

FOR ALL OUR FUTURES

CORPORATE PLAN 2016-19



HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA

DHUIINN UILE SAN ÀM RI TEACHD

PLANA CORPORA 2016-19



HISTORIC
ENVIRONMENT
SCOTLAND

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ALBA

**WE ARE THE
LEAD PUBLIC
BODY FOR
SCOTLAND'S
HISTORIC
ENVIRONMENT.**

HISTORIC
ENVIRONMENT
SCOTLAND

ARAINNEACH
EACHDRADHE



A New Beginning

We, Historic Environment Scotland, are a new public body. While we value the legacy of our predecessors, we must and will deliver in new and different ways. We are compelled to do so by new legislation, by the sector, and by the need to adapt – and change – to meet the challenges and opportunities presented by shifting environmental, social, cultural, technological and economic circumstances.

Our immediate task is to explore how we will change for the better. Scottish Ministers have made it clear that we are to act as the lead public body for Scotland's historic environment and that we are central to the delivery of Our Place in Time – Scotland's first ever strategy for the historic environment. This is a new role for a new era.

But what does it mean to be the lead public body? We believe it means leading by example. It means prioritising collaboration with new and existing partners. It means valuing and respecting the expertise of others, enabling them to play their roles, and engaging them in supporting our new role too. It means acting as a catalyst and uniting the sector, nationally and internationally, in promoting and celebrating the historic environment.

Leadership and respect are earned. They require more than good intentions. How we do things is as important as what we do. Values will drive our behaviours and actions – they go right to the heart of our role as a lead body. So we will prioritise the development of our staff and volunteers as a measure of our success, in concert with our ambitious plans for the sector. Exciting opportunities – and challenges – lie ahead. We are committed to delivering as a new organisation and, above all, to making a real contribution for the wider public benefit.

We believe, passionately, that protecting our past will help shape all of our futures.

Jane Ryder OBE
Chair, Historic Environment Scotland





Historic Environment Scotland

We have been created by bringing together Historic Scotland and the Royal Commission on the Ancient and Historical Monuments of Scotland, two organisations that have helped to look after our nation's past for over a century. These foundations provide an invaluable blend of accumulated knowledge, experience and passion.

As a new body, we will work to unite everyone in celebrating Scotland's unique historic environment. It is all around us, belongs to us

all, and we all have a stake in it. We are just one part of a committed and enthusiastic collective of organisations and groups, big and small. We will be a body that helps things happen and that makes things happen; that embraces and prioritises collaboration, conversation, openness, accessibility and innovation. Sometimes we may initiate and take the lead, at other times we may offer support, but we will always proceed in a spirit of inclusiveness and in the pursuit of a common goal.

“As a new body, we will work to unite everyone.”

What is the Historic Environment and Why Does it Matter?

“Scotland’s historic environment is the physical evidence for human activity that connects people with place, linked with the associations we can see, feel and understand”

Our Place in Time: The Historic Environment Strategy for Scotland, March 2014

The historic environment can take the form of a stone circle, a prehistoric fort, a medieval castle, a renaissance garden, a stately home, a townscape or a landscape. It could be a factory, mill, battlefield or shipwreck. It could be artefacts or archive material – maps, drawings, photographs, books and manuscripts that relate directly to Scotland’s places and history.

The historic environment is not limited to stones, bricks and mortar. It is the combination of the tangible and the intangible – from buildings, landscapes and objects, to traditions, stories, memories and the connections between people and places. The historic environment is important. It enriches the quality of our lives and helps to define who we are. We want to take care of it, protect it, enjoy it and see it passed on with pride to future generations.

A Global Reach

The historic environment is a vital part of the national economy. It supports over 60,000 jobs – 2.5 per cent of Scotland’s total employment – and contributes £2.3 billion to the national gross value added (GVA). It attracted 17,100 active volunteers in 2015, and is the destination for a fifth of all school visits in the country. Its ongoing care and regeneration creates local employment, supports local businesses, and secures the future of precious indigenous craft skills.

