

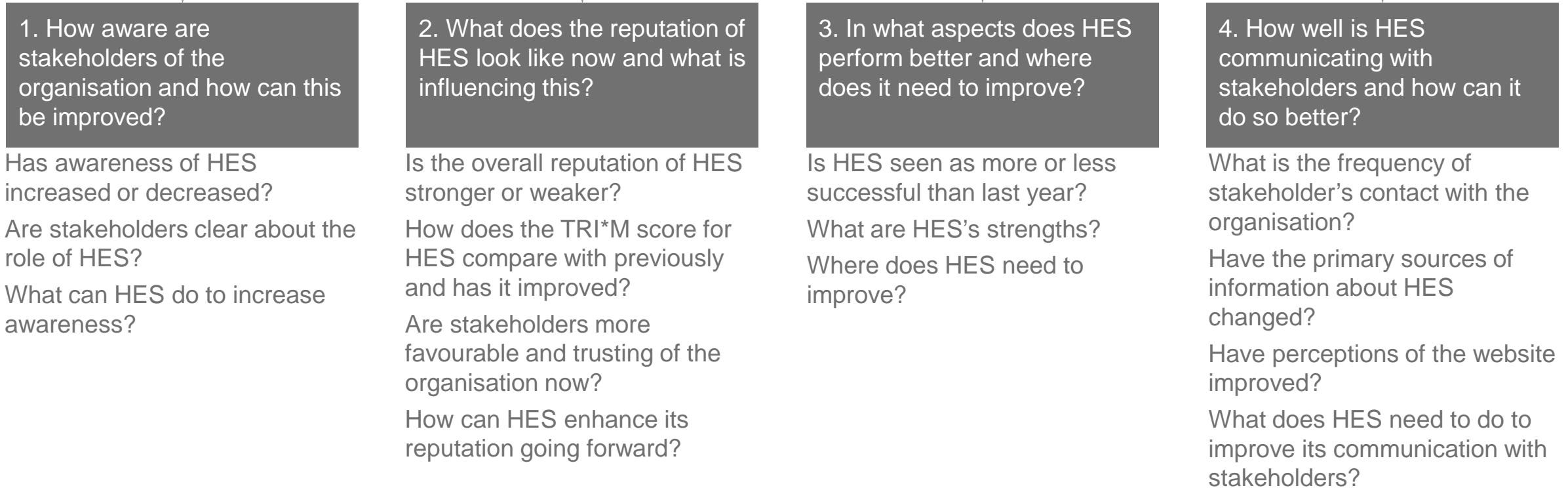
An aerial photograph of Edinburgh, Scotland, taken at sunset. The warm, golden light of the setting sun illuminates the city's architecture and the surrounding hills. In the center, the massive stone walls of Edinburgh Castle sit atop a rocky crag. A long, white-railed walkway, the Royal Mile, leads from the castle down towards the city. To the right, the tall, dark spire of St. Giles' Cathedral stands out against the sky. The foreground is filled with the dense, varied rooftops and buildings of the Old Town. The sky is a mix of deep orange and dark, heavy clouds.

Historic Environment Scotland Stakeholder and Population Research

Internal Results & Recommendations Report January 2019

Understanding Your Business Issues

How can Historic Environment Scotland strengthen its corporate reputation through engaging and communicating with stakeholders in the best way possible?



Summary of Research Methodology

Analysis of this research is based on two separate surveys

1 Stakeholder survey

- 183 online interviews with members and other key stakeholders
- Email invite sent to organisations and individuals. Members invited to click on weblink in newsletter
- c.5-10 minute questionnaire to obtain measures and ratings on HES, including the TRI*M index (overall reputation, favourability, trust, success and quality). There are also additional questions around HES's effectiveness in the planning and development system and in communications

2 Population survey

- A representative sample of c.1000 adults were interviewed across sample points throughout Scotland
- Conducted using Kantar TNS in-home omnibus survey
- Representative of the adult population of Scotland (16+)
- This survey included only the 5 TRI*M index questions

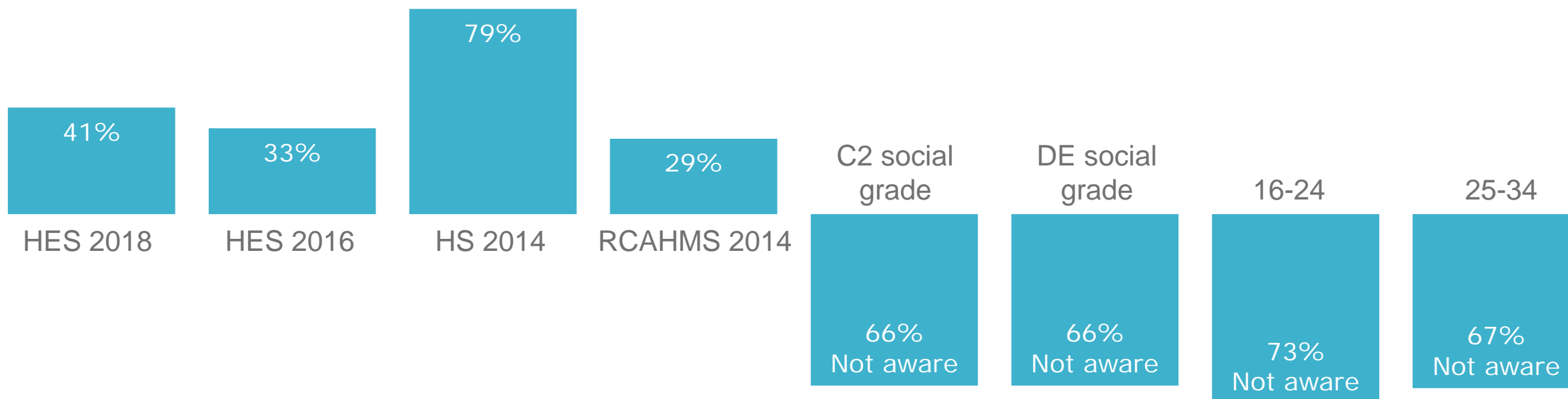
1

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

Two-fifths of the Scottish population were aware of HES in 2018, a significant increase since 2016 but still significantly lower than awareness of Historic Scotland in 2014. Awareness is lowest amongst lower social grades and younger people.

