available to sustain Scotland's historic environment into the future. | * + increasing the availability and quality of training and education in traditional skills and collection management and conservation   + working with others to develop and deliver apprenticeships, internships, training and research opportunities across the full range of our activities.   + establishing a new centre for building conservation in Scotland   + maintaining a specialist craft and technical workforce across to Scotland with the appropriate skills and expertise to conserve our properties |

**Strategic theme 4: Value – share and celebrate**

|  |  |
| --- | --- |
| **Outcome:** People value, celebrate and enjoy the historic environment | |
| **Objectives:** | **We will do this by:** |
| **4a)** We will promote the **engagement, participation** and **enjoyment** of our diverse national and international audiences. | * + working collaboratively to promote Scotland as a prime worldwide destination for tourism and outstanding cultural heritage experiences   + improving digital access to information on Scotland’s places and making it more interactive   + providing engaging and memorable experiences for visitors to our properties, collections, and online services   + supporting and encouraging others, including community groups and individuals, to celebrate their national culture through programmes of active participation that are tailored to meet different areas and levels of interest. |
| **4b)** We will encourage **learning and education** to enhance knowledge, understanding and enjoyment of the historic environment. | * + developing first-class learning resources for all   + delivering formal learning programmes linked to the Curriculum for Excellence and to National & Vocational Qualifications   + developing opportunities for community engagement and lifelong learning across the historic environment   + delivering outreach programmes events at our properties and |
| **4c)** We will **tell the story** of Scotland. | * + imaginatively and creatively interpreting and presenting the properties, collections and information that we look after   + listening to, recording and curating stories about our historic places – the ‘intangible cultural heritage’ that plays such a major part in our sense of place and identity. |
| **4d)** We willpromote **cultural identity** and **sense of place** and communicate **inclusive values**. | * + celebrating anniversaries and major events that showcase historic places   + including the wider community in our work   + encouraging community involvement in projects focused on their local historic places   + promoting access for all to the properties, collections and information that we look after |

**Strategic theme 5: Perform**

|  |  |
| --- | --- |
| **Outcome**  HES is a high performing organisation | |
| **Objectives:** | **We will do this by:** |
| **5a)** We will deliver a **high quality, resilient** and **sustainable public service**. | * + being flexible, responsive and innovative, committed to providing excellent customer service, continuous improvement, delivering best value for tax payers, and operating as a streamlined, financially efficient and effective public body.   + enhancing our understanding of and interaction with our audiences so that we can respond to their needs more effectively   + working in partnership to deliver customer-focused services.   + attracting new customers and improving the experiences for visitors to the properties and collections in our care and our online services   + increasing income generated from commercial and fundraising activities to invest for future generations. |
| **5b)** We will make the best use of the **expertise and passion** of our people | * + delivering effective recruitment, career and talent management programmes to ensure we have the right people at the right time doing the right thing   + fostering a welcoming and happy working environment for our staff that sets the tone and standards for the services we provide and how we work with others. |
| **5c)** We willencourage **openness and transparency**. | * + publishing information about why and how we do what we do   + actively seeking feedback and listening to the views of others |
| **5d)** We willaddress the impact of **climate change**. | * + seeking every opportunity to reduce the environmental impact of our activities   + managing and using our resources more sustainably and reducing carbon emissions   + using our procurement processes to promote sustainable manufacturing and distribution |