

# **The Historic Environment** **Strategy for Scotland**

**Ro-innleach Àrainneachd**

**Eachdraidheil do dh'Alba**

*Our mission is to harness the power of the historic environment for the benefit of our society.*

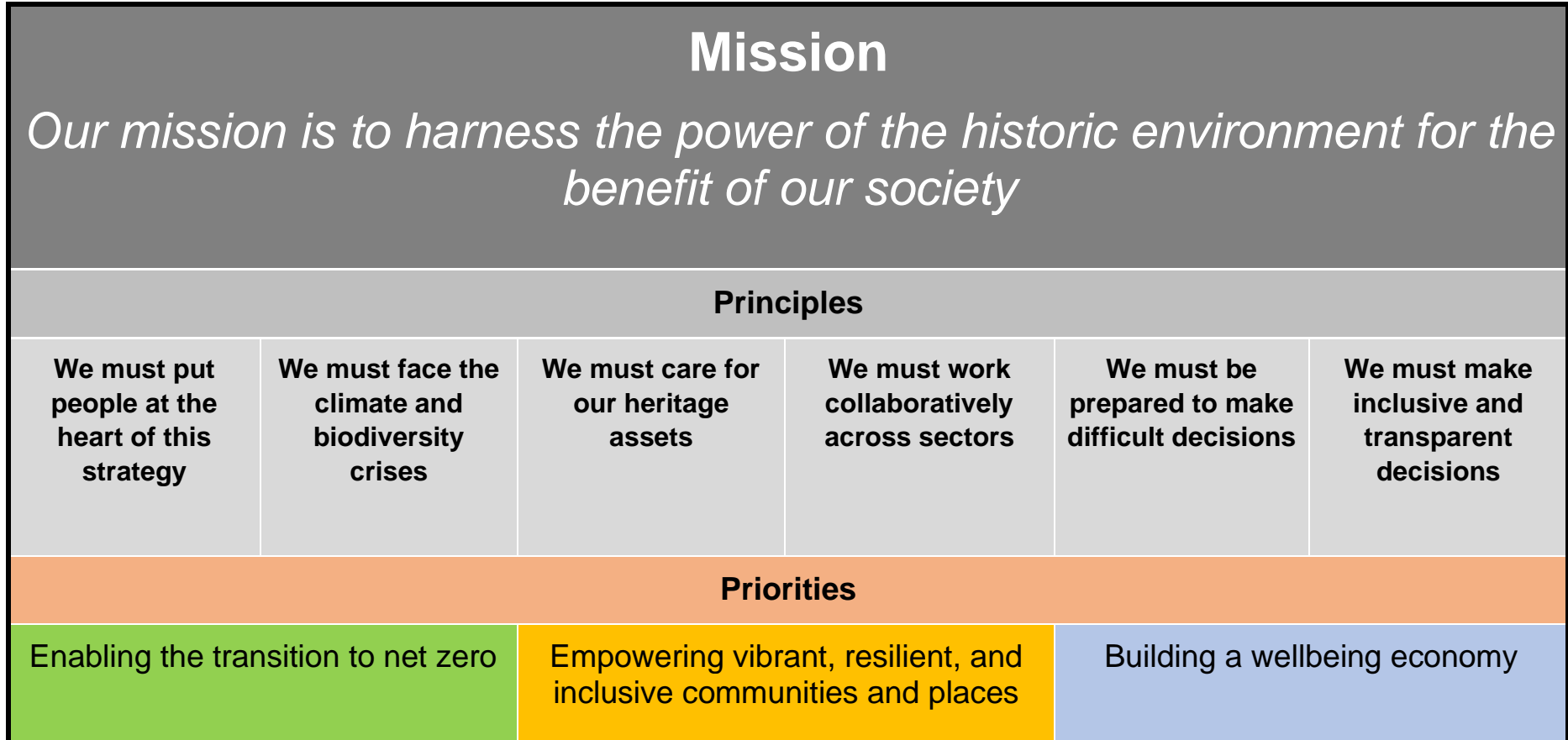
## **Our Priorities**

- Enabling the transition to net zero
- Empowering vibrant, resilient, and inclusive communities and places
- Building a wellbeing economy

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## Visualising the Strategy / A' dealbhachadh an Ro-innleachd



## About this Strategy / Mun Ro-innleachd

This document is Scotland's strategy for the historic environment. Our historic environment is a national asset: it creates jobs, enriches our communities, and helps to tell Scotland's story to the world. It is a vital resource in our transition to net zero, and in helping local places to thrive. We want to sustain and enhance the benefits that our nation's heritage creates, and ensure the historic environment is at the centre of national life.