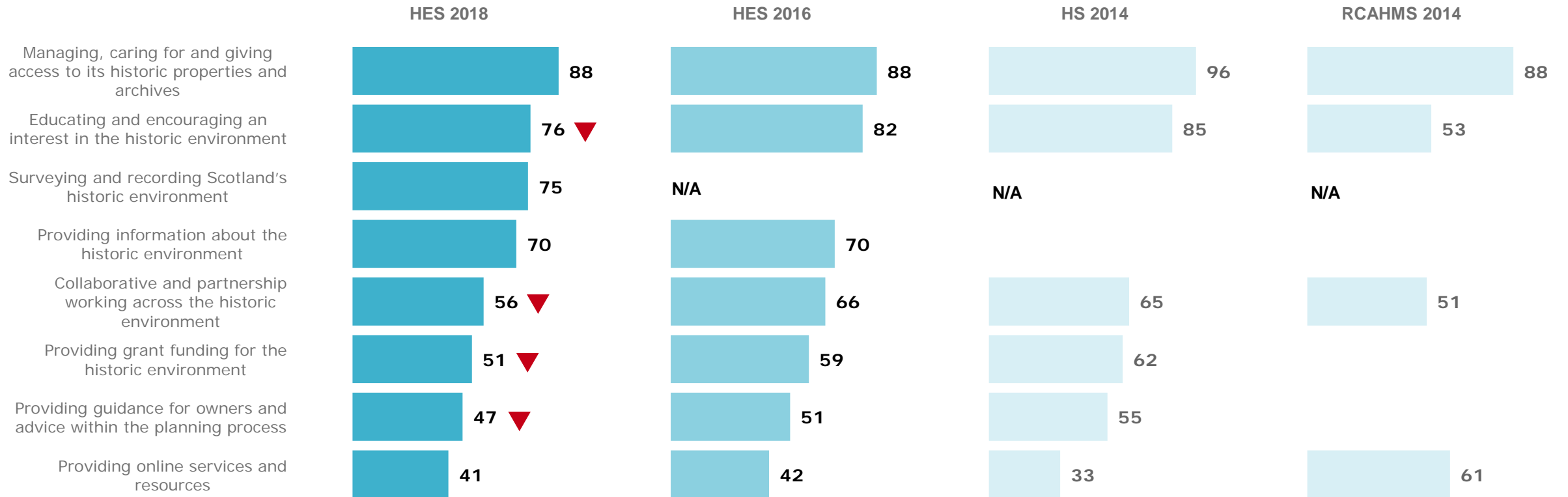
% population aware of....

Awareness of HES is lowest amongst....



While most stakeholders continue to see management of historic properties and archives as HES's main role, awareness of a number of HES's other roles has decreased

% stakeholders who agree role is....



