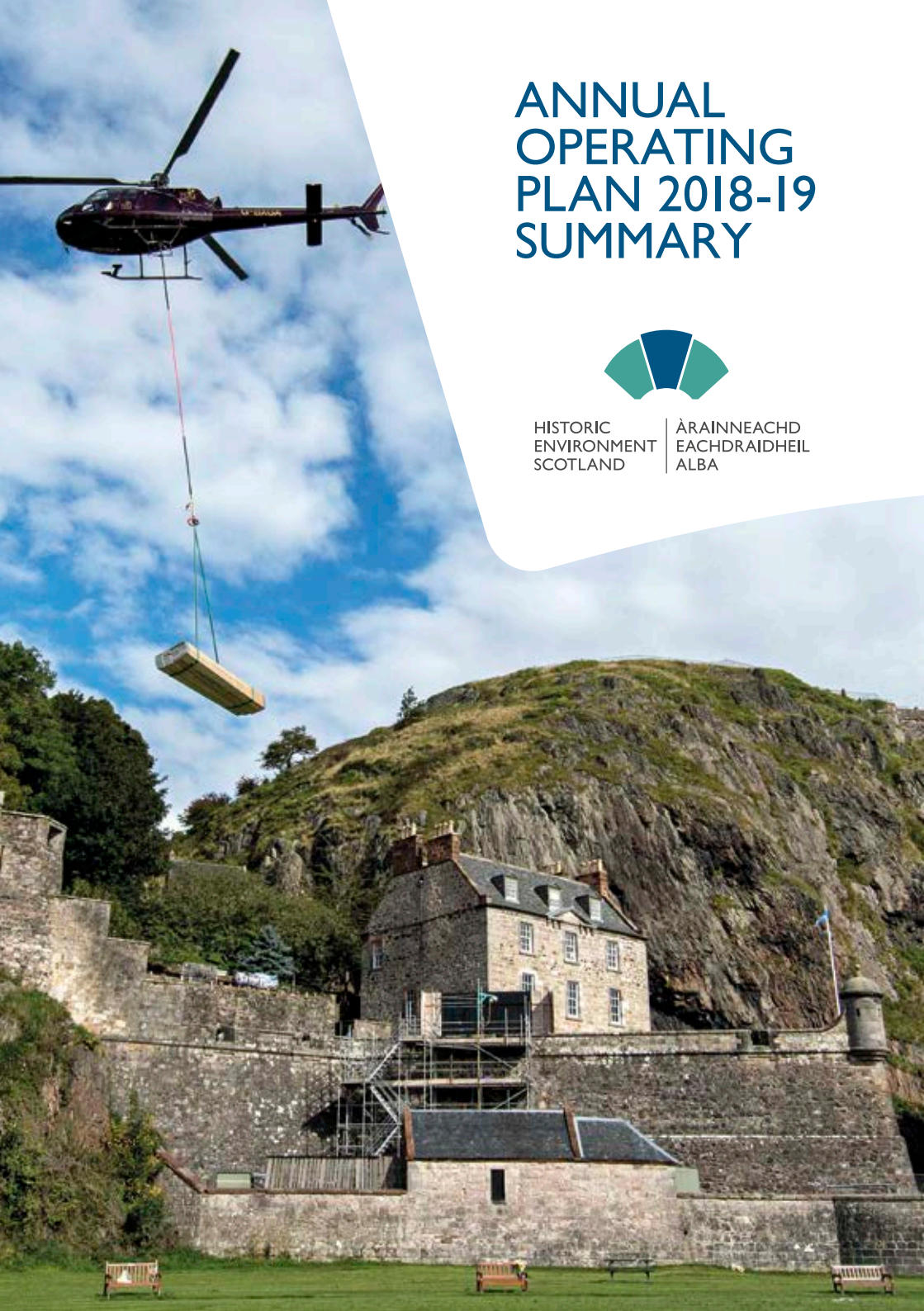


# ANNUAL OPERATING PLAN 2018-19 SUMMARY



HISTORIC  
ENVIRONMENT  
SCOTLAND

ÀRAINNEACHD  
EACHDRAIDHEIL  
ALBA



## OUR VISION, MISSION AND VALUES

### Our vision:

We want Scotland's historic environment to be 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 our 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 our relationships
- Respectful: we acknowledge that what others have to say is of importance and value

## LEAD

### Corporate Plan KPI

Increased the contribution of heritage tourism to the Scottish economy

Championed the historic environment by taking the lead role in the delivery of *Our Place in Time*

Managed the impact of climate change by improving knowledge and understanding

### Annual Operating Plan Commitment

Realising the Value of Scotland's Historic Environment

Collective Stewardship

Addressing the Impact of Climate Change

Strengthening Communities

### Activities during 2018-2019

### Deliverables by March 2019, we will have:

Promote Scotland around the world

- Developed our understanding of the challenges and opportunities of the UK's withdrawal from the EU
- Worked with partners to deliver World Heritage Site Management Plan actions
- Published our *International Strategy*