Through this document, we set out our aims and objectives for Scotland's historic environment over the next five years. This strategy is a collaborative one, created through a series of conversations with people and organisations across the country, and led not by government or any one organisation, but owned and delivered by everyone. The public sector, business, the charitable and third sectors, private owners, and communities across Scotland all have a role to play in working towards our vision. This strategy will support us to work across sectors and boundaries, and to forge strong and lasting partnerships. Through this Strategy we will work with and alongside the Culture Strategy for Scotland, Scotland's Museums Strategy, and with other nation-wide plans such as the National Strategy for Economic Transformation, the Infrastructure Investment Plan, the National Planning Framework, the Volunteering for All Action Plan, and Scotland's Climate Change Plan and the Heat in Buildings Strategy, to deliver the strongest outcomes for the people of Scotland.

## Where are we now / Far a bheil sinn an-dràsta

*Our Place in Time: the Historic Environment Strategy for Scotland (OPiT)* was published in 2014, and since then much has changed. We've seen significant early growth in the heritage tourism economy impacted by the COVID-19 pandemic, while the declaration of a climate emergency has confronted us with the need to move urgently towards net zero. Unsurprisingly, policy priorities within Scotland have changed in the eight years since publication of our first strategy, and we need to adapt to face these new circumstances.

Fortunately, we have a wealth of evidence and activity to draw upon when taking stock. From evaluation of *OPiT*, we know that it performed a useful role for many people and organisations. It provided a common language and common themes around which to align strategic planning, and led to notable successes such as publication of [a Guide to Climate Change Impacts](#), the [Skills Investment Plan](#) for Scotland's historic environment, and the launch of the [Make Your Mark](#) volunteering campaign. It also helped to frame discussions around [prioritisation for our built and historic environment](#) and led to the creation of the [Historic Environment Policy for Scotland](#) and [Scotland's first Archaeology Strategy](#). But with Scotland impacted by a growing series of challenges, it's right that we look to establish clearer strategic priorities to help us navigate this new environment.

Through performance reporting, and in particular [the wealth of case studies contributed by organisations across Scotland over the years](#), we have considerable evidence of the outcomes that Scotland's historic environment helps to realise. This data shows a range of macro- and micro-impacts, from adding significant sums to Scotland's GDP, to creating long-lasting impacts within local communities. Sustaining these benefits is just as important as adapting to meet new priorities.

However, we find ourselves in incredibly challenging circumstances at the start of this new strategic period, and our historic environment faces more pressures now than at almost any point in its past. The COVID-19 pandemic has left a lasting impact on many people and organisations, and rising fuel and materials costs are now confronting us with additional economic concerns. The negative effects of climate change on our built environment are already being felt, with extreme weather events impacting on buildings, infrastructure, and visitor attractions across the country. The world is currently not on course to meet the emissions reductions targets set by the Paris Agreement, and we not only have significant work to do to cut our emissions but also need to adapt to meet the impacts of a hotter climate. And we must face all of this within a difficult funding environment, and across a timeframe in which businesses and community organisations will be focused on the immediate challenges of survival and recovery.

But in challenge is also opportunity. The historic environment is an asset for Scotland; for building a fairer, greener country. By focusing on issues of sustainability, resilience, wellbeing, and empowerment we can channel our energies not only to support people and organisations through the immediate crisis, but to shape a better future, and make a stronger and lasting contribution across economic, environmental, health, and other priority policy areas.

## Scotland's Historic Environment / Àrainneachd Eachdraidheil na h-Alba

***The historic environment is the physical evidence for past human activity. It connects people with place, and with the traditions, stories, and memories associated with places and landscapes.***

The historic environment is part of our everyday lives. It provides character to our landscapes, enhances our local communities, and helps to forge a sense of place. Our historic environment is our homes, our workplaces, our schools, hospitals, and recreational facilities. But at its heart, the historic environment is about people, and about our collective past, present, and future. It's about our connections with each other and the places we live in; about the legacies we inherit, and those we leave behind. The historic environment *is* Scotland's story. And it is Scotland's future.

While the historic environment is the main area of focus in this strategy, it's just one part of Scotland's heritage. The historic environment sits alongside the material culture left to us as museum, gallery, and archive collections; the intangible heritage of stories, traditions, rituals, crafts, customs, music, and poetry; and our natural heritage: the diversity of life we share our planet with, shaped by millennia of interaction with human societies, and billions of years of evolution.