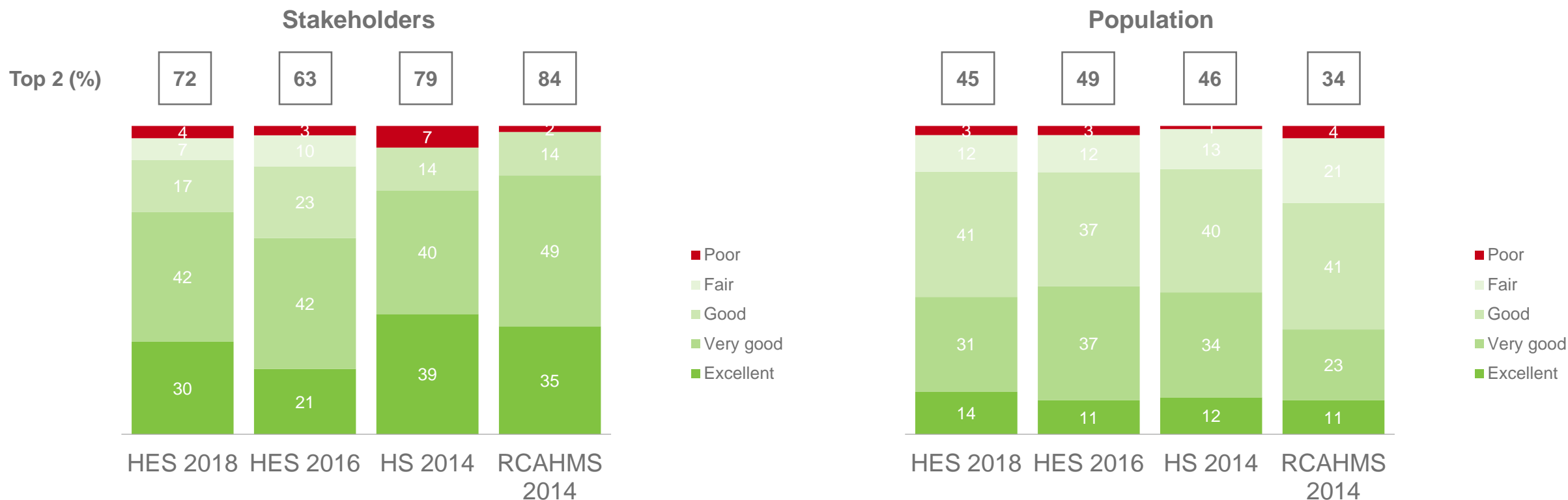
▼ 4 or more percentage point decrease

2

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

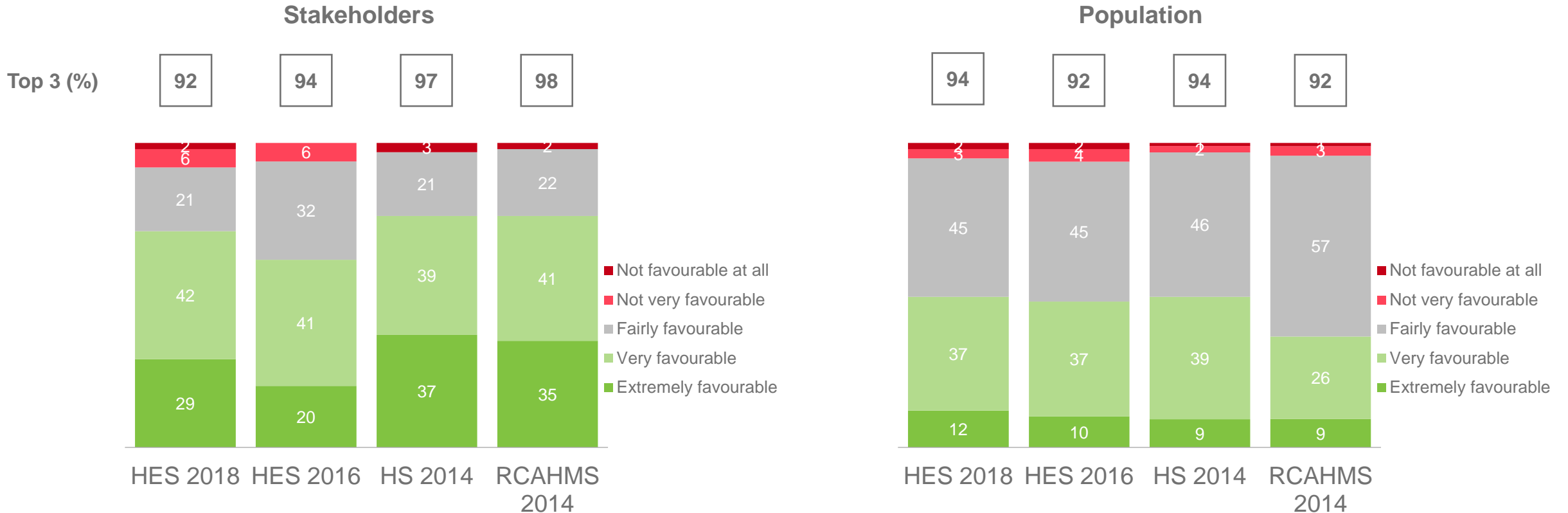
Since 2016 rating of HES's overall reputation among stakeholders has improved significantly but remained similar across the wider population. Amongst stakeholders levels have not yet reached those obtained in 2014 for Historic Scotland and RCAHMS.

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



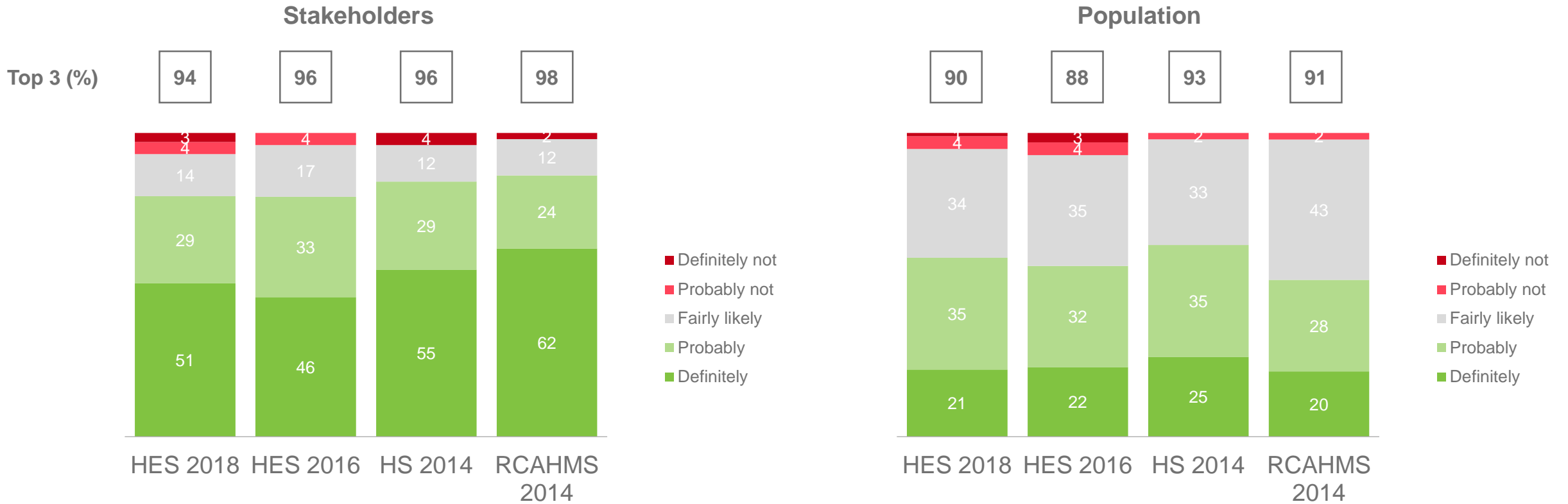
Many more stakeholders would say they feel *very favourable* or *extremely favourable* towards HES than in 2016 while there has been a smaller increase amongst the wider population. Levels are now similar to those obtained in 2014.

How favourable is your opinion of...?



