

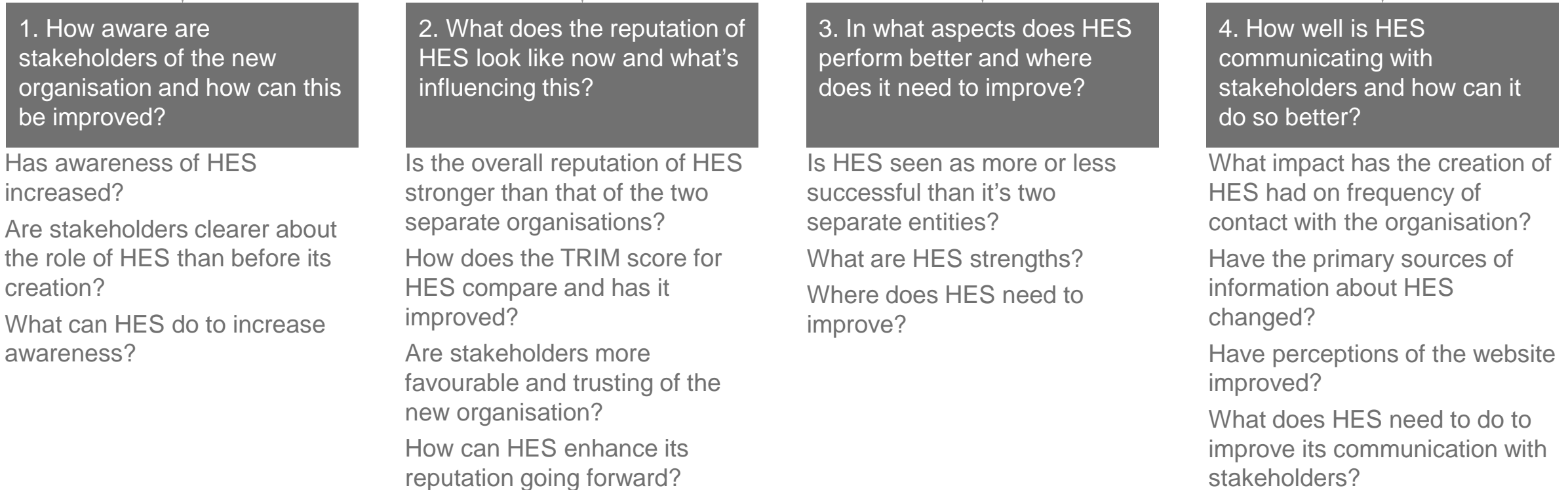
An aerial photograph of Edinburgh, Scotland, taken during the golden hour of sunset. The city's architecture is silhouetted against the warm, orange and yellow light of the sky. The Edinburgh Castle, a large stone fortress, sits prominently on a rocky hill in the center. A long, white, covered walkway, the Royal Mile, leads from the castle down towards the city. To the right, the tall, dark spire of St. Giles' Cathedral is visible. The foreground shows a dense cluster of buildings with dark roofs. The overall mood is historical and atmospheric.

# Historic Environment Scotland Stakeholder and Population Research

Results & Recommendations  
February 2017

# Understanding Your Business Issues

What impact has the creation of Historic Environment Scotland had on how the organisation is perceived, engaged with and has it strengthened its corporate reputation?



# Summary of Research Methodology

Two waves of *stakeholder* and *general population* research took place in October 2014 and October 2016

## Wave 1

250 online interviews with members and other key stakeholders

Email invite sent to organisations and individuals. Members invited to click on weblink in newsletter.

c.5 minute questionnaire to obtain measures and ratings on either **HS (N=199) or RCAHMS (N=51)**

## Wave 2

278 online interviews with members and other key stakeholders

Email invite sent to organisations and individuals. Members invited to click on weblink in newsletter.

c.5 minute questionnaire to obtain measures and ratings on the newly formed **Historic Environment Scotland**

## Wave 1 and 2

Population survey with 1,040 (wave 1) and 1,018 (wave 2) interviews

Conducted using TNS in-home omnibus survey

Representative of the adult population of Scotland (16+)

Headline measures only (**HS & RCAHMS in wave 1, HES in wave 2**).

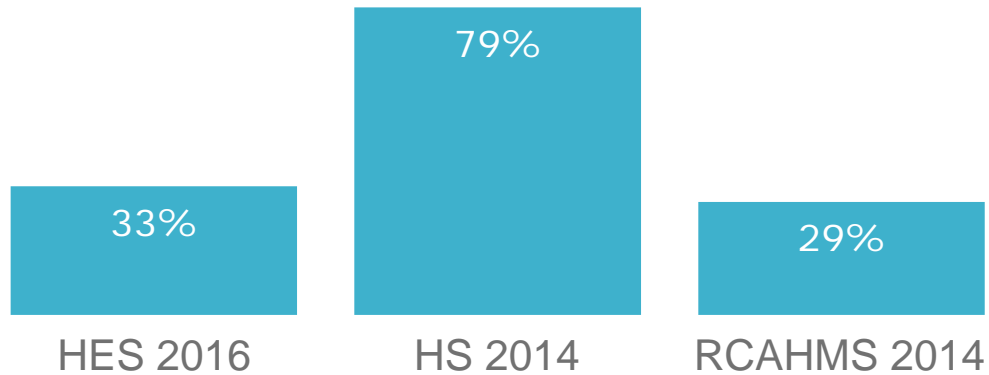
**1**

**How aware are stakeholders of the new organisation and how can this be improved?**

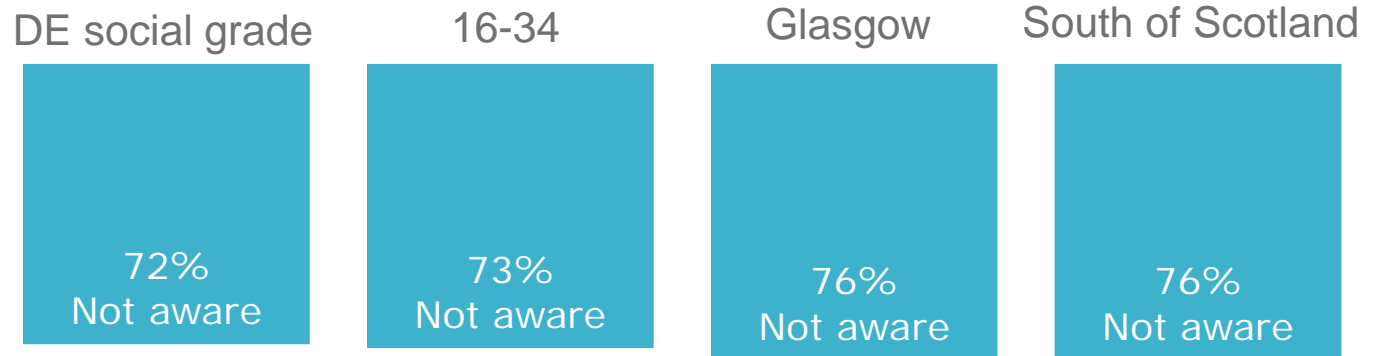
A third of the Scottish public are aware of Historic Environment Scotland – a lower proportion than were aware of Historic Scotland in 2014.