This strategy embraces and celebrates the many types of heritage that bring colour and diversity to modern Scotland, and recognises that the historic environment is shaped and enriched by each element. Some of Scotland's most prominent buildings and monuments are given meaning through rituals, customs, or performance. Archives tell us the story of historic buildings; museum collections the story of how people lived in a particular place. And our country's landscapes, woodlands, and marine environments have been shaped by centuries of human occupation, management, and design.

## Key Statistics / Prìomh Staitistearachd

86% of Scottish people say it is important that Scotland's heritage is well looked after, but only 69% think that the heritage of their local area is well cared for.

Traditional buildings are estimated to make up:

- 19% of Scotland's housing stock
- 33% of Scotland's retail space
- 24% of office space
- And 41% of the spaces used by the public sector

Scotland's historic environment is supported by more than 56,000 designations:

- 6 World Heritage properties
- 8,000 scheduled monuments
- 47,000 listed buildings
- 669 conservation areas
- 388 gardens and designed landscapes
- 40 historic battlefields
- 8 historic marine protected areas
- 40 national scenic areas
- 43 national nature reserves
- 2 national parks
- 2 biosphere reserves

Only 15% of investment in Scotland's historic environment comes from the heritage sector. 60% is spent by homeowners or the private sector, and 25% by the public and third sectors.

Around £1.2bn is spent each year on the repair and maintenance of Scotland's historic building stock. But converting Scotland's historic residential buildings to use low carbon heating would cost around £6.6bn alone, before further adaptation or mitigation measures.

At 52.9%, Scotland has the highest proportion of pre-1946 housing stock in Europe, compared to 37.8% for the UK and 22.3% across the EU.

Over 18 million people visited heritage attractions in 2019, with half of all international visitors reporting heritage as the key motivation for visiting Scotland. Visitors who included a heritage attraction as part of their trip spent over £3.2 billion in 2019.

- This contribution is comparable to the turnover of Scotland's shipbuilding (£1bn) and aerospace (£2.2 bn) industries combined, or to life sciences (£3.1bn), digital industries (£3.2bn), or visual and performing arts (£3.8bn)

## Principles / Prionnsabalan

In working towards our mission, we will be guided by the following overarching principles:

### **We must put people at the heart of this strategy**

The historic environment creates real benefits for people. This strategy is about channelling effort to deliver the best outcomes from the historic environment for people across Scotland. This means putting people at the heart of decision making, and not just listening but empowering them to make decisions about the things that affect them. It means working with employees, with volunteers, and with local communities to understand how to do things better. And it means actively supporting under-represented or marginalised groups to identify and overcome the barriers to their involvement.

### **We must act on the climate and biodiversity crises**

We are in a climate emergency and need to rapidly decarbonise our economy. At the same time, we need to reverse the catastrophic loss of plants and animals that has been ongoing in Scotland as elsewhere across the globe, and need to re-establish our connection with nature. The historic environment has a vital role to play in supporting good, green jobs, and promoting low-carbon materials and skills. But time is not on our side: we need to act now, and we need to act fast, and these concerns should permeate everything we do.

### **We must care for our heritage assets**

Our heritage - whether tangible or intangible, cultural or natural – is the resource that allows us to create benefits and realise our outcomes. We do not protect our historic environment for the sake of it, but because achieving our mission requires our heritage to be in good shape, and used responsibly and sustainably. We owe it to future generations to leave them assets that they can value, enjoy, and benefit from just as we do today.

### **We must work collaboratively across sectors**

Our mission is ambitious, and so are our actions. But that mission, and those actions, requires everyone to play their part. They require support from, and engagement with, sectors or industries beyond heritage, and require us to develop truly creative, open, and collaborative partnerships. To deliver our outcomes, we will forge new connections and new relationships to derive maximum benefit for the people of Scotland.

### **We must be prepared to make difficult decisions**

This strategy will help us realise the strongest possible outcomes from Scotland's historic environment. But limited resources mean we can't do everything, and nor can we commit to sustaining every heritage asset over the long term. Prioritising means emphasising or resourcing some things over others, and we acknowledge



that some things might be lost to the future as a result. This strategy will help to make those difficult decisions, and to take risks where they can help to find solutions to the challenges we face.

**We must make inclusive and transparent decisions**

Everyone has a stake in the historic environment. The best outcomes will be gained from well-informed, transparent, consistent, timely, and proportionate decisions.

