

INTERNATIONAL STRATEGY 2019-29

Partnering Globally



HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA



WHAT WE DO

We care for more than 300 sites of national importance all across the country, and are the largest operator of paid visitor attractions in Scotland.

We look after internationally significant archives and artefacts.

We are at the forefront of investigating and researching the historic environment and tackling the effects of climate change on its future.

We protect our historic places through designations and consents, promote their sustainable development, and provide millions of pounds each year to local communities to help them repair and look after their historic environment. (Designation is the legal recognition and protection of historic sites and places.)

We provide advice and guidance about the historic environment, and offer a wide range of training and learning opportunities.

This International Strategy (entitled *Partnering Globally*) supports our Corporate Plan 2019 onwards, and will make sure our international work is in line with our strategic outcomes.

These outcomes are as follows:

- 1 The historic environment makes a real difference to more people's lives.
- 2 The historic environment is looked after, protected and managed for generations to come.
- 3 The historic environment makes a broader contribution to the economy of Scotland and its people.
- 4 The historic environment inspires a creative and vibrant Scotland.
- 5 The historic environment is cared for and championed by a high-performing organisation.

Right.
Edinburgh Castle.



INTRODUCTION

Partnering Globally is our 10-year strategy to co-ordinate our international work, both in Scotland and around the world. It promotes our plans and activities to an international and national audience, and to our staff and partners. It supports the outcomes in our Corporate Plan and defines our ambition for our international work. It then outlines what we need to do to achieve that ambition and how we will put the strategy in place.

We know there are rich opportunities to bring our values and expertise to global discussions so we can better understand, protect and celebrate cultural heritage in Scotland and across the world. We want to both learn from others and share our learning with them, using their vital knowledge and insights to help our experts and communities at home.

Building on our relationship with the EU and internationally, we want partnerships in Scotland and across the world to develop better research and technical solutions so that heritage everywhere is conserved and sustainable. And we want the world to experience our vibrant heritage and hear our stories.

We believe Scotland's internationally acclaimed historic environment and its sector can make a significant contribution to our country's wider international aims set out in the Scottish Government's International Strategy. Focusing on those countries which are a priority for the Scottish Government, we will promote Scotland as a place that is prepared to join with others and share expertise internationally, including bringing what we have learnt back to Scotland.



WHY THE STRATEGY MATTERS

In today's world, heritage faces serious threats. Terrorism, climate change, inappropriate development, poor management and weak conservation infrastructure have irreversibly damaged precious assets. While appreciation and careful management of the historic environment in Scotland has remained constant over many decades, we should not underestimate how easily circumstances, ever-changing plans and social and economic pressures can threaten our efforts.

Working in these challenging circumstances, including leaving the EU in 2019, could have wide-ranging effects. Nevertheless, we must respond to these challenges in a measured and positive way. This strategy matters, as we will use it to direct our efforts to make the most of opportunities and deal with threats.

Our international work will add value to and help develop Scotland's future EU and international networks and partnerships. By encouraging international partnerships and building on Scotland's reputation for cultural excellence, our work will help maintain our international presence.

Having a strategy and a programme of future work will mean we can better map our existing work, set clear aims for involving others, have a reliable plan for efficient and cost-effective work, and share what we have learnt more widely. It allows us to make our priorities clear to the Scottish Government and shows you, our stakeholders, how we carry out our international work and how we measure that work against corporate and government priorities.

So that we can positively incorporate this strategy within our organisation and meet government priorities, we must make sure our international work is in line with the following:

- Our Corporate Plan
- The Scottish Government's Economic Strategy
- The Scottish Government's National Performance Framework
- Scotland's International Framework
- Scottish Government's Programme for Government
- Global targets such as the United Nations' Sustainable Development Goals
- *Our Place in Time* 2014-2024, Scotland's Historic Environment Strategy
- The Scottish Climate Change Adaptation Programme
- International conventions, such as the 1972 World Heritage Convention

In helping us to meet our aims, our International Strategy supports and influences other documents, including our research, digital, visitor and people strategies.

OUR AMBITION IS TO BE A GLOBAL CENTRE OF EXPERTISE

Our work on internationally significant sites and partnerships across the world is extensive and long-standing. We oversee the management of Scotland's six World Heritage Sites and work with conservation specialists across the world to protect the outstanding universal value of all World Heritage Sites.

Our expertise and innovative work in scanning, digitalising and archiving is sought after and admired across the world. Through our work in climate-change adaptation, environmental assessments, community involvement and conservation methods, we routinely exchange and lead research with international partners and, importantly, learn from others. We want to continue to deliver such high-quality work.