In 2014, more than 14 million tourists visited a historic environment attraction – representing a quarter of all visits to attractions in the country. Survey estimates show that almost a third of the nation’s adults visited a historic site in 2014. This makes the historic environment an integral and iconic part of our national ‘brand’. Indeed, it is what defines us for many overseas visitors, who come to Scotland to learn more about our history and heritage.

The Challenge

It is crucial that we do not take the historic environment for granted, or assume that it will last forever.

In practice, it needs careful management, and those who look after it need a clear sense of direction. It is dynamic and subject to constant forces of change, from the wear and tear of everyday use and natural processes of decay, to shifts in society, culture, the economy and technology. Climate change offers a specific threat, bringing rising sea levels, severe weather patterns, intense rainfall and increased flooding. Some of Scotland’s flagship, internationally recognised sites are among the most at risk. The task of protecting historic places and archives grows more challenging and more expensive.

At the same time, the historic environment is competing for resources in difficult economic circumstances. It has the potential to enhance lives and deliver wider benefits to the people of Scotland in health, wellbeing, education and employment. Yet there are many who do not access it or engage with it. We want to encourage and increase their participation.

“The historic environment is one of our most precious assets. Its future matters to us all. Without it, Scotland would not be Scotland.”

**SCOTLAND'S HISTORIC
ENVIRONMENT IS
CHERISHED, UNDERSTOOD,
SHARED AND ENJOYED
WITH PRIDE, BY EVERYONE.**



WHO WE ARE
CÒ SINN

Who We Are

We are a charity dedicated to the advancement of heritage, culture, education and environmental protection.

We are at the forefront of researching and understanding the historic environment – and addressing the impact of climate change on its future. We investigate and record architectural and archaeological sites and landscapes across Scotland. We care for more than 300 properties of national importance. We look after internationally significant collections, including over 5 million drawings, photographs, negatives and manuscripts, and some 20 million aerial images of locations around the world. We are a regulator responsible for the designation of

historic environment assets as well as consents relating to scheduled monuments. We provide grants of over £14 million a year to support building repairs, the conservation of ancient monuments, archaeology programmes and the voluntary sector. We deliver interactive online services to global users. We provide advice, guidance and training, and promote engagement and participation through programmes of education, outreach and skills-sharing.

We are the lead public body for Scotland's historic environment.

Our Vision

Scotland's historic environment is cherished, understood, shared and enjoyed with pride, by everyone.

Our Mission

- To enhance knowledge and understanding of Scotland's historic environment.
- To protect, conserve and manage the historic environment for the enjoyment, enrichment and benefit of everyone – now, and in the future.
- To share and celebrate our cultural heritage with the world.

Our Values

Collaborative

We work closely and in an inclusive way with others to achieve shared goals.

Professional

We strive for excellence in everything that we do.

Innovative

We are forward-looking and creative, encouraging and embracing change.

Open

We are transparent in our business and in our relationships.

Respectful

We acknowledge that what others have to say is of importance and value.

Governance

Historic Environment Scotland is a Non Departmental Public Body (NDPB) and a registered Scottish charity. We were established by the Historic Environment Scotland Act 2014 and have the general statutory functions of investigating, caring for and promoting Scotland's historic environment.

As an NDPB, we receive an annual letter of guidance from Scottish Ministers, which sets out wider policy objectives, and we have in place a Framework Document which provides details of our operating relationship with the Scottish Government. We must work within the Scottish Public Finance Manual and the requirements of charity legislation. In common with similar charitable NDPBs, we also wholly own a limited company, Historic Environment Scotland Enterprises, which operates commercial services. An unusual feature of our governance is the Scheme of Delegation from Scottish Ministers which provides detail of how we must manage the Properties in Care and their associated collections.

We are governed by a Board of Trustees appointed by the Cabinet Secretary for Culture, Europe and External Affairs in accordance with the Code of Practice for Ministerial Public Appointments in Scotland. Our Board sets our vision and strategic direction, ensures we fulfil our duties as a charity, and is accountable to Scottish Ministers and the Scottish Parliament.