Build a lasting legacy from the themed years

- Collaborated to deliver our Year of Young People 2018 programme

Promote economic, social and community benefits

- Maintained our contribution to heritage tourism expenditure of more than £600m
- Contributed to the *Culture Strategy* for Scotland to represent the historic environment

Lead the delivery of *Our Place in Time*

- Published our *Annual Report* on the delivery of *Our Place in Time* to demonstrate the impact of the sector's collective activities

Build capacity and resilience

- Provided grants and training to build capacity across the sector

Develop the evidence base in collaboration with the sector

- Published *Scotland's Historic Environment Audit (SHEA) 2018*

Lead the way in climate change mitigation, adaptation and sustainability and support the transition to a low carbon economy

- Published our *Climate Change Annual Report* to demonstrate the impact of our activities

Advise on adaptation

- Published advice and delivered training on adaptation

Support community priorities and help build community capacity

- Provided a resource for communities to help them access our support
- Delivered positive community outcomes through our grants programmes



# OUR PLANS FOR 2018-2019

This summary of our third *Annual Operating Plan* for Historic Environment Scotland describes what we aim to achieve in the third year of our *Corporate Plan* under the following themes:

## 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.

## UNDERSTAND

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

## PROTECT

We will protect the historic environment through regulation, conservation, collection and investment.

## VALUE

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

## PERFORM

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

# UNDERSTAND

## Corporate Plan KPI

Increased knowledge and understanding of the historic environment

## Annual Operating Plan Commitment

Researching and Investigating

Building Scotland's National Record of the Historic Environment

Sharing Knowledge

Improving Access to Information and Data



Activities during 2018-2019	Deliverables by March 2019, we will have:
Identify and record the historic environment	<ul style="list-style-type: none"> <li>Added new information to Scotland's National Record of the Historic Environment through programmes of field investigation, survey and recording</li> </ul>
Research	<ul style="list-style-type: none"> <li>Undertaken, sponsored and supported research, including up to 20 PhDs</li> <li>Published our <i>Research Strategy</i></li> </ul>
Secure greater understanding of the historic environment through archaeological research	<ul style="list-style-type: none"> <li>Allocated grants for rescue archaeology and research through the Archaeology Programme</li> <li>Worked with lead bodies in the sector to deliver Scotland's <i>Archaeology Strategy</i></li> </ul>
Improve the quality of Scotland's National Record of the Historic Environment and care for and develop the archive	<ul style="list-style-type: none"> <li>Increased the proportion (%) of Canmore records that meet specific quality standards</li> <li>Prepared a development plan for long-term storage of and access to our archives</li> </ul>
Provide information on Scotland's places and how they have changed over time	<ul style="list-style-type: none"> <li>Delivered publications, outreach and online services, including training and community activities by Scotland's Urban Past</li> </ul>
Promote innovation	<ul style="list-style-type: none"> <li>Used innovative survey techniques in partnership with others</li> </ul>
Improve access to data to unlock knowledge	<ul style="list-style-type: none"> <li>Played our role in <i>Scotland's Historic Environment Data (SHED) Strategy</i> delivery</li> <li>Increased the number of users visiting HES websites by 5 per cent</li> </ul>
Invest in further archival and collection digitisation	<ul style="list-style-type: none"> <li>Increased the number of collection items digitally accessible online, in line with the <i>SHED Implementation Plan</i></li> </ul>

# PROTECT

**Corporate Plan KPI**  
Improved the condition of Scotland's historic environment

- Annual Operating Plan Commitment**
- Managing Properties in our Care
  - Investing in Scotland's Historic Environment
  - Enabling Change in Scotland's Historic Environment
  - Increasing the Quality and Availability of Skills