Our ambition is to become a recognised international centre of expertise which promotes the value of Scotland's internationally significant heritage and involves people and helps them to understand, protect and celebrate our shared global heritage.

However, we cannot achieve this by working in isolation. We know that Scotland has an international reputation for communities and public bodies working together. We recognise the strength of Scotland's heritage community and public bodies to learn from, help and work together in our international work. Building effective and strong partnerships, where everyone involved can benefit, is central to our ambition.

Over 10 years we want this strategy to have created the resources for long-term success and increased our capacity to work at an international level. It will allow us to be more adaptable so that we can respond as opportunities and challenges arise. It will mean that we are in a better position to lead on global conservation issues and promote the economic and cultural value of Scotland's internationally significant heritage.

We want to take our existing partnerships further and open up new areas of work. Drawing on our considerable experience and network of experts, the strategy will establish us as a global centre which, like Scotland, attracts the best talent and helps people to reach their full potential and achieve their aims.

WHAT WE AIM TO ACHIEVE

We aim to make a real difference to Scotland and its historic environment sector, our organisation, and our staff.

Through our international work, we will present Scotland as an attractive place to do business. Importantly, through exchanging skills and knowledge, we hope to develop a better understanding internationally of Scotland's values and people to build support for our country's economic and social aims.

Through *Our Place in Time*, we aim to support Scotland's historic environment sector to take part in international work, raise awareness of our joint responsibility to protect global heritage, and broaden the sector's learning, skills and work opportunities internationally.

By marketing our business globally, we aim to attract more potential customers and increase income, diversifying our markets to make sources of income more secure.

Through our innovative work in areas such as involving communities, climate change and digitalisation, a greater international presence means we have the ability to help more people find answers to questions or challenges for the historic environment. It also means we have greater access to partners with specific skills and experience to benefit Scotland's historic environment.

We aim to give our staff an international perspective, to challenge and stimulate them in their day-to-day work. This is key to achieving our ambition to become a global centre of excellence. We will look to give our staff more opportunities to develop through our international work. Also, we will encourage them to share their skills, expertise and experience with the world, learn from others and promote our organisation.



OUR OBJECTIVES FOR OUR INTERNATIONAL WORK

Consultations with our staff and key stakeholders and research on our international work show that we need to make clear how we plan to successfully fulfil our international obligations and manage our resources.

The consultations and research told us that we need to be more in line with key partners such as the Scottish Government, grow and develop our involvement in EU and international networks and partnerships, and be more vocal and confident internationally.

To achieve our vision for *Partnering Globally* we have outlined some long-term objectives. These objectives provide a shared understanding of what success looks like and make sure our work stays focused and relevant. Our objectives focus on the following four main areas.

1 Cultural relations

We will build our international networks and increase our reputation as a trusted and acknowledged world leader in cultural heritage.