Tackling low levels of awareness is important in giving the organisation presence in the minds of the population and stakeholders.

% population aware of....



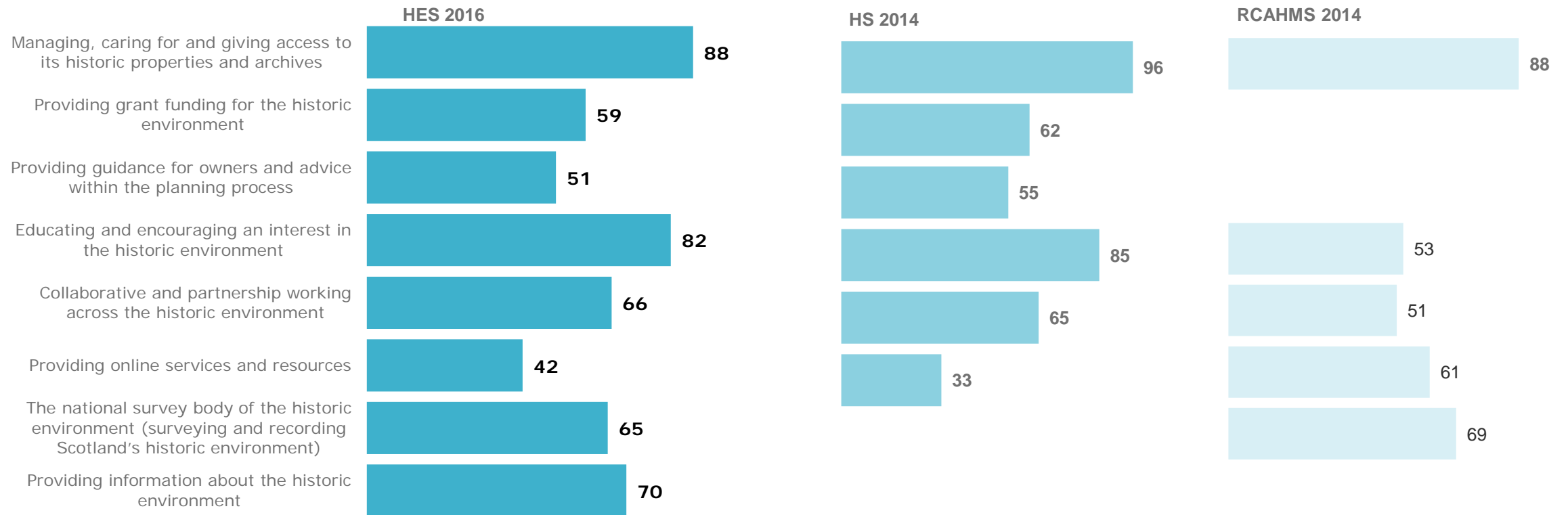
Awareness of HES is lowest amongst....





# Stakeholders have assumed that the primary roles of the newly formed organisation largely mirror that of the two former entities. Further clarification from HES will strengthen understanding and raise awareness of capabilities.

% stakeholders who agree role is....

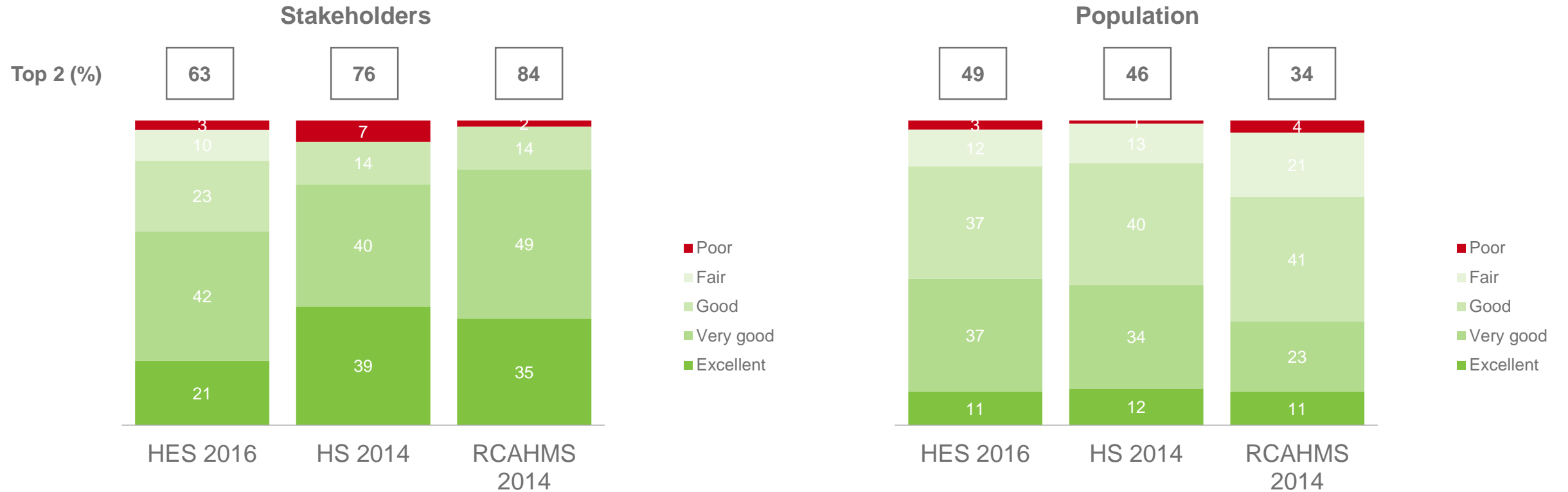


**2**

**What does the reputation of HES look like now and what's influencing this?**

While the reputation of HES has strengthened amongst the Scottish population it has weakened a little amongst its stakeholders.