FIVE STRATEGIC THEMES

Our five strategic themes provide the framework for our strategic outcomes, our objectives, our activities and our performance measures.

1 LEAD

2 UNDERSTAND

3 PROTECT

4 VALUE

5 PERFORM



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1 LEAD

We will fulfil a leading and enabling role in the historic environment sector through our activities and by supporting, empowering and collaborating with others to secure the brightest future for our nation's historic environment.



LEAD

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
We will champion the value of Scotland's historic environment locally, nationally and internationally	<ul style="list-style-type: none"> proactively ensuring that the value and significance of the historic environment is reflected in the policies and strategies of central and local government, statutory bodies, and all relevant legislation working with others, across the public, private and voluntary sectors, to improve and promote access to the historic environment and its collections working in partnerships to ensure that the Outstanding Universal Value of Scotland's World Heritage Sites is protected and sustained for the future fulfilling our leadership role in Scotland's Historic Environment Forum and its working groups using the properties and collections in our care, our research and education programmes, and our publications and exhibitions to engage and enthuse people with the history of Scotland's places
We will grow the contribution the historic environment makes to the cultural, social, environmental and economic life of Scotland	<ul style="list-style-type: none"> widening public access and participation through collaboration, and focusing on delivering wider benefits in health, wellbeing, education and employment promoting the value and significance of the historic environment to develop a positive sense of identity, place and community providing grants to support others to protect and promote the historic environment, deliver benefits for communities, develop knowledge and skills, and build local heritage management capacity boosting Scotland's economy at a national and local level by supporting the growth of the tourism, construction and heritage sectors building demand for traditional skills and materials, raising standards and promoting the living wage through our procurement activity providing opportunities for people to develop new skills, knowledge and expertise to benefit their personal growth, wellbeing, and prospects of employment

Objectives	We will do this by
We will work to address the impact of climate change	<ul style="list-style-type: none"> leading the way in the adaptation of the historic environment to climate change, contributing to national targets and increasing resilience against the physical impacts of climate change encouraging sustainable living and tourism, and promoting the benefits of more sustainable use of resources and minimising waste working with others to commission and carry out research into building materials, conservation techniques and the impacts of climate change
We will empower and enable communities and others to care for their historic environment	<ul style="list-style-type: none"> working collaboratively with those who take an interest in and responsibility for the historic environment supporting others to investigate, care for and celebrate the historic environment working collaboratively to support community-led regeneration projects actively participating in Community Planning Partnerships
We will provide expert advice and guidance to encourage informed decision-making	<ul style="list-style-type: none"> developing and proactively sharing advice to, among others, government, local authorities, corporate bodies, communities and individuals developing and promoting best practice and standards in collaboration with others
We will lead by example, demonstrating the high standards appropriate for our role as the lead public body	<ul style="list-style-type: none"> demonstrating our commitment to continuous improvement demonstrating an effective governance framework demonstrating best practice collaborating with others in order to demonstrate and promote high standards sharing with and learning from the expertise of others

We will measure our success by demonstrating that we have

- KPI 1** Championed the historic environment by taking the lead role in the delivery of Our Place in Time (OPiT)
- KPI 2** Increased the overall contribution of heritage tourism to the Scottish economy
- KPI 3** Managed the impact of climate change by improving knowledge and understanding
- KPI 4** Created an organisation that earns respect as the lead public body for the historic environment

FIVE STRATEGIC THEMES
CUSPAIREAN RO-INNLEACHDAIL

LEAD / STIÙIR
UNDERSTAND / TUIGSE
PROTECT / DÌON
VALUE / LUACH
PERFORM / COILEANADH

2 UNDERSTAND

We will increase knowledge and understanding of the historic environment through investigation, research and recording activities.