Activities during 2018-2019	Deliverables by March 2019, we will have:
Maintain Scotland's heritage assets and associated collections in our care; and report on the current and changing condition of PiCs	<ul style="list-style-type: none"> <li>Managed, repaired and maintained properties in our care in line with the Schemes of Delegation</li> <li>Published <i>Properties in Care of Scottish Ministers Annual Report</i>, which includes measures of condition</li> <li>Delivered our <i>Asset Management Plan</i> and Year 2 of our <i>Investment Plan</i></li> </ul>
Lead the development of a sector-wide <i>Built Heritage Investment Plan</i>	<ul style="list-style-type: none"> <li>Delivered a plan informing a Scotland-wide Built Heritage Investment approach working with the <i>Our Place in Time</i> Built Heritage Investment Group</li> </ul>
Invest through our own grants programme	<ul style="list-style-type: none"> <li>Invested at least £14.5m through historic environment grants</li> </ul>
Invest our time and expertise to enable others to protect the historic environment	<ul style="list-style-type: none"> <li>Provided advice, guidance and training on technical conservation, grants and heritage management</li> </ul>
Influence and deliver national policy that enhances the historic environment and builds on the findings of <i>What's Your Heritage</i> to help shape policy	<ul style="list-style-type: none"> <li>Contributed to consultations on the Planning (Scotland) Bill</li> <li>Supported the preparation of National Planning Framework 4 and the review of Permitted Development Rights</li> <li>Drafted a replacement <i>Historic Environment Policy Statement</i> drawing on the conclusions of <i>What's Your Heritage</i></li> </ul>
Ensure designation and consents-related activities are transparent and efficient	<ul style="list-style-type: none"> <li>Dealt with 90 per cent of regulatory activities, consultations and decisions within required timescales</li> <li>Published annual <i>Planning Performance Report</i></li> </ul>
Develop a <i>Skills Investment Plan</i> and programme	<ul style="list-style-type: none"> <li>Published a <i>Skills Investment Plan</i> for the sector</li> <li>Worked with Skills Development Scotland and key partners to deliver a traditional skills programme</li> </ul>
Enhance opportunities for apprentices to work across our activities	<ul style="list-style-type: none"> <li>Provided a minimum of 35 Modern Apprenticeships across our activities</li> </ul>
Deliver benefits from the Engine Shed	<ul style="list-style-type: none"> <li>Welcomed 10,000 visitors</li> <li>Delivered school visits for at least 2,000 pupils</li> <li>Delivered a programme of events for professionals and the public</li> </ul>

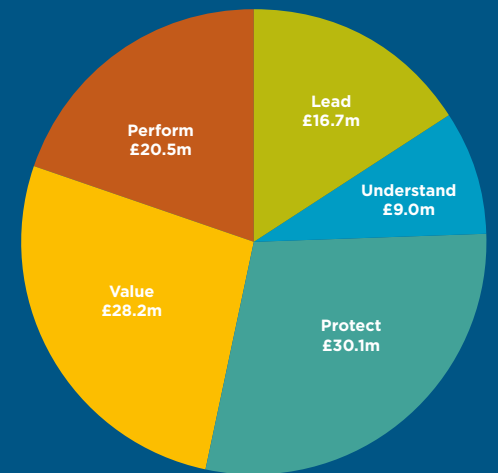
# OUR RESOURCES

We are committed to achieving best value with our resources. Our budget is approved by our Board in order to deliver the aspirations of our *Corporate Plan*, and this *Annual Operating Plan* and to fulfil our statutory obligations.

Our objective is to be transparent about how we allocate resources in pursuit of our outcomes.

**In 2018-19, we will have a total budget of £104.5 million.**

The chart below shows how we plan to spend our budget by strategic theme.



# OUR IMPACT

Our activities deliver a range of impacts for the people of Scotland as illustrated in the chart below.



# VALUE

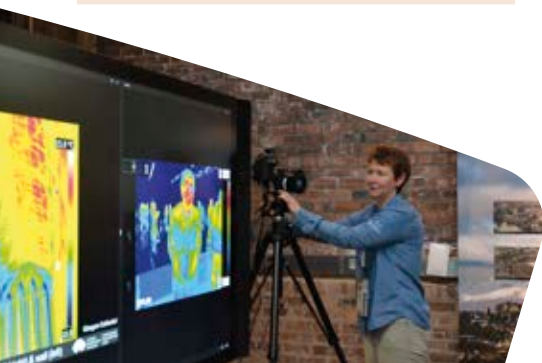


Activities during 2018-2019	Deliverables by March 2019, we will have:
Welcome visitors to properties in our care	<ul style="list-style-type: none"> <li>• Attracted more than five million visitors to sites</li> <li>• Achieved 200,000 members at the high point of year</li> </ul>
Enhance visitor experiences	<ul style="list-style-type: none"> <li>• Published our <i>Visitor Strategy</i></li> <li>• Implemented a new quality measurement system</li> </ul>
Invest in the tourism infrastructure	<ul style="list-style-type: none"> <li>• Delivered a prioritised programme of investment in our visitor-facing operations at properties in our care</li> <li>• Delivered visitor safety and security measures</li> </ul>
Provide learning opportunities and reach out to new audiences and less engaged with groups	<ul style="list-style-type: none"> <li>• Provided 75,000 free education visits</li> <li>• Provided 20,000 travel subsidies (school)</li> <li>• Worked on more than 50 partnership projects with diverse audiences across Scotland</li> </ul>
Support the Year of Young People 2018 and its legacy	<ul style="list-style-type: none"> <li>• Delivered an innovative programme to support the Year of Young People 2018, co-produced and co-delivered with young people</li> </ul>
Shape and tell the story of Scotland and its places and strengthen sense of place	<ul style="list-style-type: none"> <li>• Updated Statements of Significance for 30 properties in our care</li> <li>• Delivered Year 1 of our <i>Gaelic Language Plan 2018-23</i></li> </ul>
Improve access to heritage	<ul style="list-style-type: none"> <li>• Demonstrated that we have reduced barriers to accessing heritage</li> </ul>
Grow opportunities for volunteering	<ul style="list-style-type: none"> <li>• Implemented our 2018-19 action plan to grow volunteering</li> <li>• Delivered joint initiatives to promote and support volunteering and developed new approaches through the <i>Our Place in Time</i> Volunteering Group</li> </ul>
Enhance digital access	<ul style="list-style-type: none"> <li>• Increased our social media audiences by 15 per cent</li> <li>• Attracted 10 per cent of followers on Facebook, Twitter and Instagram aged 13-24</li> </ul>