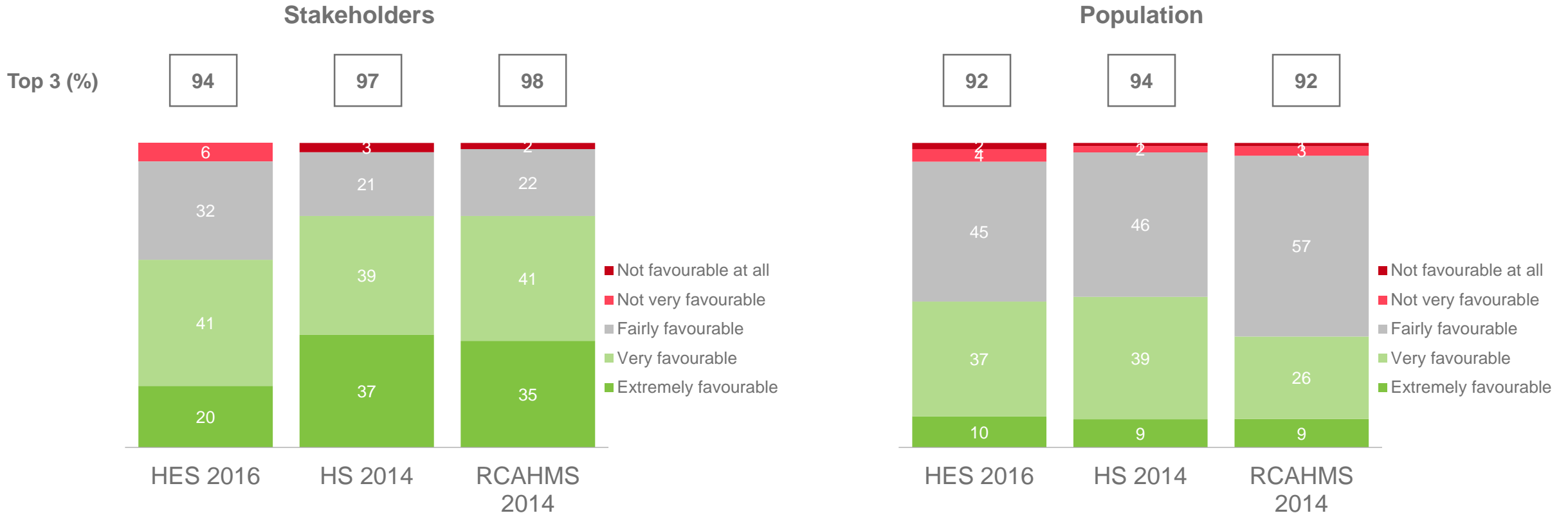
How do you rate the overall reputation of ...?





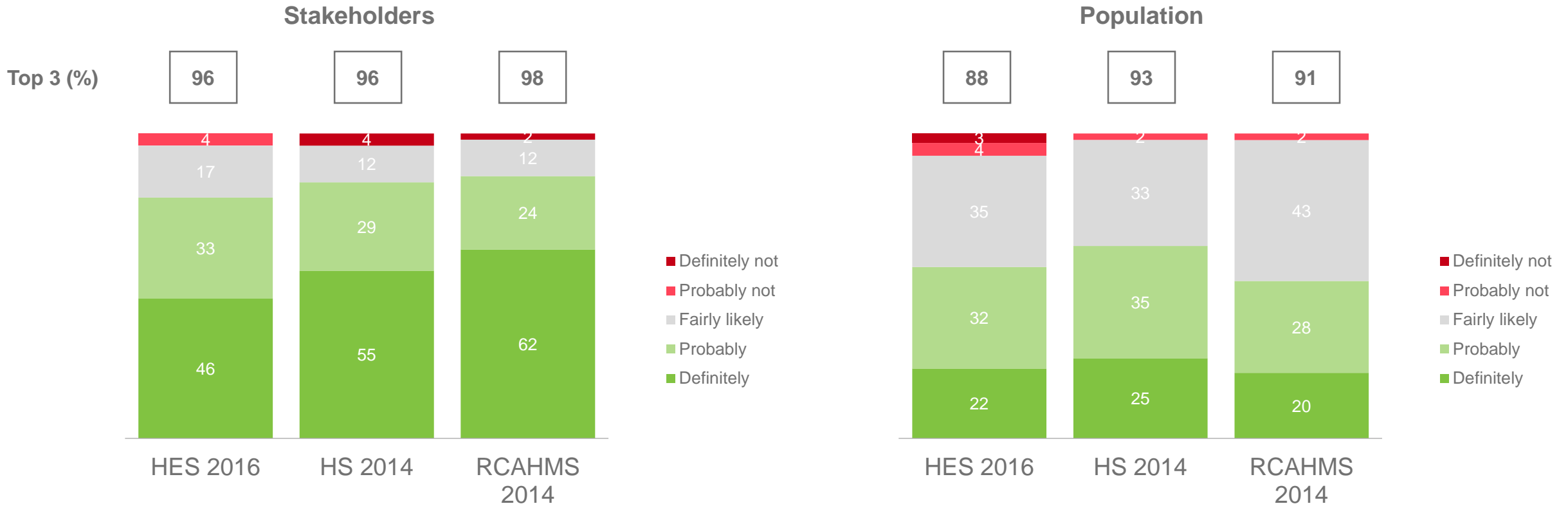
The public and stakeholders remain as favourable towards the newly formed HES as they were of the two separate entities. Identifying what would shift opinion from *fairly* favourable to *very* and *extremely* favourable would help to build a stronger and more competitive reputation.