2 Exchanging skills and knowledge

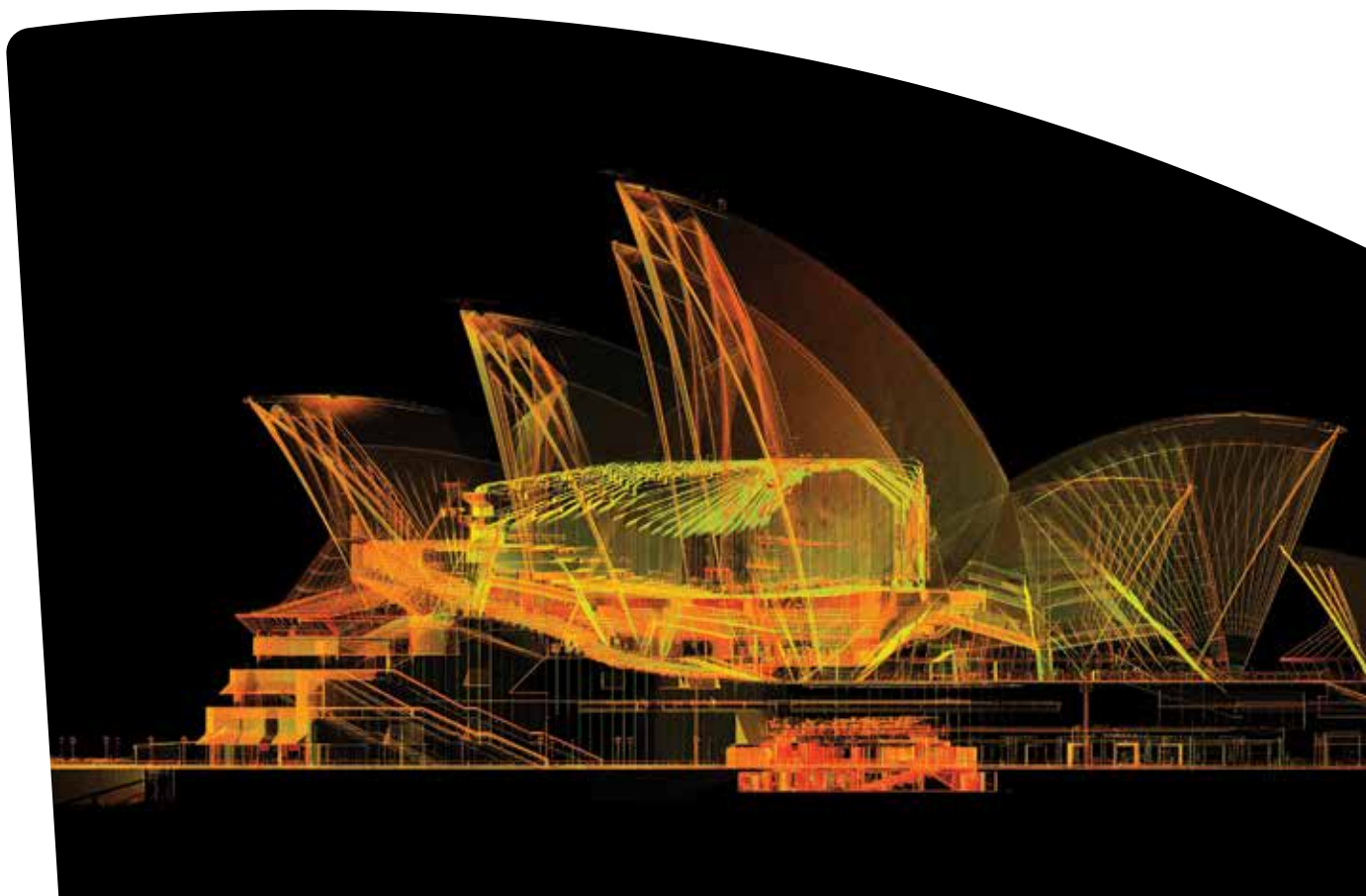
We will promote and develop our staff's expertise and encourage innovation through our international work.

3 Commercial growth and global markets

We will grow our international business and strengthen our commercial partnerships to make Scotland an attractive place to visit and do business.

4 Changing global stage

We will work to protect our interests in Europe and make sure Scotland's historic environment makes a positive contribution to shared global issues and challenges.



1 CULTURAL RELATIONS

Leadership

Demonstrating leadership is central to our strategy. We will share our values, support international cultural heritage organisations by providing input and direction, support and promote best practice, and lead with integrity as we take part in conversations about global issues.

Partnerships

We will demonstrate that we are a committed partner, invested in co-operating and working with our partners to find solutions to common global issues and remaining open to sharing our findings so everyone can benefit.

Supporting the Scottish Government

We will support Scotland's aims by working in line with the Scottish Government's International Strategy, including working with priority countries.

Global citizenship

We will demonstrate the relevance of the historic environment at a global scale to people's lives and promote Scotland as a good global citizen, being able to offer help where it is needed across the world.

2 EXCHANGING SKILLS AND KNOWLEDGE

Outward looking

We will share our expertise, skills and knowledge, understanding that growth can only come from working together, looking outwards, and responding to new ideas and challenges. We will develop our staff to make sure we continue to think internationally to help us challenge and stimulate our work and research.

Working together

We will continue to learn from working internationally, and we will do this by working with public organisations, especially culture organisations, in Scotland and abroad, remaining involved with discussions and exchanging skills and knowledge.

Quality research

We remain committed to high-quality research. Our Research Strategy will help deliver the ambition and spirit of this International Strategy and establish Scotland as a centre of expertise for cultural heritage.

Innovation hub

We will support skills and innovation in the cultural heritage sector as part of our wider investment in skills for the historic environment sector. We will promote The Engine Shed (Scotland's Dedicated Building Conservation Centre) as an international cultural heritage research and skills hub. As a platform to promote our work, it demonstrates how exchanging skills and knowledge works in action.

Left.

3D laser scan of Sydney Opera House.