UNDERSTAND

Outcome

Scotland's historic environment is better known and understood

Objectives	We will do this by
We will identify, research, survey and record the historic environment to improve our knowledge and understanding	<ul style="list-style-type: none">• undertaking programmes of field investigation, survey, desk-based studies and collections research• increasing understanding of the value and cultural significance of the historic environment as a whole, and the properties and archive collections in our care• applying new technologies and techniques, often through strategic partnerships• collaborating with others as an Independent Research Organisation to deliver research programmes
We will maintain and enhance our collections to inform identification, research and understanding and curate them for the future	<ul style="list-style-type: none">• establishing priorities and developing strategies for the targeted and selective collection of physical and digital archives to develop the national record• cataloguing, digitising and interpreting our archive collections to make more information and material available to all• developing processes for the streamlined and rapid flow of collections and archives from creation and acquisition through to public availability and engagement
We will share information and expertise with others	<ul style="list-style-type: none">• developing and curating an open and accessible archive that is preserved for use by future generations• promoting digital access to Scotland's historic environment, providing unparalleled scope for people all around the world to connect with, explore and share information about the nation's past• recognising where we do not have the information, knowledge and expertise and sign-posting where these can be found
We will work with others to continue to improve the quality and extent of information about the historic environment	<ul style="list-style-type: none">• supporting and enabling others to identify, research, survey and record their historic environment• working in partnership with local and national bodies to maintain and enhance a collaborative national public information resource for the historic environment• working with others to commission and carry out research to ensure that a well-informed evidence base is at the heart of decision-making when understanding, protecting and promoting the historic environment• collaborating with others to bring together the widest pool of expertise, to raise standards and to increase the depth of knowledge and understanding

We will measure our success by demonstrating that we have

KPI 5 Increased knowledge and understanding of the historic environment

FIVE STRATEGIC THEMES
CUSPAIREAN RO-INNLEACHDAIL

LEAD / STIÙIR
UNDERSTAND / TUIGSE
PROTECT / DÌON
VALUE / LUACH
PERFORM / COILEANADH

3 PROTECT

We will enhance protection of the historic environment through regulation, conservation, collection and investment activities.



PROTECT

Outcome

Scotland's historic environment is cared for and protected

Objectives	We will do this by
We will enable others to protect and conserve the historic environment and its archive collections through direct and indirect investment	<ul style="list-style-type: none">working collaboratively to raise standards in all areas of our work and leading the development of best practiceworking collaboratively to develop a strategy for the long-term preservation of historic environment informationproviding grants to support, sustain and meet the conservation needs of the significant elements of the historic environmentproviding expert advice, guidance and training
We will protect, conserve and manage the properties and collections in our care	<ul style="list-style-type: none">regulating, managing and investing in them to safeguard them for future generationsapplying new technologies and techniques to grow and enhance the national record detailing the nature and condition of historic environment assetsbuilding our resilience to the physical impacts of climate change
We will protect the historic environment through designation and by supporting others to manage it through enabling regulation	<ul style="list-style-type: none">publishing clear guidance on designation and managing change in the historic environmentdelivering a transparent consenting regime for scheduled monumentsproviding advice on the potential impacts of development on the historic environmentworking with others during the preparation of development plans to ensure that the historic environment is considered in a positive way
We will help to ensure that the appropriate advice, knowledge, skills and materials are available to sustain Scotland's historic environment into the future	<ul style="list-style-type: none">supporting capacity at local and national level to ensure the informed management of the historic environmentincreasing the availability and quality of training, education and research in traditional skills and materials, collections management, and conservationworking with others to develop and deliver apprenticeships, internships, training, volunteering and research opportunities across the full range of our activitiesmaintaining a specialist craft and technical workforce across Scotland with the appropriate skills and expertiseestablishing a new centre for building conservation in Scotland

We will measure our success by demonstrating that we have

KPI 6 Improved the condition of Scotland's historic environment

FIVE STRATEGIC THEMES
CUSPAIREAN RO-INNLEACHDAIL

LEAD / STUIR
UNDERSTAND / TUIGSE
PROTECT / DION
VALUE / LUACH
PERFORM / COILEANADH

4 VALUE

We will promote the value of the historic environment through education, learning, outreach and skill-sharing activities.