### How favourable is your opinion of...?



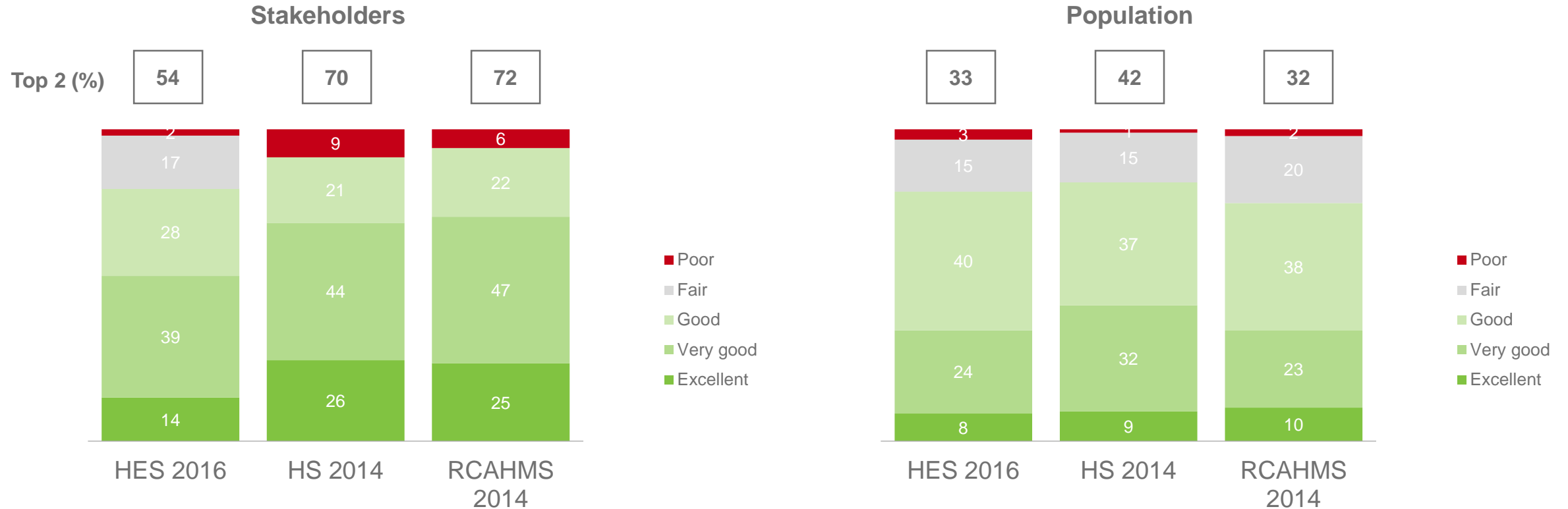
Overall trust in the organisation has been retained, but amongst stakeholders a lower proportion would agree that they definitely can trust the organisation. Investigating the possible causes of this shift will be important in protecting and growing the brand.

### How much do you believe you can trust ...?



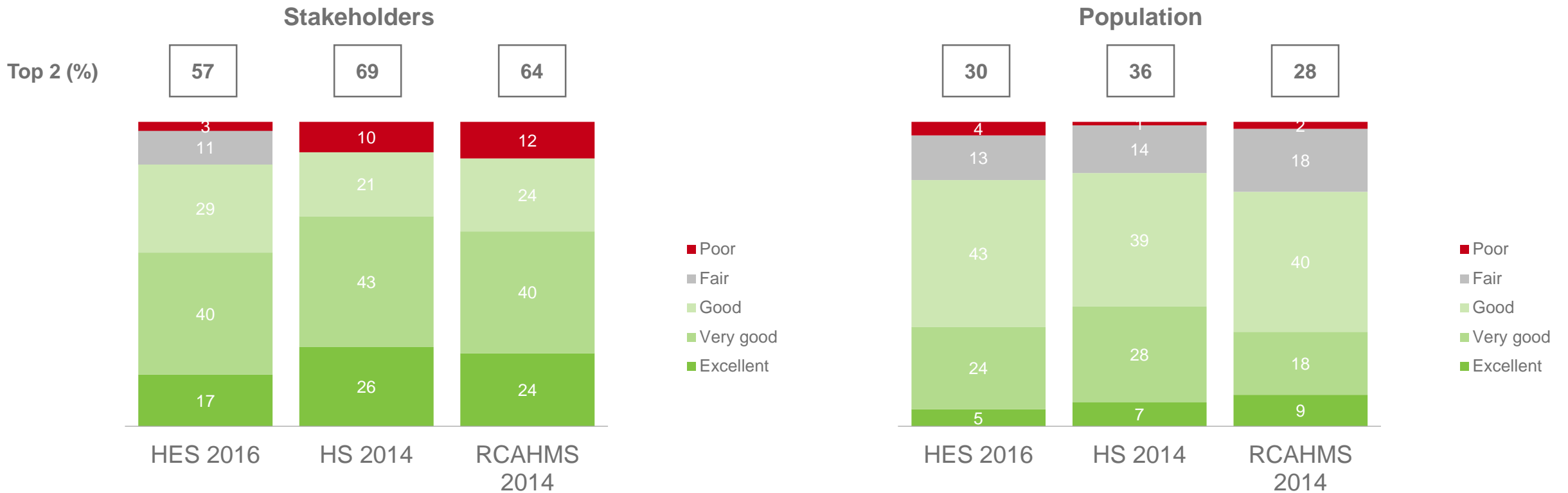
While perceptions of success remain stable amongst the public, stakeholder perceptions have become more polarised. Speaking with stakeholders about how they define 'success' may help HES to identify ways in which they can improve.

### How do you rate the success achieved by ...?



There is has been less change in how the Scottish population rate the quality of products and services but more stakeholders are giving a rating of 'good' or 'fair' rather than 'excellent'. Improvement in these areas can protect from low favourability and reputation damage.

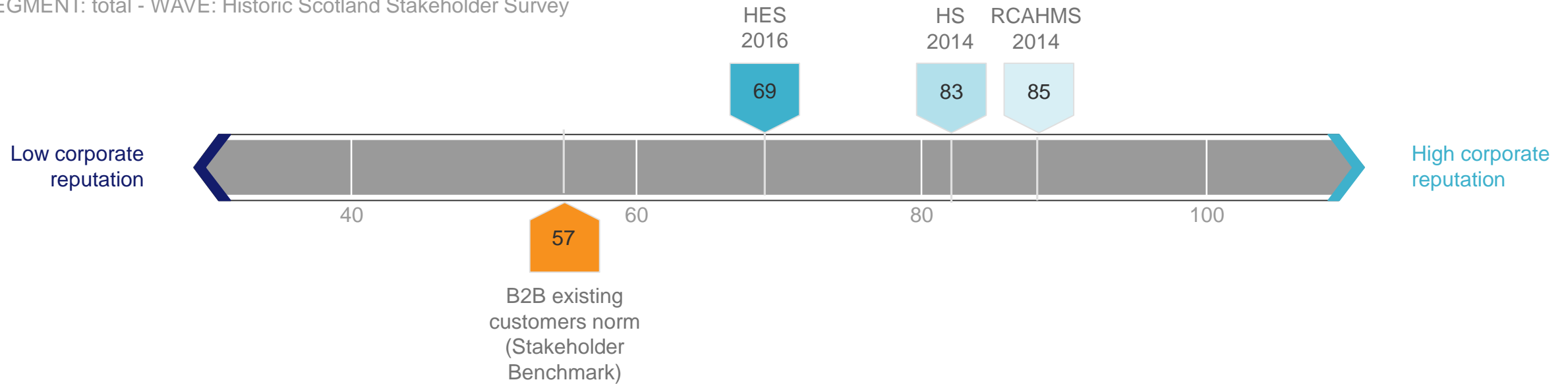
How do you rate the quality of products and services provided by ...?