3 COMMERCIAL GROWTH AND GLOBAL MARKETS

Promoting Scotland

We will develop our links with Scotland's formal and informal international networks, such as the Scottish Government's overseas offices, to promote Scotland internationally. And through our work with VisitScotland and other organisations we will show how Scotland's historic environment is fundamental to working in and visiting Scotland.

Growing our business

We will use our international work to grow our commercial business and support new enterprise opportunities in both our domestic and international markets.

Enhancing the Scottish brand

We will explore options to link into the development of the Brand Scotland campaign and other Scottish brand industries such as food and drink and the creative industries. Having an international focus will allow us to investigate how to diversify our product and output.

Bringing business to Scotland

We will look for more opportunities to get involved with our international visitors and work towards bringing business to Scotland, for example through holding conferences and events and hosting international delegations who are keen to see our work.

4 CHANGING GLOBAL STAGE

Tackling climate change

Climate change presents significant challenges for Scotland and demands action from across society. We want to lead the way globally in showing how the historic environment has a key role to play in tackling climate change.

Managing and caring for our global heritage

By working together and contributing to key research with international partners, we want to develop global understanding of and help find solutions to many shared issues, such as sustainable development and climate change.

Heritage at risk

We recognise the many threats to heritage and where it is at risk from issues such as terrorism, war, crime and neglect. We will work with international organisations and offer our advice and expertise when needed. We will honour our international obligations to protect World Heritage Sites and stop illegally traded artefacts.

Strengthening partnerships in Europe

We will work to protect and strengthen our relationships and co-operation with our European partners and organisations such as Scotland Europa. We will continue to look for and access funding from European and international sources, where possible.



MEASURING SUCCESS

To show our progress towards our 10-year ambition, we need evidence from a wide range of sources that have looked at the results of our diverse international work.

To do this, we have developed a range of key performance indicators (KPIs). These KPIs, or measures, are about the big picture. They are focused on meeting our aims and our outcomes, and they will draw on people's opinions, backed by analysing data and demonstrated by real examples and case studies. We will show our progress in achieving these KPIs by a set of specific measures and supporting case studies, and we will report on our progress each year. Our research has set a baseline which we can measure changes and improvements against.

The KPIs will be supported by our Implementation Plan for this strategy and relate to priority areas for each annual operating plan period. After five years we will review the strategy and may make changes to the KPIs to reflect how the strategy has been put in place and delivered up to that point. However, we recognise that we are working in a fast-changing international context. As a result, in our annual reporting and when planning the Implementation Plan, we must make our four main work areas flexible so that we can respond to any changing political, social and economic factors worldwide.



COMMUNICATION

Communication in all its forms is central to the success of *Partnering Globally*. The importance of clear communication means that the range and depth of our international work is presented effectively to both Scottish and international audiences so we can promote our work and attract new partners. Key to this work is being fully involved with Scottish Government's Scotland is Now and Saying More Internationally campaigns.

We will also actively look for opportunities to make sure our staff have the skills to promote our international work through networking, attending conferences, public speaking, publications, working with others and developing commercial opportunities.

Outside of the organisation, we will make the most of opportunities to support and develop the Historic Environment Scotland brand, with an emphasis on marketing and involving everyone in celebrating and promoting partnership and delivery. We will review this throughout the process, making sure that it continues and evolves as the strategy and our work continue and evolve.

We recognise the influence and potential of digital platforms which allow us to speak to international partners through translation, using multiple access points. Using digital platforms will be a key factor in delivering our strategy successfully, and we will make sure our message is clear and that all our staff are confident in promoting their work through online channels.



MAKING THIS STRATEGY WORK

Our Development and Partnership Directorate will lead the strategy and report on progress to the Chief Executive and our Board. An internal working group and our Implementation Plan will help us to deliver our objectives.

The Implementation Plan will focus on operations, managing international activity across the organisation and outlining governance procedures. We will set priorities each year and incorporate these into the Implementation Plan to guide our work. Our internal working group will develop and agree these priorities.

In the short term, there is a need to fix in place an international perspective across our organisation and to promote its possibilities, to look at how efficient our current systems and procedures are, and to develop relationships between organisations at Scottish, UK and international levels. Once established, the strategy can progress to its next phase.

We will formally evaluate *Partnering Globally* after five years to make sure it is fit for purpose and remains relevant for our organisation. We will review our performance at the same point.





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Rani Ki Vav, India.

Left.
Tantallon castle.

GET IN TOUCH

If you would like to speak to us about *Partnering Globally* or our international work, please get in touch at international@hes.scot

If you would like more information about Historic Environment Scotland and our roles and public duties, please visit www.historicenvironment.scot

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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