Early dialogue and close collaboration are key to ensuring this, as is empowering communities so that they can shape the future of their places. But we also need to recognise that every community is different, and that we need to adapt our work and relationships as a result. If we can do this, we can achieve the outcomes we want to achieve while caring for and protecting our assets, our communities, and our planet.

## Our Mission / Ar Aithris-rùin

*Our mission is to harness the power of the historic environment for the benefit of our society.*

We've adopted a mission-oriented approach in this strategy because it recognises that solving the challenges facing us requires multiple strands of activity, across multiple partners and multiple sectors. By setting ourselves a mission we set a direction of travel, and can better identify the actions we need to take to progress effectively on that journey.

## Our Priorities / Ar Prìomhachasan

To help us target activity to where the historic environment can deliver most benefit under our mission, we've identified three key priority areas for action. We will not solve all the challenges under these areas in the life of this five-year strategy. But we've identified the short-term outcomes that we'll work to realise during that time. Achieving these outcomes will bring us closer to realising our mission, while making a real difference to people's lives in the process.

Our priorities are:

- Enabling the transition to net zero
- Empowering vibrant, resilient, and inclusive communities and places
- Building a wellbeing economy

### **Responsibility for Delivery**

Every outcome is accompanied by high-level actions that, when delivered together, will enable us to realise and evidence success. We've split these actions into two types:

#### Nationally We Will

These are the actions that we'll work towards collectively at the national level, spearheaded by the public sector but relying on multiple organisations, partners, and

sometimes even individuals to achieve. These actions are the ones we know we need to take if we're to realise our ambitions, whether that's directly feeding into our success criteria, or enabling others to take the necessary action.

### Locally You Can

These are the actions that any organisation or (where relevant) individuals can take to effect meaningful change, and are supported by national-level activity such as the provision of funding or advice and guidance. These actions may not be mandatory but, by taking those that are relevant to you, you can help to understand, care for, celebrate, and share Scotland's historic environment.

## Priority 1 – Enabling the transition to Net Zero

### Prìomhachas 1 – A’ comasachadh an eadar-ghlusaigh gu cothromachadh carbon

- 21 full time equivalent jobs are supported for every £1 million spent on the repair, maintenance, and improvement of Scotland’s existing buildings - 40% higher than for new builds.
- 10,000 new jobs will be needed over the next decade to maintain and adapt Scotland’s traditional building stock
- 95% of contractors in the construction industry have no qualifications to work on traditional buildings.
- 71% of Scotland’s pre-1919 homes have critical elements, such as roofs, chimneys and windows, in a state of disrepair.
- Since the 1970s, the erosion rate on Scotland’s soft coastlines has nearly doubled to 1 metre a year.

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Scotland’s 2030 targets for heat in buildings:

68% - the reduction in greenhouse gas emissions from buildings

22% - the percentage of heat to be supplied directly from renewable sources

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- Scotland’s climate is changing: temperatures have increased by 0.3°C since 1981, and our summers are on average 11% wetter, and winters 5% wetter.

As rural cottages, urban tenements, suburban villas, hospitals, schools, and offices, the historic environment is owned, occupied, and loved by millions. It is a vital part of our national infrastructure, and a key asset in our efforts to tackle climate change. Maximising the useful life of these assets prevents waste and reduces carbon emissions. But caring for them doesn’t mean preventing change: it includes adapting them, while utilising the sustainable building materials and techniques that were used in their construction. Enabling such change will lead to warmer homes and offices that are cheaper to heat, will create jobs across the country, and will preserve the character of local places. But we can’t realise these benefits if our historic infrastructure isn’t also prepared to face a changing world. Climate change threatens the long-term future of many of Scotland’s historic buildings, monuments, and landscapes, and adapting our assets to be resilient in the face of these threats is essential. This means having the right skills to do this work, in the right places, and at the right cost, and adopting low-carbon, environmentally sustainable business

models that limit carbon emissions from our operations, and the waste we produce. And it means having the right knowledge, and sharing this with organisations and private owners so that they can make informed decisions about the future of the assets they care for.

### **Responsible for delivery**

Scottish and UK Governments, local authorities, community trusts, charities and third sector bodies, businesses, private owners

## **KPI 1: Enabled emissions reduction**

**Measure:** Established a delivery mechanism for the historic environment sector to work together to contribute to Scotland's net zero by 2030 target.