**HES achieved a TRIM Index of 69 for stakeholders, weaker than the Index achieved for both HS and RCAHMS in 2014. A lower TRIM Index indicates a weaker relationship than was held before.**

The Corporate Reputation TRI\*M Index is a single number metric which reflects views on an organisation's functional competence (success, quality) and the strength of relationships (favourability, trust)

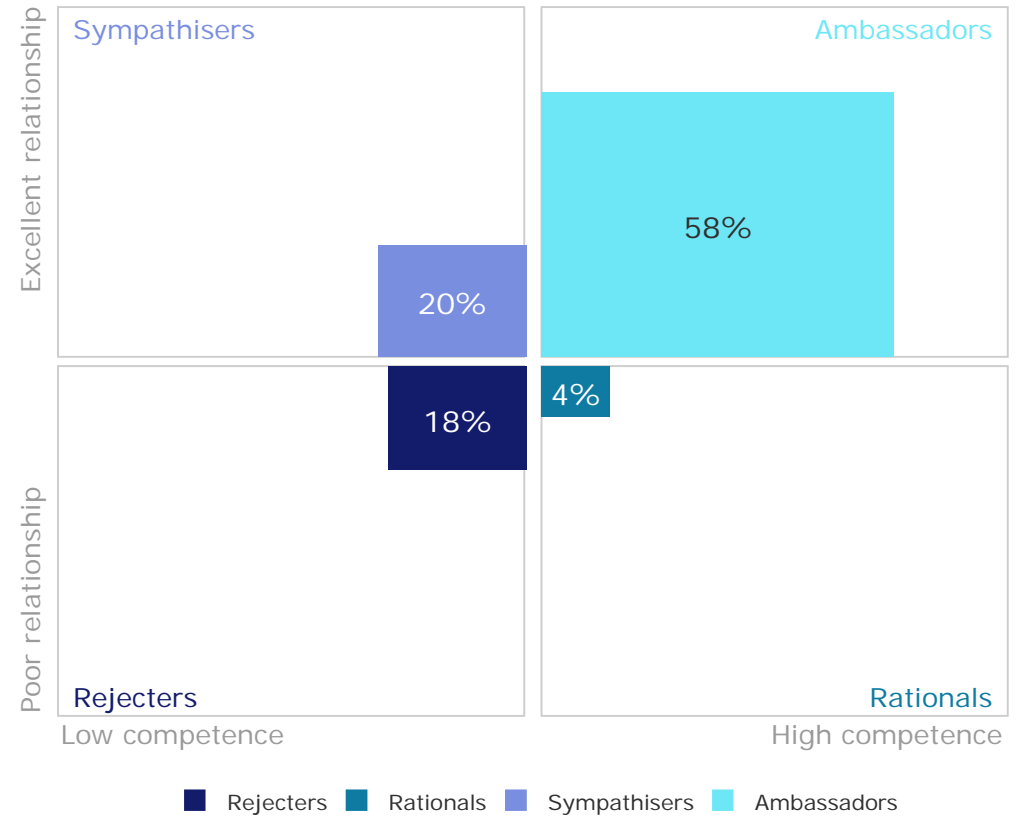
SEGMENT: total - WAVE: Historic Scotland Stakeholder Survey



While HES has a large proportion of loyal ‘ambassadors’, it should not ignore the one in five that are considered ‘rejectors’ as stakeholders in this segment are likely to have negative views of the organisation and risk imparting these onto others.

Building an emotional connection with those defined as ‘rationals’ and addressing concerns that ‘sympathisers’ have about the functional aspects of the organisation will help to build up more ‘ambassadors’. In doing so, HES will build a stronger corporate reputation and competitive positioning

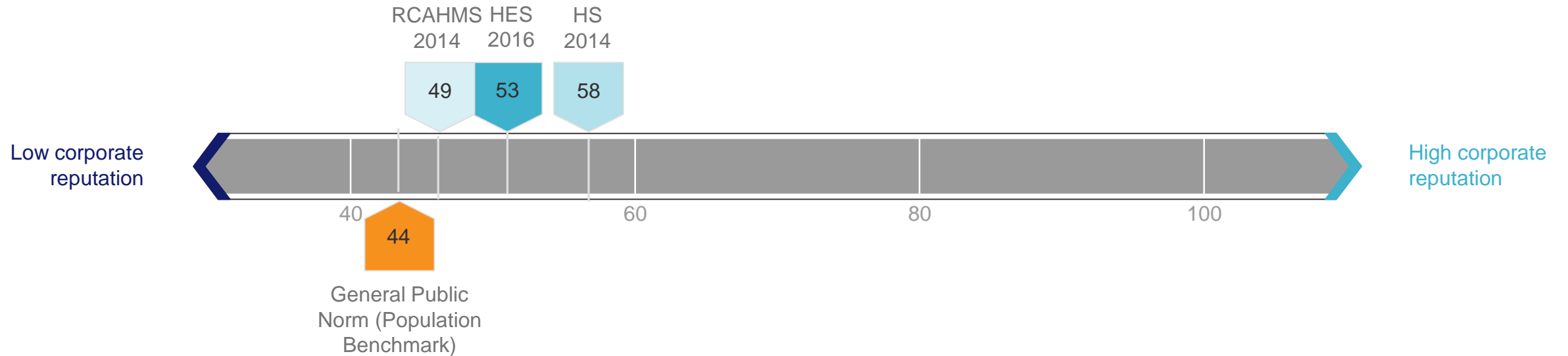
SEGMENT: total - WAVE: Historic Scotland Stakeholder Survey



# HES achieved a TRIM Index of 53 for the Scottish population, weaker than the Index achieved for HS but above that achieved for RCAHMS in 2014.