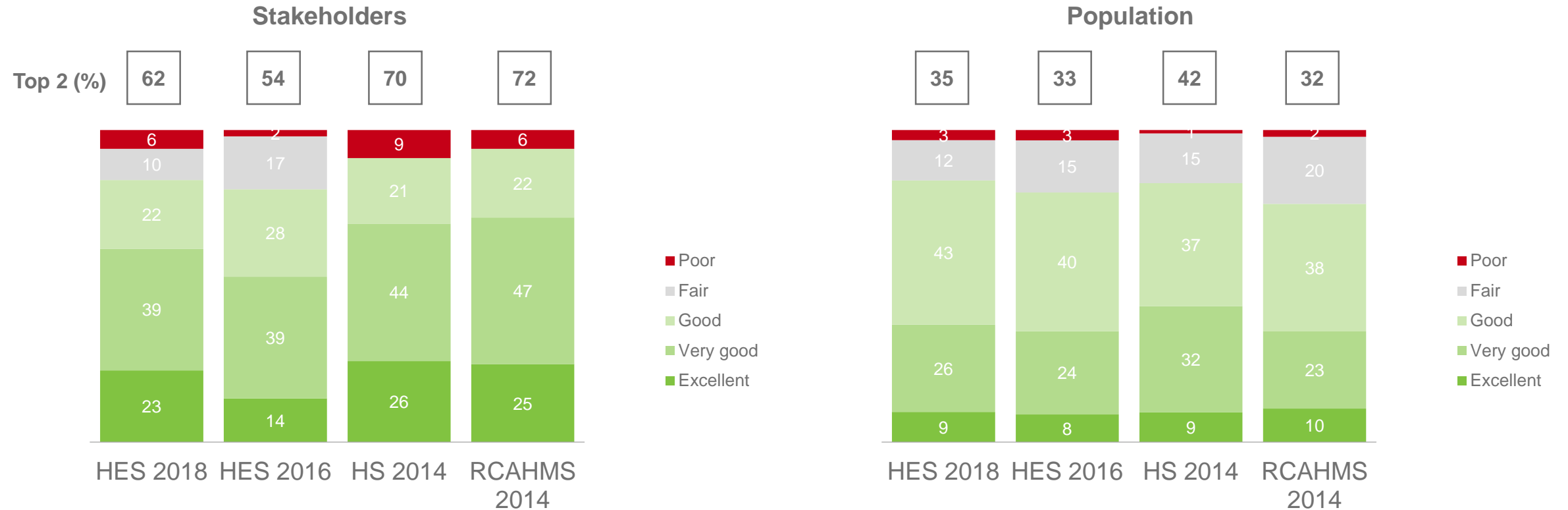
Most stakeholders and the majority of Scottish population trust HES – a relatively stable trend over the past four years

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



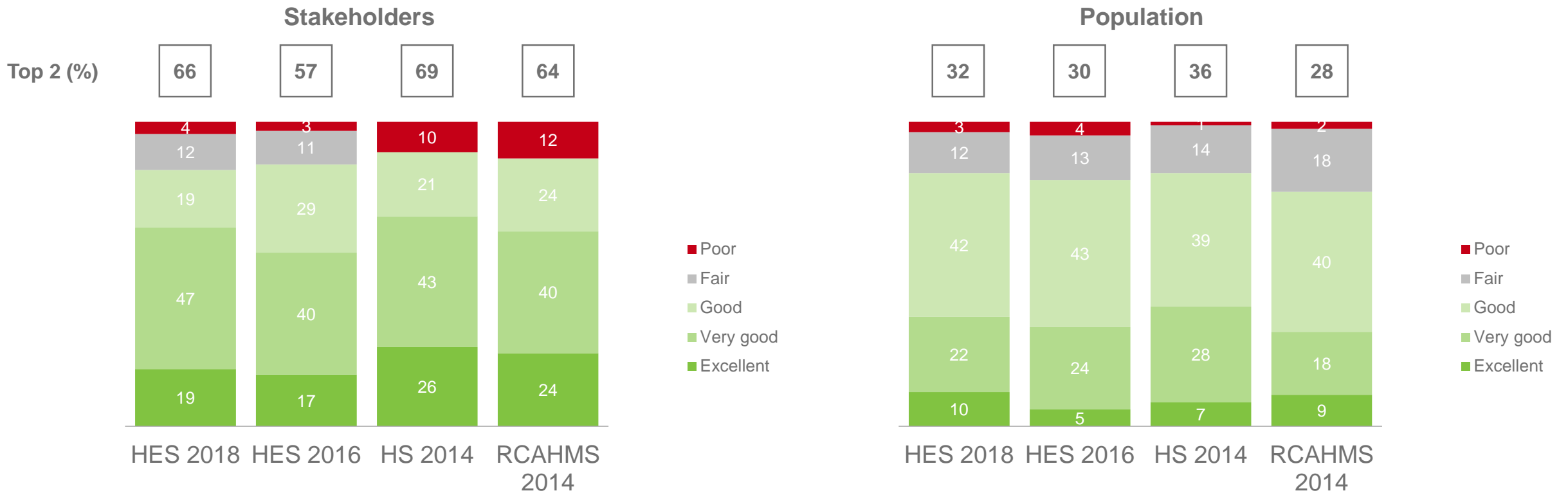
Perceptions of the success achieved by HES have improved significantly amongst stakeholders since 2016 while ratings amongst the population were fairly constant. However, for both groups ratings have not yet reached those obtained for Historic Scotland in 2014.

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



Rating of the quality of HES's products and services has increased for stakeholders but remained similar for the population. Ratings of this aspect are now fairly similar to those obtained in 2014.

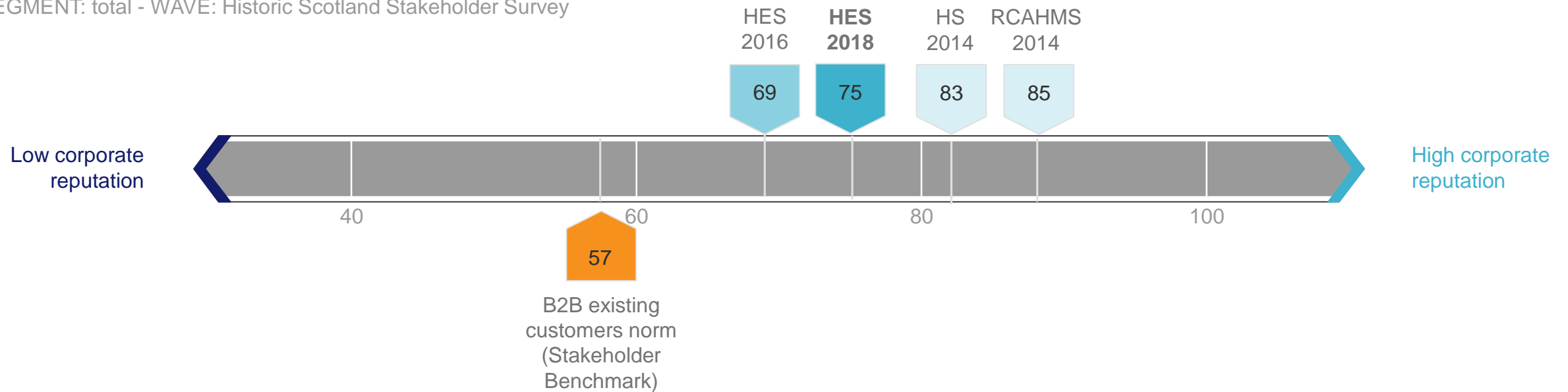
How do you rate the quality of products and services provided by ...?