### Nationally we will

- Establish a carbon emissions baseline for Scotland's historic building stock
- Drive a fabric-first approach to energy efficiency measures in historic buildings
- Work to enhance the way that public procurement supports the use of traditional materials, and the skills needed to work with them
- Develop a sector route map for net zero, supported by Scotland's historic environment policies
- Work with training providers to ensure contractors have the skills and knowledge needed to improve the condition and energy efficiency of traditional buildings
- Develop training to help energy saving professionals deliver better advice on cutting energy use in historic buildings
- Advocate to government for a VAT rebate on repair and maintenance
- Work to reduce emissions from heritage tourism visits
- Drive circular economy principles, reducing waste and promoting the historic environment's role in the circular economy
- Lead by example in the way that Scotland's public sector mitigates and adapts the historic environment assets they care for
- Provide advice, support, and guidance to owners looking to reduce the emissions of their historic buildings

### Locally you can

- Prioritise action to reduce the carbon footprint of your home or workplace
- Work to improve the carbon literacy of your organisation, or your understanding of the energy efficiency of your home
- Use your work to engage people with the climate and biodiversity emergencies
- Use more sustainable modes of transport in your operations
- Review your waste streams, to reduce waste and ensure that everything which can be recycled is

- Review your material use and seek to use the most sustainable product available

## **KPI 2: Prepared the historic environment to be more climate resilient**

**Measure:** Increased the proportion of the historic environment covered by climate resilience planning

### Nationally we will

- Work with Scottish Government, local governments and planning authorities on their Adaptation Plans
- Embed the historic environment in sector and region-wide climate adaptation plans
- Produce advice and guidance to businesses, charities, and homeowners to support adaptation planning and activity
- Ensure heritage grant programmes can fund adaptation measures
- Review, revise, and roll out the Traditional Buildings Health Check scheme across Scotland to support building owners to make informed choices about repair and maintenance
- Use heritage to engage with the public to increase their understanding of climate change and its impact
- Work with Scottish Government to embed the historic environment in Scotland's natural capital accounts, and to share learning and good practice on how heritage can promote biodiversity

### Locally You Can

- Create and publish a climate adaptation plan for the historic environment assets you care for
- Involve local people in the discussion of the future of the asset(s) you care for, helping them to understand the impacts that climate change will have on them, and what solutions might be possible
- Embed climate change and its impacts in your learning and outreach work
- Explore nature-friendly ways of using the historic assets you care for, or opportunities to use the historic environment to connect people with nature, landscapes, and traditional materials
- Use available guidance to understand where you might need to take action towards appropriate repair and maintenance of your historic property

### **KPI 3: Created new pathways for key green skills to deliver the historic environment's net zero transition**

**Measure:** Developed, Implemented, and Increased take up of skills identified as essential to deliver a net-zero transition.

#### Nationally we will

- Revise and expand the sector Skills Investment Plan to identify the opportunities and actions needed to create a sustainable skills ecosystem, and to provide the green skills needed to support the historic environment's net zero transition
- Improve pathways in key areas such as responsible tourism, traditional building skills, and energy efficiency
- Develop baseline data for Scotland's heritage skills needs to inform planning and decision making
- Review qualifications and standards for heritage skills to align with future needs.
- Re-evaluate the provision and delivery of heritage skills training and academic education to improve provision
- Using a hub and spoke approach, build the capacity of training providers to deliver training to meet local needs in key heritage skills areas.

#### Locally You Can

- Utilise apprenticeships and other pathways for supporting training or new routes into work
- Engage with local colleges and training providers to ensure mainstream and specialist provision meets your needs
- Advocate for the importance of, and need for historic environment green skills with local decision makers.
- Engage with your local traditional buildings forum
- Choose skilled and qualified craftsmen when undertaking repair or maintenance work on the asset you care for

## **Priority 2 – Empowering vibrant, resilient, and inclusive communities and places**

### **Prìomhachas 2 – A’ cumhachdachadh coimhearsnachdan is àitchean a tha beòthail, daingneachd agus in-ghabhalach**

- Around one third of all community asset transfers since 2015 have involved a heritage asset
- The Conservation Area Regeneration Scheme has awarded £48m to 69 schemes across Scottish local authorities since 2007, repairing 1,206 historic buildings and leveraging £120m of additional investment
- The historic environment is supported by the work of 17,100 volunteers