The Corporate Reputation TRI\*M Index is a single number metric which reflects views on an organisation's functional competence (success, quality) and the strength of relationships (favourability, trust)

SEGMENT: total - WAVE: Historic Scotland Population Survey

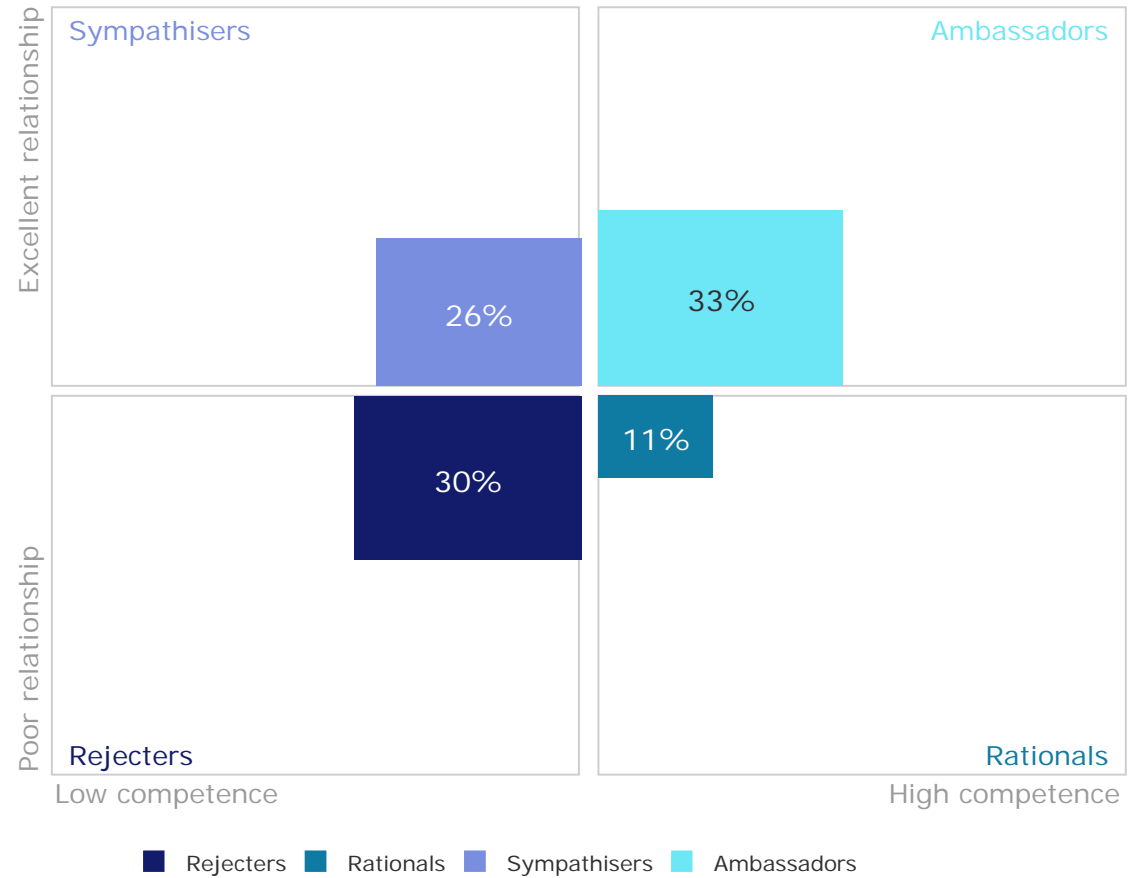




Amongst the Scottish population, HES has an almost equal proportion of loyal ‘ambassadors’ as it does ‘rejectors’.

To offset the negative views of the rejectors, HES should focus on building long-term loyalty amongst its ambassadors and work hard to address concerns that ‘sympathisers’ have about the functional aspects of the organisation. Doing so, is likely to convert some of these into ambassadors and in turn build a stronger corporate reputation and competitive positioning

SEGMENT: total - WAVE: Historic Scotland Population Survey

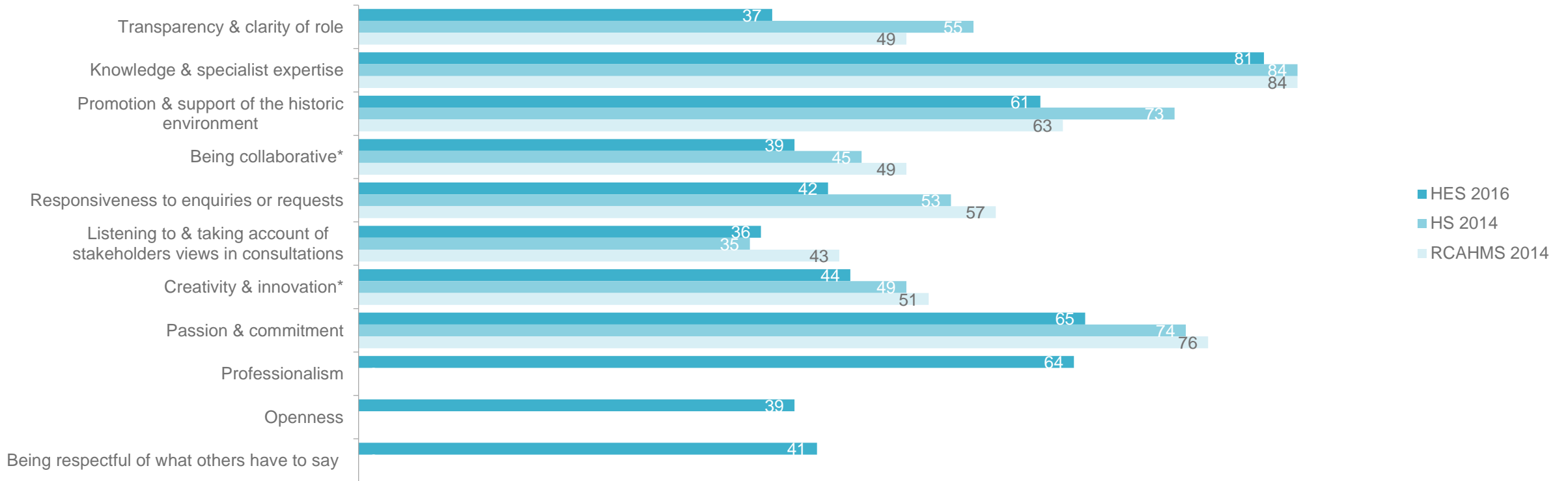


**3**

**Across which aspects does HES perform better and where does it need to improve?**

# HES is rated as positively as the former entities for knowledge and specialist expertise, but has lower ratings for most other measured attributes. Focusing on the lower scoring measures would be beneficial and enhance the offering