In 2018 HES achieved a TRI*M index of 75 among stakeholders – a higher index than in 2016 but still lower than obtained in 2014. Positively, all of the results obtained are somewhat higher than the B2B benchmark index.

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

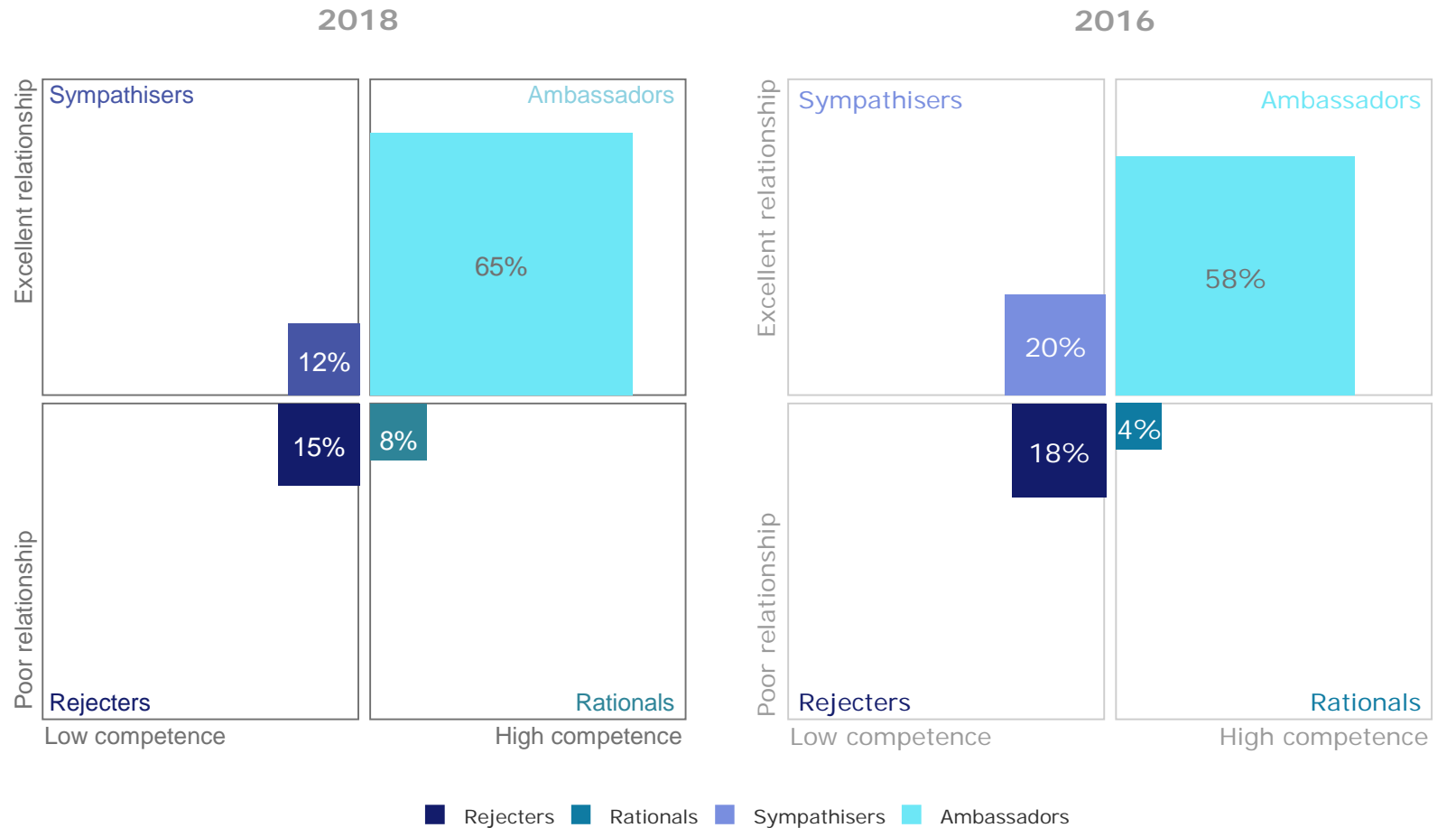




Two in three HES stakeholders are classified as **Ambassadors**, rating the organisation highly on both emotional and rational aspects.

Encouragingly, the proportion of stakeholders in this group has grown since 2016, reflecting improving perceptions of the organisation.

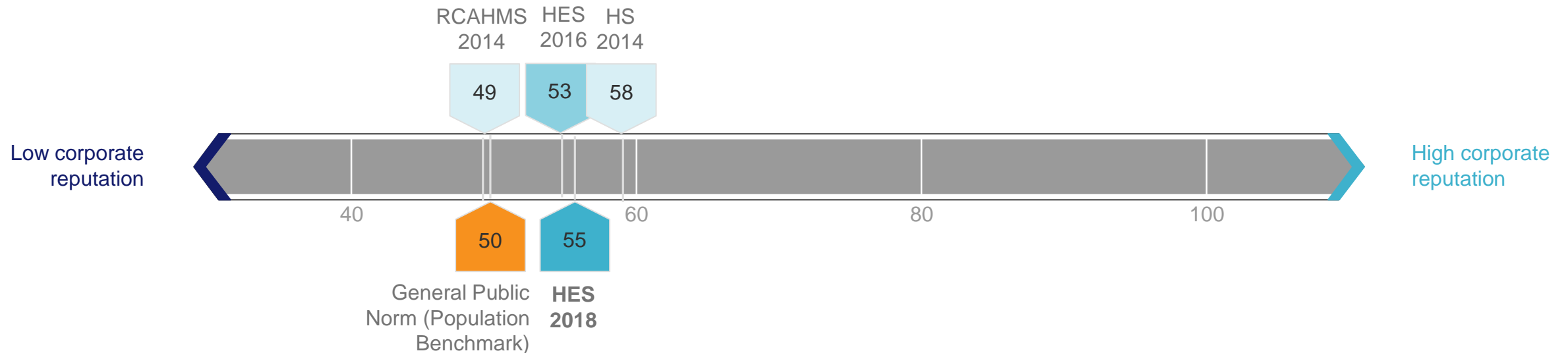
The second largest group Rejecters represents 15% of stakeholders. This group rates the organisation negatively on both rational and emotional dimensions and are likely to generate negative word of mouth communications.