Scotland’s historic environment brings colour and variety to our landscapes, and shapes the character and identity of our places. It is cared for and supported by the work of thousands of organisations and individuals. Some people get involved in heritage to take care of specific buildings or monuments, some to celebrate or learn more about their local areas, others to keep alive customs or crafts. This activity sustains jobs and businesses across the country, and helps to build thriving local communities and encourage regeneration and placemaking. Our historic environment would be much the poorer without these efforts. But many heritage organisations are now faced with financial, labour, and skills shortages that threaten their ability to keep delivering these benefits, or that require changes to be made to their operating and business models. Private owners face the same challenges in maintaining their assets and their estates. Individuals have also suffered over the last few years: children and young people have lost opportunities for learning and enjoyment as a result of the pandemic, while many people have stopped volunteering for health, caring, or financial reasons. Some communities are excluded from heritage altogether. We therefore need to find new and innovative ways to do things, to improve access and ensure a long-term, sustainable future for everyone who cares for Scotland’s heritage.

#### **Responsible for delivery**

Funders, enterprise agencies, local authorities, community trusts, charities and third sector bodies, youth groups, schools and colleges.



## **KPI 4: Supported organisations that care for the historic environment to be more resilient**

**Measure:** Increase the proportion of organisations with strategic plans in place, and reduce self-reported business skills gaps across the heritage sector

### Nationally we will

- Scale up existing programmes to promote business skills, strategic and succession planning, and digital literacy across Scotland's heritage sector.
- Ensure grant programmes offer support to improve organisational skills and resilience
- Build on, and develop further, regional, national, and international knowledge sharing networks to foster collaboration and support innovation
- Share expertise and learning with other organisations, and learn in turn from what others have tried
- Work to promote a diversity of voices across the heritage workforce and volunteer base
- Work to improve our knowledge of the organisations that make up the historic environment, and their support needs
- Develop the Research and Development infrastructure for heritage in Scotland by creating new national centres for skills and innovation

### Locally You Can

- Undertake a skills audit across your board, workforce, and volunteers, and target recruitment to address any skills gaps
- Develop succession plans for your board, so that key skills are nurtured and passed on
- Embed strategic planning into your activities, so that decisions address both current and future needs
- Support staff to develop themselves through both continuous professional development and targeted training provision
- Explore potential to diversify income streams
- Consider updating your organisation's reserves policy

## **KPI 5: Communities have a stronger voice in decisions about their historic environment**

**Measure:** Evidence that the historic environment is mainstreamed across relevant local, regional, and national plans

### Nationally we will

- Ensure grant programmes and funding have positive, community-focused outcomes and objectives
- Work collaboratively to ensure that the historic environment is embedded in local place planning and destination management
- Provide advice, guidance, and inspiration to enable communities to acquire and manage heritage assets.
- Ensure a diversity of voices when decisions about the historic environment are made, through targeted community engagement and capacity building
- Provide funding and capacity building programmes for community groups looking to engage with and care for the historic environment
- Promote and share good practice in inclusive heritage engagement methods and techniques, from interpretation to co-production
- Work to promote shared understanding of intangible cultural heritage (ICH) across public bodies, and to align support for communities working with ICH

### Locally You Can

- Explore and share stories of places, communities, and people, especially of groups who have been historically under-represented
- Safeguard and celebrate objects, traditions, and cultural and natural spaces that individuals in that locality value and recognise as part of their heritage
- Engage with place-based initiatives, and contribute to local and regional plans that will have an impact on the historic environment
- Share your experiences and learning from projects that you've undertaken, including stories of failure as well as success

## **KPI 6: Increased participation of children and young people in heritage**

**Measure:** Established shared decision-making mechanisms involving young people with heritage, and delivered local and national actions

### Nationally we will

- Seek external involvement of children and young people in decision-making
- Listen and act on the ideas and feedback from children and young people, prioritising under-represented voices
- Collaborate with children and young people on co-designed projects
- Employ staff in roles dedicated to supporting children and youth engagement
- Provide more paid opportunities for young people, especially and specifically for under-represented groups
- Make recruitment processes for jobs and volunteer opportunities more attractive and easily accessible for young people
- Develop online career open days to showcase career pathways into heritage for children and young people, and promote all heritage sector jobs during events such as Discover Creative Careers Week
- Utilise social media platforms for youth engagement, marketing and education
- Work with education authorities and providers to embed heritage across the Scottish curriculum, with a focus on creative learning and play

### Locally You Can

- Establish accessible ways for children and young people to have their say and contribute ideas about their local area and the places that matter to them
- Advertise volunteering roles and heritage careers events through schools and universities
- Engage young people locally, with and in the places that are important to them
- Share and celebrate youth engagement experience with other heritage organisations
- Work with local schools to enable children and young people to engage with heritage as part of their studies