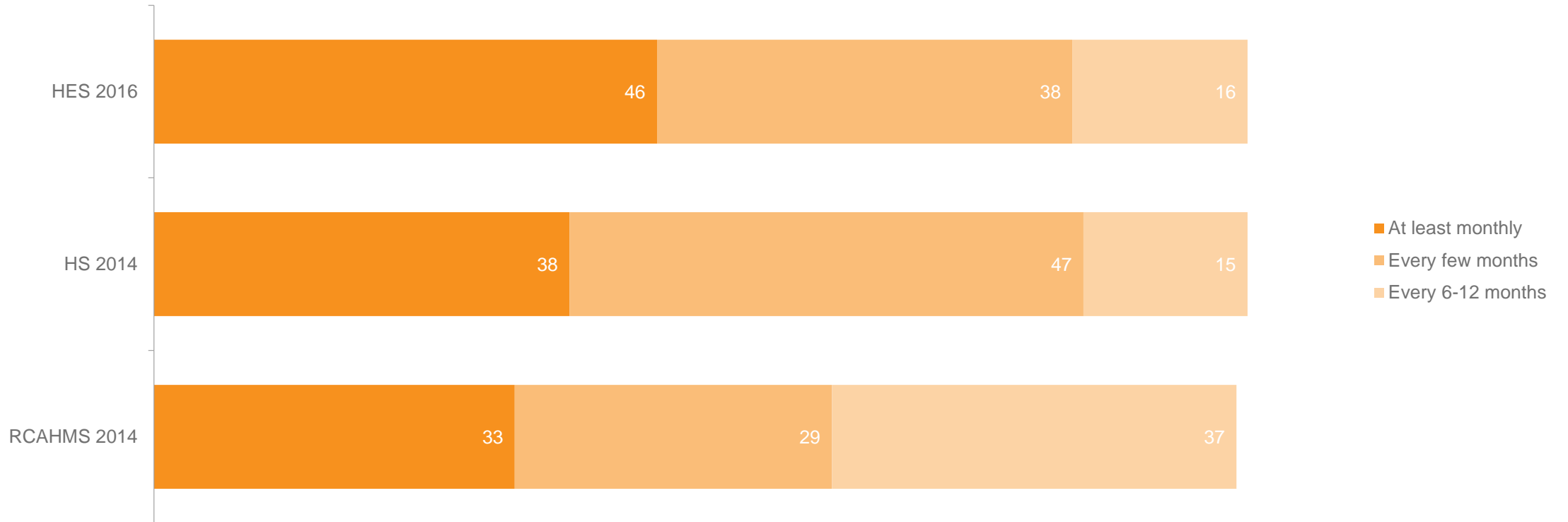
% stakeholders rating each organisation's performance as excellent or very good on each measure....



**4**

**How well is HES communicating with stakeholders and how can it do better?**

Stakeholders are more likely to have more frequent contact with HES than was the case for both HS and RCAHMS – ensuring stakeholders have a positive experience when making contact with HES will be important in driving up positive perceptions of the organisation.



**Getting through to someone is often seen as challenging and a source of dissatisfaction. However, once contact is made, the interaction with staff invariably results in positive moments in the customer's information journey. Improve initial responsiveness to enhance perceptions.**

As someone with a specific interest and involvement in the support of a property owned by HES I do find some problems with communication, access and getting permission for my activities. Frequent changes of staff or staff roles can be counterproductive and productive of delays

Far too often phones calls and queries are ignored and not responded too.

I have been disappointed by the lack of response to emails on important matters affecting our business relationship with HES.

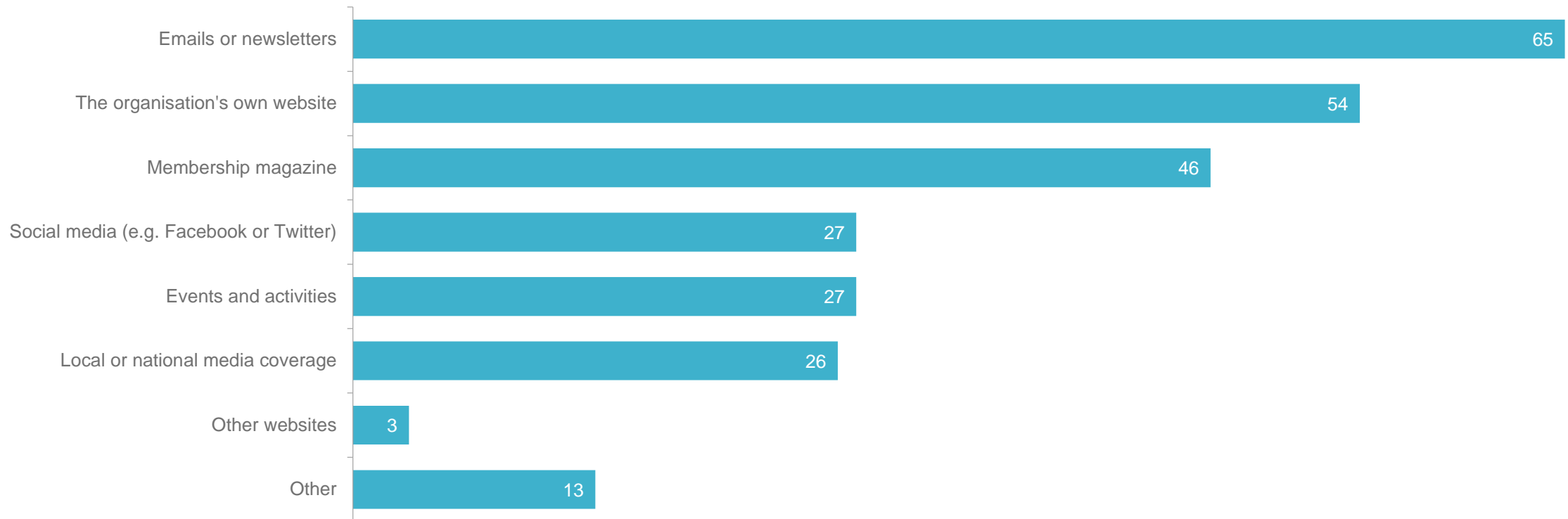
The HES staff I interact with are always professional, passionate and expert.

The staff in HES have been very helpful and communicative and have sign posted me onwards to useful information as and when I have looked for it.

Through making contact with people at the HES Consultation last year, I was given the appropriate marketing department emails and have found them to be most supportive.