HES achieved a TRI*M index of 55 amongst the wider Scottish population – slightly higher than in 2016 and getting close to the index of 58 achieved for Historic Scotland in 2014. Positively this result is also above the benchmark index.

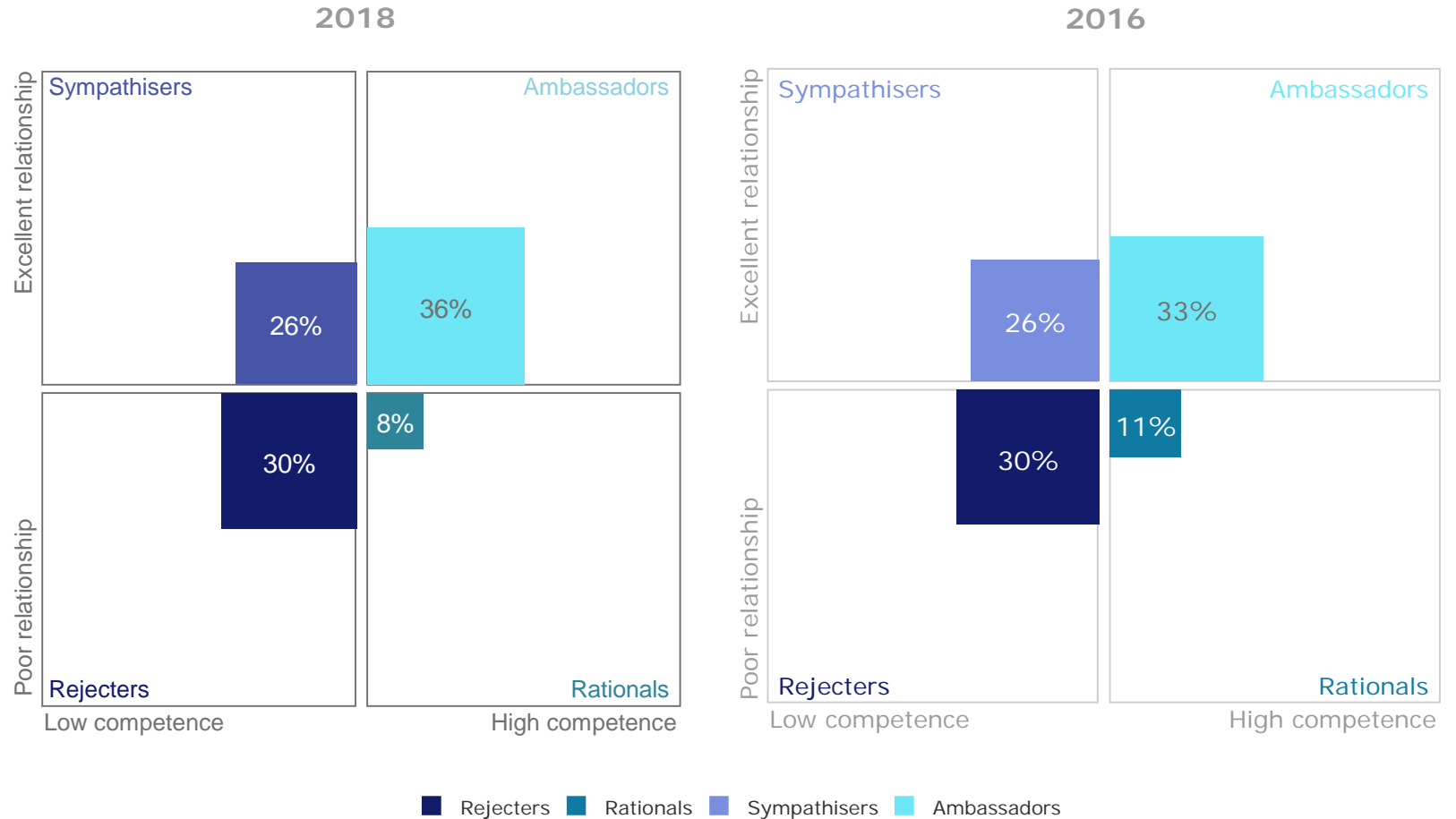
The Corporate Reputation TRI*M Index is a single number metric which reflects views on an organisation's functional competence (success, quality) and the strength of relationships (favourability, trust)

SEGMENT: total - WAVE: Historic Scotland Population Survey



Over the past two years, there has been little change in the distribution of the Scottish population into the TRI*M typologies.