## Priority 3 – Building a wellbeing economy

### Prìomhachas 3 – A’ togail eaconomiadh maitheas

- The historic environment generates over £4.4 billion a year for Scotland’s economy, with £2.5bn generated by the repair and maintenance and £1.9bn by heritage tourism.
- It sustains 68,000 full time-equivalent jobs.
- 86% of people report a wellbeing benefit from engaging with heritage

The historic environment creates good green jobs across the country, helping to build local places and forging connections across communities. By linking past, present, and future, and utilising materials and skills that have been practiced for generations, it creates meaningful and fair employment based on the sustainable use of Scotland’s resources. Our heritage supports thousands of businesses across the country, attracts millions of tourists, and creates myriad opportunities for learning, socialising, and exercise. From excavations or community surveys with proven wellbeing benefits for participants, to inspiring blockbuster movies, video games, or internationally-recognised food and drink products, heritage already sits at the heart of our economy and the heart of our ways of life. We want so sustain and celebrate these benefits, and ensure that they are felt to their fullest extent in villages, towns, and cities across Scotland.

#### Responsible for Delivery

Scottish Government, UK Government, Enterprise agencies, local authorities, businesses, chambers of commerce, community enterprises.

#### KPI 7: **Delivered a responsible economic contribution**

**Measure:** Increased the proportion of the economic contribution from the historic environment that benefits communities and areas prioritised by government.

#### Nationally we will

- Work with regional economic partnerships to embed heritage in local regeneration and enterprise
- Work to embed heritage and the historic environment in future Scottish Government strategies
- Develop and share approaches to responsible tourism, ensuring tourism contributes to the economy without being detrimental to communities and the environment
- Work with the UK and Scottish governments to ensure targeted investment in heritage through major infrastructure investment funding (e.g. Growth Deals)

- Drive the adoption of fair work and the living wage across heritage businesses
- Ensure procurement supports the use of local employment, sustainable supply chains and the use of local traditional materials
- Work with local authorities, enterprise agencies and social enterprises to develop place-based employability opportunities
- Spread the benefits of tourism across Scotland, so all places can benefit from responsible, heritage-led tourism

#### Locally You Can

- Use the way you buy to support local and low-carbon products and services
- Develop local partnerships with charities, social or community enterprises
- Work to make heritage accessible to everyone, through targeting outreach and engagement at under-represented communities

### **KPI 8: Increased the proportion of jobs created in the historic environment that meet fair work practice**

**Measure:** Number of jobs created in the historic environment/number of jobs created in the historic environment that meet the core elements of the Scottish Business Pledge: pay the real living wage and only use Zero Hours contracts in appropriate ways.

#### Nationally we will

- Drive the adoption of fair work and the living wage across heritage businesses, through campaigning and reviewing grant funding conditions
- Work in partnership to support community and social enterprises delivering heritage services or skills development
- Work with partners to develop and deliver employability programmes based on fair work practice
- Work with sector Skills Investment Plan delivery groups and the Young Person's Guarantee to increase fair work opportunities

#### Locally You Can

- Adopt the Fair Work Framework, including paying the living wage
- Work to understand and address the barriers that might stand in the way of building an inclusive workplace or more diverse workforce
- Target recruitment at under-represented groups, use apprenticeships and other models to bring new faces and ideas into your organisation, and use mentoring and other tools to support people after they've taken up their new roles
- Sign up to the Young Person's Guarantee
- Engage with your local Developing the Young Workforce Group

## **KPI 9: Helped to improve wellbeing and quality of life through engagement with heritage**

**Measure:** Created stronger connections with the historic environment by involving and engaging people in volunteering and other activity, targeting SIMD areas and under-represented groups.

### Nationally we will

- Work with the culture and health sectors to promote good practice and encourage uptake of heritage engagement into treatments, such as social prescribing
- Target funding and activity to deliver the best returns for wellbeing from heritage engagement
- Build on the Make Your Mark volunteering participation campaign to grow the number, diversity, and skillset of heritage volunteers
- Develop a programme of free entry to heritage attractions across Scotland for priority groups, for instance children and young people, or people living in poverty or experiencing social isolation

### Locally You Can

- Develop partnerships and activity programmes to support health and wellbeing
- Work to recognise and overcome barriers to engagement, so that benefits from participation are felt as widely as possible
- Lead community archaeology, archive, storytelling and other events