VALUE

Outcome

People value, celebrate and enjoy the historic environment

Objectives	We will do this by
We will encourage engagement, participation and enjoyment of the historic environment and improve access for all	<ul style="list-style-type: none">• working collaboratively to showcase Scotland as a prime destination for tourism and outstanding cultural heritage experiences• providing engaging and memorable experiences for visitors to the properties and collections in our care, and in our online services• providing opportunities, support and training for volunteers• supporting and encouraging others to celebrate the historic environment through programmes of active participation that are tailored to meet their needs• reducing the barriers to access to the properties and collections that we care for, the information that we hold and the services that we provide• improving online access to information on Scotland's places and making it more interactive
We will promote discovery, learning and education to enhance knowledge, understanding and enjoyment of the historic environment	<ul style="list-style-type: none">• developing first-class learning resources for all• delivering learning programmes linked to the Curriculum for Excellence, National and Vocational Qualifications and to opportunities in further and higher education• developing opportunities for community engagement and lifelong learning across the historic environment• delivering educational outreach programmes and events
We will tell the story of Scotland	<ul style="list-style-type: none">• imaginatively and creatively interpreting and presenting the historic environment and the properties, collections and information that we care for• creating and developing online resources, publications, touring exhibitions and research programmes• listening to, recording, curating and publishing people's stories about our historic environment – the 'intangible cultural heritage' that plays such a major part in our sense of place and identity
We will promote sense of place, celebrate cultural identities and communicate inclusive values	<ul style="list-style-type: none">• promoting access for all to the historic environment and communicating its value and significance to the widest possible audiences• encouraging community involvement in activities that are focused on local historic places and celebrating anniversaries and major events that showcase Scotland's history

We will measure our success by demonstrating that we have

KPI 7 Enhanced engagement with the historic environment

KPI 8 Provided excellent service to our visitors and service users

FIVE STRATEGIC THEMES
CUSPAIREAN RO-INNLEACHDAIL

LEAD / STIÙIR
UNDERSTAND / TUIGSE
PROTECT / DÌON
VALUE / LUACH
PERFORM / COILEANADH

5 PERFORM

We will create a high performing organisation that is well equipped to meet day-to-day and future challenges, and to improve the way we work and the quality of service we provide.



PERFORM

Outcome

We are a high performing organisation

Objectives	We will do this by
We will deliver a high quality, resilient and sustainable public service	<ul style="list-style-type: none">• being flexible, responsive and innovative, committed to providing excellent customer service, continuous improvement, and delivering best value for all our funders by 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 everyone engaging with the historic environment• increasing income generated from commercial and fundraising activities to invest for future generations
We will develop our people and make the best use of their expertise and passion	<ul style="list-style-type: none">• establishing an organisational culture that is committed to transforming the way we work and demonstrating continuous improvement• investing in the training, development and professional accreditation of our people, staff and volunteers• undertaking workforce planning and developing effective career and talent management programmes to ensure we have the right people with the right skills doing the right thing, now and in the future• fostering a safe and welcoming working environment for our staff that sets standards for the services we provide and how we work with others
We will encourage openness and transparency and promote equality	<ul style="list-style-type: none">• publishing information about why and how we do what we do• actively seeking feedback and listening and responding to the views of others• promoting diversity and opportunity for all through our policies and as an employer and service provider
We will address the impact of our activities on climate change	<ul style="list-style-type: none">• managing and using our resources more sustainably and reducing carbon emissions• using our procurement processes to promote sustainable manufacturing and distribution

We will measure our success by demonstrating that

KPI 9 We are an efficient, resilient and sustainable organisation

KPI 10 Our staff are fully engaged in the transformation

KPI 11 We actively promote equalities

Our Finances 2016-19

We receive funding, known as Grant in Aid (GiA), from the Scottish Government, £14.5 million of which is restricted funding for our grants programme. Currently we only have confirmed figures for our GiA allocation for 2016-17, as public expenditure decisions for later years are still to be made. Rather than make assumptions about the settlement for Years 2 and 3 of this plan we have adopted a flat-cash forecast that we will update once further information becomes available. A significant proportion of our income is also generated through admission sales at the properties in our care and commercial activities, some of which will be channelled through our subsidiary trading company. We have projected modest increases to this income over the three year period.