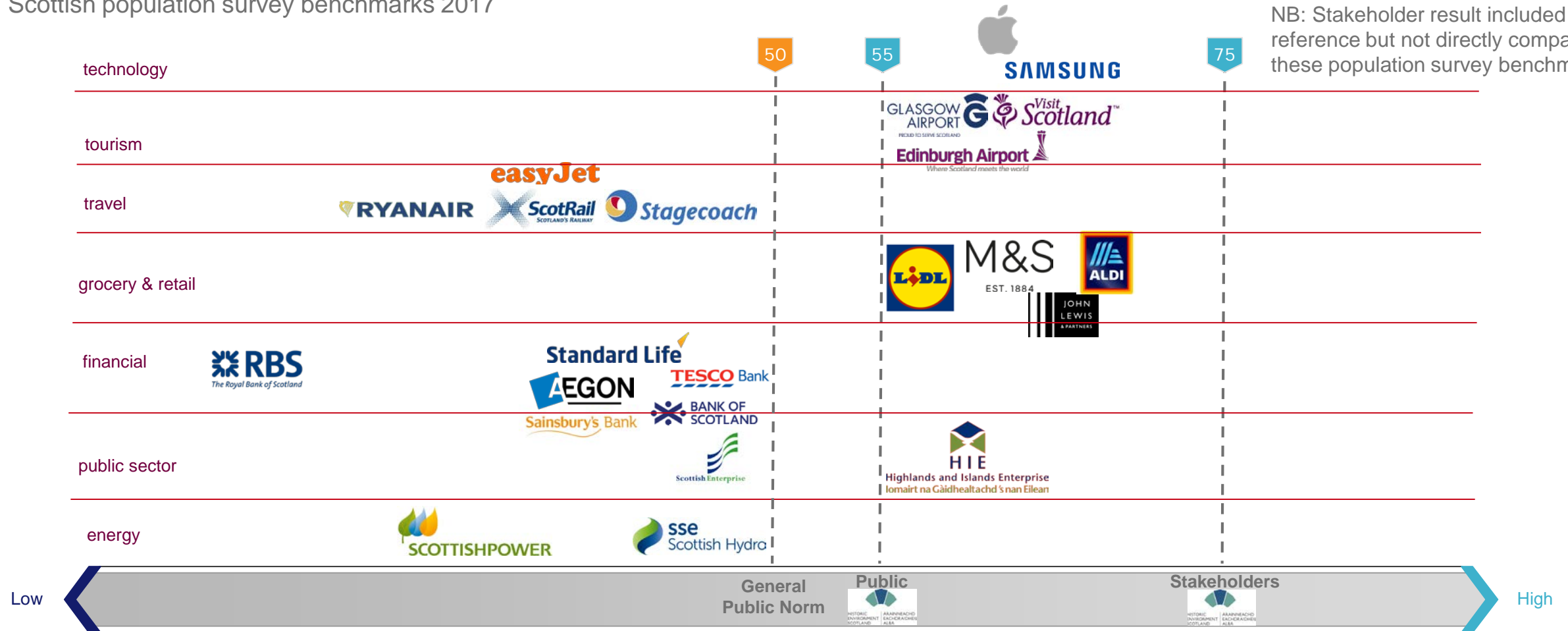
HES continues to have an almost equal ratio of loyal ‘ambassadors’ to ‘rejecters’ while around a quarter fall into the ‘sympathiser’ group who trust and favour HES but provide lower ratings on the ‘harder’ functional measures of success and quality.



Comparing the TRI*M Indices achieved by HES to benchmark results obtained for other organisations (2017 ratings amongst Scots population) shows that the 55 index recorded amongst the population is higher than obtained for all included organisations in the travel, financial services and energy sectors

Scottish population survey benchmarks 2017

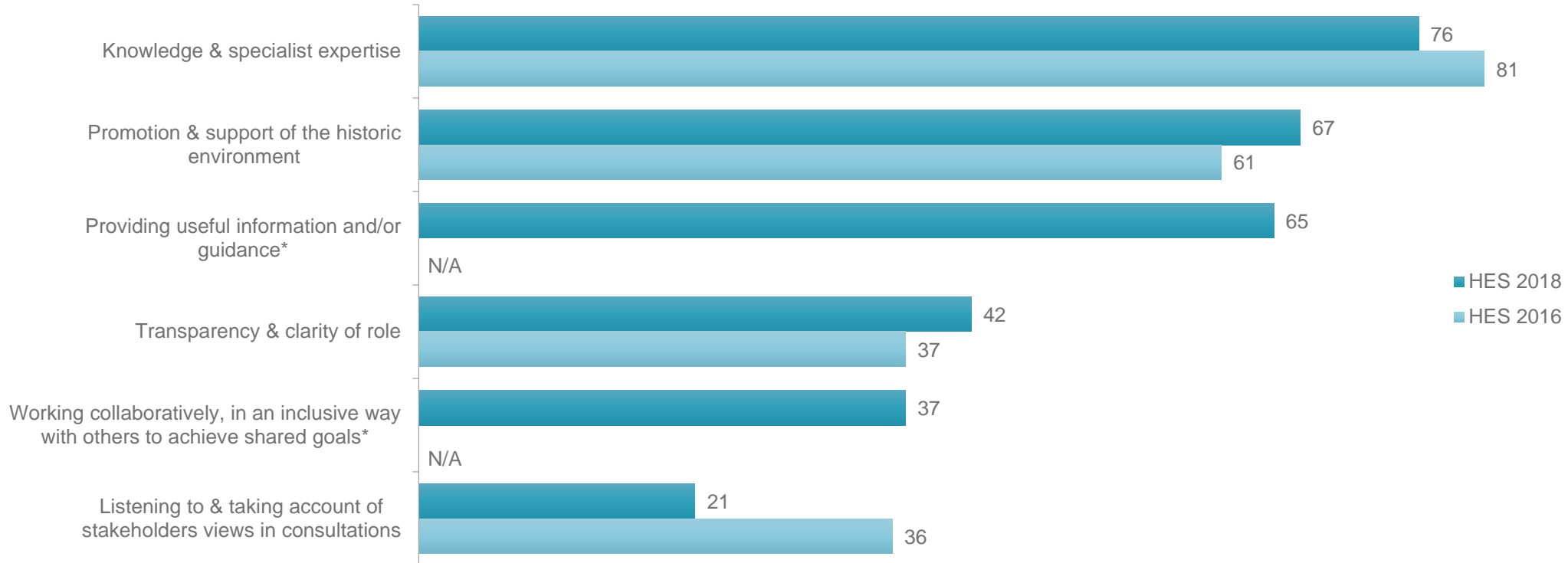
NB: Stakeholder result included for reference but not directly comparable to these population survey benchmarks.



3

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

Stakeholders continue to be most happy with knowledge and expertise and support for the historic environment. Decreasing ratings obtained for listening and taking account of stakeholders' views should be addressed.