# PERFORM

Corporate Plan KPI
We are an efficient resilient and sustainable organisation
Our staff are fully engaged in the transformation Created an organisation that earns respect as the lead public body for the historic environment
We actively promote equalities
Reduced our carbon emissions in line with our <i>Carbon Management Plan</i>

Annual Operating Plan Commitment
Enhancing our Customer Focus
Building a Strong Organisation
Promoting Equality
Reducing our Greenhouse Gas Emissions



Activities during 2018-2019	Deliverables by March 2019, we will have:
Develop our digital services	<ul style="list-style-type: none"> <li>Developed our <i>Digital Strategy</i></li> </ul>
Improve service quality	<ul style="list-style-type: none"> <li>Delivered services in line with our <i>Service Standards</i></li> </ul>
Deliver business improvement	<ul style="list-style-type: none"> <li>Delivered 3 per cent (£1.2m) efficiency savings in line with Scottish Government's Efficient Government Programme</li> <li>Delivered Year 1 of our <i>Business Improvement and Internal Audit Plan 2018-21</i></li> </ul>
Build a strong financially stable organisation	<ul style="list-style-type: none"> <li>Generated income from PICs and commercial activities of at least £62m</li> <li>Delivered the <i>Annual Business Plan</i> for HES Enterprises</li> </ul>
Implement our <i>People Strategy</i>	<ul style="list-style-type: none"> <li>Delivered Year 2 of the three key strategic frameworks of our <i>People Strategy</i> (Health and Wellbeing, Learning and Development and Resourcing)</li> <li>Delivered Year 1 of our Leadership Programme</li> <li>Worked towards Investors in People accreditation</li> <li>Maintained Average Working Days Lost of no more than 7.5</li> </ul>
Invest in technology	<ul style="list-style-type: none"> <li>Commenced delivery of our <i>IT Business Plan</i> which directs our investment in technology</li> </ul>
Grow trust and confidence in HES	<ul style="list-style-type: none"> <li>Improved our corporate reputation measured by the TRI*<sup>M</sup> index 2018</li> <li>Drafted and consulted on our next <i>Corporate Plan</i> which will take effect in 2019</li> </ul>
Implement our <i>Equalities Outcomes and Action Plan</i>	<ul style="list-style-type: none"> <li>Delivered Year 2 of our <i>Equality Outcomes and Action Plan</i></li> </ul>
Reduce our greenhouse gas emissions	<ul style="list-style-type: none"> <li>Reduced our greenhouse gas emissions in line with our <i>Carbon Management Plan</i>, by 2.4 per cent (emitting no more than 6,371 tonnes CO<sub>2</sub>)</li> </ul>
Improve accountability and transparency	<ul style="list-style-type: none"> <li>Published our <i>Annual Sustainability Report</i></li> </ul>

# THE DIFFERENCE WE MAKE

Through our own activities and our work with our partners and stakeholders, we ensure that the historic environment thrives and delivers economic and social benefits for the people of Scotland. Here are some examples of Historic Environment Scotland's valuable contribution to Scotland.

-  We generate more than £600m (direct) for Scotland's economy
-  We support an estimated 16,600 full-time equivalent jobs (direct) in Scotland
-  We spent more than £40m with Scottish suppliers and contractors in 2017
-  Between 2007 and 2017, we awarded grants of more than £139m that assisted repairs of more than £595m
-  We are a significant contributor to education, skills and wellbeing programmes
-  We have compiled and published around 56,000 designation records and helped to manage Scotland's designated sites and places
-  We reduced our energy consumption by 6 per cent in 2017 in our highest energy using sites, saving 145 tonnes of carbon

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.

Historic Environment Scotland is the lead public body established to investigate, care for and promote Scotland's historic environment.

The full Annual Operating Plan can be read at [historicenvironment.scot](http://historicenvironment.scot)



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SUPPORTING

year of young people  
bliadhna na h-òigridh  
2018