There are a number of variables that will determine our ability to deliver this plan, and some objectives and activities will require prioritisation over others. Delivery will partly depend on external funding opportunities, and on our ability to realise these opportunities. Both our revenue and capital funding will be scrutinised carefully, in line with the public sector across the UK, in the current difficult public expenditure climate. The amount of core funding made available by the Scottish Government, as well as the level of commercial income and external fundraising that we achieve during the delivery period, will impact on the extent to which the strategic outcomes and objectives in our corporate plan can be met.

Income and Expenditure

2017-18

Income



	£m
Grant in Aid (unrestricted)	23.6
Grant in Aid (restricted)	14.5
Capital (non-recurring)	0
Capital charges	3.5
Admission income	33.1
Commercial income	10.1
Other income	3.8
Total income	88.6

Expenditure



	£m
Staffing	40.5
Running costs	24.9
Cost of sales	5.2
Grants	14.5
Capital	0
Capital charges	3.5
Total expenditure	88.6

2016-17

Income



	£m
Grant in Aid (unrestricted)	23.6
Grant in Aid (restricted)	14.5
Capital (non-recurring)	3.4
Capital charges	3.5
Admission income	31.3
Commercial income	9.7
Other income	6.6
Total income	92.6

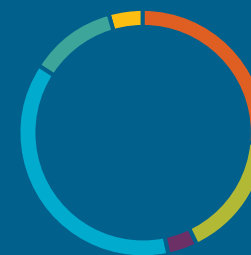
Expenditure



	£m
Staffing	39.4
Running costs	26.8
Cost of sales	5.0
Grants	14.5
Capital	3.4
Capital charges	3.5
Total expenditure	92.6

2018-19

Income



	£m
Grant in Aid (unrestricted)	23.6
Grant in Aid (restricted)	14.5
Capital (non-recurring)	0
Capital charges	3.5
Admission income	33.2
Commercial income	10.2
Other income	3.8
Total income	88.8

Expenditure



	£m
Staffing	41.4
Running costs	24.1
Cost of sales	5.3
Grants	14.5
Capital	0
Capital charges	3.5
Total expenditure	88.8

Supporting the Government's Purpose

**SUPPORTING THE
GOVERNMENT'S PURPOSE**
A' TOIRT TAIC DO DH'AMASAN
AN RIAGHALTAIS

Our strategic outcomes and objectives, together with those of others across the public, private and voluntary sectors, combine to deliver the Scottish Government's Purpose of creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. They also support the delivery of Scotland's Economic Strategy, and the Programme for Government.

By working with our partners in the public, private and voluntary sectors to successfully achieve our strategic outcomes and objectives, we will contribute to the achievement of the Scottish Government's Strategic Objectives and the following National Outcomes in Scotland Performs.

National Outcomes

	HES strategic theme				
	Lead	Understand	Protect	Value	Perform
We are better educated, more skilled and more successful, renowned for our research and innovation	•	•	•	•	•
We live in well-designed, sustainable places where we are able to access the amenities and services we need	•	•	•	•	
We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others	•	•	•	•	
We value and enjoy our built and natural environment and protect it and enhance it for future generations	•	•	•	•	
We take pride in a strong, fair and inclusive national identity	•	•	•	•	•
We reduce the local and global environmental impact of our consumption and production	•	•	•	•	•
Our public services are high quality, continually improving, efficient and responsive to local people's needs	•	•	•	•	•