## Measuring Success / A' tomhais soirbheas

The publication of this strategy will bring Scotland's original historic environment strategy, *Our Place in Time*, to a close one year early. A final OPiT Report for 2022 will be produced, with all future reporting being under this new strategy. Future reporting will also formally incorporate Scotland's Historic Environment Audit (SHEA). SHEA reports on the facts and figures that make up Scotland's historic environment, including its assets and people, and aims to identify the health of the historic environment and the impact of the resources used to manage and protect it. SHEA has been underway since 2007, and we know from feedback throughout its life that it's valued as a resource by many people. By combining these resources we will make it easier both to monitor and report on success, and improve access to key statistics. We also hope to continue the approach of capturing and sharing case studies of how organisations across Scotland are contributing to delivery of the strategy, whether at local or national level. This will help us to report against our KPIs, while creating opportunities to celebrate work and inspire action.

Formal success criteria for each outcome and its measure will be published in the final strategy. For now, however, we welcome your thoughts on the outcomes and suggested measures themselves.

## Delivery / Lìbhrigeadh

Delivery will be key to enabling action and meeting the aims of this strategy. Here, we sketch out a potential model for delivery based on learning from *Our Place in Time* (OPiT), and the engagement activity that has fed into creation of this new document. Feedback has told us that the existing OPiT working groups performed a valuable role in supporting delivery, but highlighted that the new strategy provides an opportunity to recast these groups, and to widen participation. It has also highlighted the need to consider how best to deliver at a regional and local level. Through revised delivery mechanisms, and through targeting funding and advice to support activity across Scotland, we will ensure that this is a strategy for everyone, and a strategy that anyone can help to deliver.

We are keen to hear your views on the delivery mechanisms that could help drive maximum benefit. You can offer any suggestions in the relevant sections of the consultation.

### National

#### **Strategic**

We anticipate a series of national-level forums and working groups to support delivery of the strategy. Scotland's Historic Environment Forum (SHEF) could become an annual event, comparable to the National Economic Forum, where we

can collectively take stock and discuss emerging and future issues. The current OPiT CEOs Forum will be reviewed and reformatted, but offers a natural way to provide direction and organisational input into delivery, as well as monitoring and reporting on performance. HES will also continue to develop the Community Connections programme to offer a national forum for sharing and learning in community heritage.

## **Delivery**

We anticipate continuing with the existing model of national-level working groups on key themes or priority areas. This might include groups focused on delivery under the three headline priorities, and thematic groups along the lines of existing OPiT groups such as the Skills and Expertise Group, the Make Your Mark Volunteering Group, and the Archaeology Strategy Committee.

### Regional and Local

We welcome suggestions on how we might support delivery at regional levels. We anticipate any regional structures operating on a voluntary basis, with groups representing coalitions of organisations committed to knowledge sharing and alignment of activity. We would welcome suggestions on how such groups might operate, how they might align with activity at the national level, and where and how they might need support or resources.

For community heritage and any other relevant organisations, we will work with Museums Galleries Scotland to explore whether we can expand Scotland's current regional museums forums to more consistently cover other aspects of heritage. Where members of existing networks do not feel this would be useful, or where regional coverage is currently lacking, we will explore options for creating new networks.



## Strategic Drivers / Stiùridhean Ro-innleachdail

This strategy will work alongside, and help to deliver against, the following Scottish Government strategies or plans.

	Move to net zero	Empower vibrant, resilient communities and places	Build a wellbeing economy
A Culture Strategy For Scotland		X	X
National Strategy for Economic Transformation	X	X	X
A Connected Scotland: social isolation and loneliness		X	X
Scottish Government Procurement Strategy 2022-2024	X	X	X
Securing a green recovery on a path to net zero: climate change plan 2018–2032	X	X	X
Future skills: action plan	X		X
Volunteering: action plan		X	X
Making Things Last: a circular economy strategy for Scotland	X	X	X
Heat in buildings strategy	X		
Fair Work Strategy		X	X
The Environment Strategy for Scotland	X		
Community Empowerment (Scotland) Act		X	X
Infrastructure Investment Plan	X	X	X
Scotland Outlook 2030	X	X	X
<b>FORTHCOMING STRATEGIES</b>			
<i>Innovation Strategy</i>	X	X	X
<i>Biodiversity Strategy</i>	X		
<i>National Planning Framework 4</i>	X	X	X
<i>Energy Strategy</i>	X		
<i>Mental Health &amp; Wellbeing Strategy</i>		X	X

Figure 1 – Diagram showing the strategy's alignment to other national and international strategies and plans