Reflecting the digital age, sources like email and the website stand out as key platforms for stakeholders to find out about HES. Making sure these sources are accessible and meet the information needs of stakeholders will help shape positive perceptions and reputation.

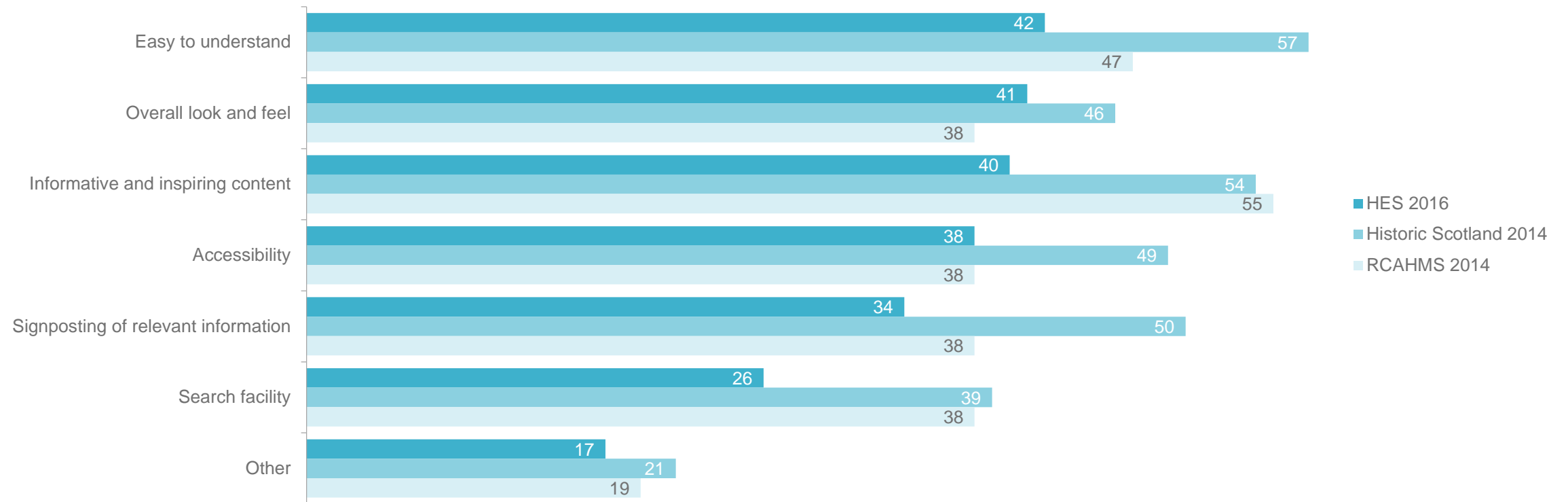
% stakeholders found information from....





Although highly used, the HES website does not perform as well as the old Historic Scotland website. Addressing the areas most in need of improvement is likely to increase stakeholder satisfaction.

% stakeholders rating each organisation's website as excellent or very good on each measure....



**5**

## **Summary of Key Insights & Recommendations**

# Summary of Key Insights and Recommended Action

1. How aware are stakeholders of the new organisation and how can this be improved?

## Insight

Just a third of the Scottish public are aware of the transition of HS and RCAHMS into the newly formed Historic Environment Scotland.

Stakeholders have assumed that the primary roles of the newly formed organisation largely mirror that of the two former entities. There is less recognition of the organisations capabilities in other areas such as providing online services and resources and providing guidance for owners and advice within the planning process.

## Recommended action/next steps

Consider launching a general public marketing campaign aimed at raising awareness of the newly formed organisation.  
Use customer experience touchpoints to communicate new branding.

Use existing communication channels to inform and educate stakeholders on the vision, strategy, roles and responsibilities of HES.  
Make use of the most popular communication platforms (email, newsletter, website).

## Summary of Key Insights and Recommended Action

2. What does the reputation of HES look like now and what's influencing this?

### Insight

While the reputation of HES has strengthened amongst the Scottish population it has weakened a little amongst its stakeholders. Equally, while favourability and trust remain very high for both the Scottish population and stakeholders, fewer, particularly stakeholders are awarding HES with the highest ratings.

HES achieved a TRIM Index of 69 for stakeholders which is much weaker than the Index achieved for both HS and RCAHMS in 2014. The TRIM Index score is much more stable amongst the general public (53).

### Recommended action/next steps

Use all touchpoints with stakeholders to address any concerns they may have to help drive up 'excellent' ratings. Identify the factors that would shift opinion from *fairly* favourable to *very* and *extremely* favourable as this would help to build a stronger and more competitive reputation.

Build on the loyalty of ambassadors to offset negativity from rejectors, particularly amongst the general public. Encourage ambassadors to be spokespeople for the organisation and spread positive word of mouth. Build an emotional connection with those defined as 'rationals' and address concerns that 'sympathisers' have about the functional aspects of the organisation i.e. dissatisfaction with certain products or services.

## Summary of Key Insights and Recommended Action

3. In what aspects does HES perform better and where does it need to improve?

### Insight

While perceptions of success remain stable amongst the public, stakeholder perceptions have become more polarised.

While the newly formed organisation is rated just as well as its former entities for knowledge and specialist expertise, it achieves lower ratings for most other measured attributes, such as transparency, collaboration and listening to stakeholders.

### Recommended action/next steps

Identify opportunities to speak with stakeholders about how they define 'success' so that HES can identify ways in which they can improve performance on weaker performing aspects.

Be seen to be responsive and transparent at all customer touchpoints and in all that HES does. Create opportunities for stakeholders to feedback and for HES to actively listen to them. Make sure stakeholder consultations are participative and follow up on feedback from stakeholders with an action plan.

# Summary of Key Insights and Recommended Action

4. How well is HES communicating with stakeholders and how can it do so better?

## Insight

Stakeholders are more likely to have frequent contact with HES than was the case for both HS and RCAHMS.

Reflecting the digital age, sources like email and the website stand out as key platforms for stakeholders to find out about HES.

Despite the website being one of the most used sources of information about HES, it doesn't appear to perform as well as the old Historic Scotland website. Areas of the website most in need of improvement include the search facility and the signposting of relevant information and services. Addressing these is likely to increase stakeholder satisfaction.

## Recommended action/next steps

Ensure that all contact with stakeholders is positive as the experience will affect broader perceptions of the organisation.

Make sure these sources are accessible and meet the information needs of stakeholders. Consider asking stakeholders for feedback on these sources to ensure they are fit for purpose.

Further explore the strengths and weaknesses of the site.