Lead

	Examples of how we will measure success
<p>KPI 1 Championed the historic environment by taking the lead role in the delivery of Our Place in Time (OPiT)</p>	<p>KPI 1 measures how effectively we are championing the historic environment through our leading role in the delivery of OPiT.</p> <p>In Year 1 we will:</p> <ul style="list-style-type: none"> publish our Corporate Plan 2016-19 with objectives aligned to OPiT take the lead in enabling and facilitating delivery of OPiT in collaboration with partners deliver Scotland's Historic Environment Audit (SHEA) 2016 to provide evidence for the historic environment sector and for measuring the delivery of OPiT <p>Our Year 1 targets focus on publishing our new Corporate Plan with objectives aligned to OPiT and our leadership role in helping to deliver OPiT's strategic priorities. In Years 2 and 3 we will seek feedback to demonstrate the use and impact of our activities.</p>
<p>KPI 2 Increased the overall contribution of heritage tourism to the Scottish economy</p>	<p>KPI 2 measures our activities to lead and enable an increase in the overall contribution of heritage tourism to the Scottish economy. We aim to achieve growth in the volume and value of heritage tourism by engaging with VisitScotland, the Scottish Government and other partners to promote Scotland as a tourist destination; and by undertaking activities to encourage the heritage tourism sector to work together.</p> <p>In Year 1 we will establish and achieve Historic Environment Scotland's targets that will contribute to the shared indicator that has been developed by the Heritage Tourism Group: "By 2020 to grow (increase) the actual heritage tourism expenditure from £800m in 2013 to c£1.2bn".</p> <p>In Years 2 and 3 we will continue to make progress towards the 2020 target.</p>
<p>KPI 3 Managed the impact of climate change by improving knowledge and understanding</p>	<p>KPI 3 measures our effectiveness in delivering against the Scottish Government's Scottish Climate Change Adaptation Programme (SCCAP) and Energy Efficiency Action Plan (EEAP), which mandates HES to conduct and disseminate research into managing the impacts of climate change in the historic environment.</p> <p>In Year 1 we will improve knowledge and understanding about climate change mitigation and adaptation in the historic environment by:</p> <ul style="list-style-type: none"> undertaking a range of research and pilot studies establishing standards, publishing guidance and promoting good practice across the sector undertaking work to measure the impact of our technical research activities <p>Our Year 1 targets focus on the delivery of key outputs. In Years 2 and 3 we plan to report on the impact of our activities and how we act on evaluation findings to improve the focus and impact of our published material and training.</p>
<p>KPI 4 Created an organisation that earns respect as the lead public body for the historic environment</p>	<p>KPI 4 tracks increases in our corporate reputation using the TRI*M index. The TRI*M index is calculated based on feedback to external surveys from stakeholders and a sample of the Scottish population via an omnibus survey. The survey work is undertaken by independent consultants and scores can be benchmarked with a wide variety of organisations.</p> <p>In Year 1 we will establish a baseline TRI*M score for Historic Environment Scotland. In Years 2 and 3 we aim to improve satisfaction levels and increase our TRI*M score.</p>

Understand

	Examples of how we will measure success
<p>KPI 5 Increased knowledge and understanding of the historic environment</p>	<p>KPI 5 measures a range of our activities which are designed to improve knowledge and understanding of the historic environment.</p> <p>In Year 1 we will:</p> <ul style="list-style-type: none"> establish the quality of our records of known/identified sites establish a baseline of the number of collections items which are digitally accessible online undertake an analysis of the National Collection to assess: <ul style="list-style-type: none"> the utilisation of collections and/or their significance the use of data we hold the profiles of user groups publish a Research Strategy <p>In Years 2 and 3 we will report on the following:</p> <ul style="list-style-type: none"> increase in the quality of our records increase in the number of collection items which are digitally accessible online progress in developing and implementing a strategy for the further development of the collections and our engagement with users our research activities

Protect

	Examples of how we will measure success
<p>KPI 6 Improved the condition of Scotland's historic environment</p>	<p>KPI 6 measures our progress in delivering the requirements of the Schemes of Delegation (SoD) with Scottish Ministers and how our activities are improving the condition of Scotland's historic environment.</p> <p>In Year 1 we will:</p> <ul style="list-style-type: none"> conserve the monuments and historic buildings we manage on behalf of Scottish Ministers and publish our Estate Asset Management Plan establish a baseline measure of the condition of our collections seek Museums Accreditation seek Archive Accreditation publish how we will evaluate our grants programme, which will lead to a better understanding of the impact of grants establish a public access web-based portal and publish every decision on scheduled monument consent, listed and scheduling proposals. This demonstrates our delivery of enabling and transparent regulation which contributes to Government's better regulation agenda open the new national conservation centre (the Engine Shed) at Stirling <p>Our Years 2 and 3 targets will report on the impact of our activities and our improvements to service delivery, for example through the publication of our Annual Conservation Report.</p>

Value

	Examples of how we will measure success
<p>KPI 7 Enhanced engagement with the historic environment</p>	<p>KPI 7 demonstrates how effectively we are enhancing engagement with the historic environment.</p> <p>In Year 1 we will:</p> <ul style="list-style-type: none"> • attract over 3.7 million visitors to the properties in our care • achieve 169,000 members • achieve an annual increase in our main social media audiences (Facebook and Twitter) of 15% • support learning access to the historic environment by: <ul style="list-style-type: none"> • achieving an agreed uptake of Free Education Visits and Travel Subsidies • delivering learning programmes for formal, informal and community audiences • providing online and printed resources to support learning and widen access • establish a baseline measure for online databases and website usage <p>Our Year 1 targets focus on our activities to attract visitors; to continue to build membership; to attract online users; to offer education and learning activity targeted at broadening access. In Years 2 and 3 we will report on other new audience development activities and satisfaction with our services.</p>
<p>KPI 8 Provided excellent service to our visitors and service users</p>	<p>KPI 8 measures the quality of our customer service.</p> <p>In Year 1 we will:</p> <ul style="list-style-type: none"> • achieve a Visit Scotland rating of 4 stars or above for 92% of our staffed sites • achieve 80% service rating across our sites from the Mystery Visit programme <p>In Years 2 and 3 we will report our progress on the measures above.</p>

Perform

	Examples of how we will measure success
<p>KPI 9 We are an efficient, resilient and sustainable organisation</p>	<p>KPI 9 measures our efficiency, resilience and sustainability by tracking: changes to the efficiency of our operations in line with Scottish Government's Efficient Government programme targets; increases in the income we generate from our sites and commercial activities; and our energy consumption in line with our Carbon Management Plan 2015-19.</p> <p>In Year 1 we will:</p> <ul style="list-style-type: none"> • deliver annual efficiency savings in line with Scottish Government's Efficient Government programme targets • deliver a 1.8% increase in income generated from the Properties in Care and commercial activities on the 2015/16 baseline • reduce our carbon emissions against our baseline year in line with our published Carbon Management Plan <p>In Years 2 and 3 we will report progress on these activities.</p>
<p>KPI 10 Our staff are fully engaged in the transformation</p>	<p>KPI 10 measures HES commitment to develop its staff, levels of staff engagement and staff morale.</p> <p>In Year 1 we will:</p> <ul style="list-style-type: none"> • develop and deliver a workforce plan, and career and talent management programmes • increase staff engagement to 62% (from baseline of 60% in 2015). The level of staff engagement is based on and is taken from the Engagement Index (which is expressed as a percentage) that is calculated on the basis of responses to the annual Civil Service-wide People Survey, which we will take part in • reduce Average Working Days Lost (AWDL) to 5 (from baseline of 7.37 in 2015/16). AWDL is an indicator of increased staff resilience. It is intended as a proxy for staff morale and satisfaction <p>In Years 2 and 3 we will report progress on Year 1 measures and develop targets relating to the number of staff attending and benefitting from the implementation of new plans and programmes and the impact of these.</p>
<p>KPI 11 We actively promote equalities</p>	<p>KPI 11 provides information about how well we are performing in terms of mainstreaming equalities across the organisation, including monitoring and the publication of an Equality Outcomes and Mainstreaming Report.</p> <p>In Year 1 we will prepare and present an Equality Outcomes and Mainstreaming Report to our Board.</p> <p>In Year 2 we will publish an Equality Outcomes and Mainstreaming report in April.</p> <p>In Year 3 we will report progress on the implementation of the actions set out in our Mainstreaming Report.</p>

**The future
of the historic
environment
matters to us
all. Without it,
Scotland would
not be Scotland.**

We are committed to ensuring this publication is accessible to everyone. If you need it supplied in a different format or language, please get in touch.

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Às aonais, cha
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mar a tha i.**

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