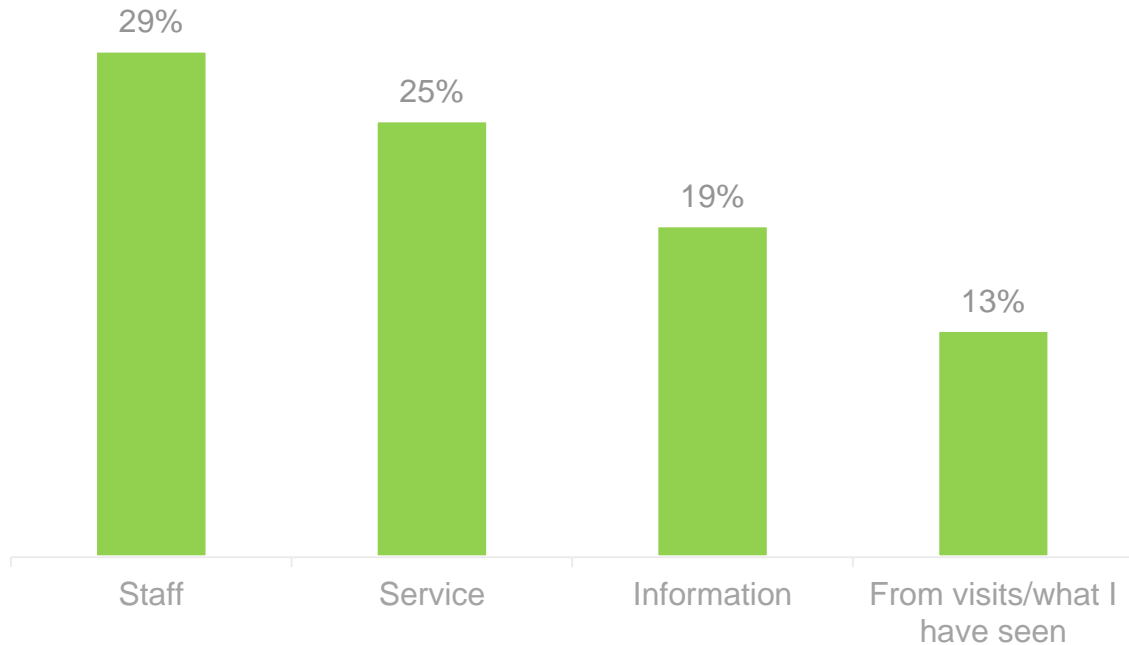


More specifically, the rating breakdown on HES's performance areas in 2018 on a scale from 'excellent' to 'poor' is shown below

	Excellent	Very good	Good	Fair	Poor
Transparency & clarity of role	13%	29%	26%	16%	8%
Knowledge & specialist expertise	35%	40%	12%	6%	1%
Promotion & support of the historic environment	23%	44%	20%	7%	4%
Listening to & taking account of stakeholders views in consultations	7%	13%	22%	13%	10%
Working collaboratively, in an inclusive way with others to achieve shared goals*	11%	26%	22%	11%	10%
Providing useful information and/or guidance*	27%	38%	21%	9%	2%

High performance ratings are most often provided due to positive experiences in dealings with HES staff, a good level of service and appreciation off information provided

Top themes among positive verbatim



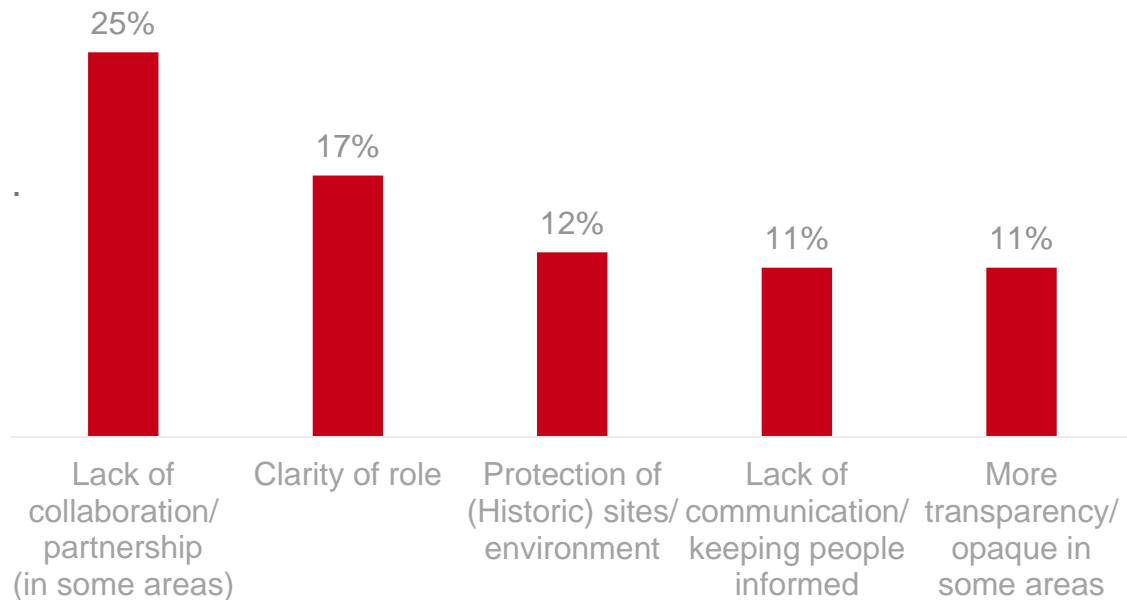
“HES has a great many very knowledgeable staff who are generally keen to share their expertise...”

“HES employs a great number of hugely knowledgeable experts, which is reflected in the information and guidance that they give, in all its various forms...”

“Adverts, booklet and guides/ information at sites are all great.”

Lack of collaboration/partnership is the most frequently cited issue amongst stakeholders who are dissatisfied – reflecting the decline in this measure over the past two years

Top themes among negative verbatim



“The partnership and collaboration needs to be more open and expanded.”

“...feels like HES would prefer to develop methods and processes that impact on the wider sector and historic environment internally before coming to the wider sector seeking any sort of collaboration.”

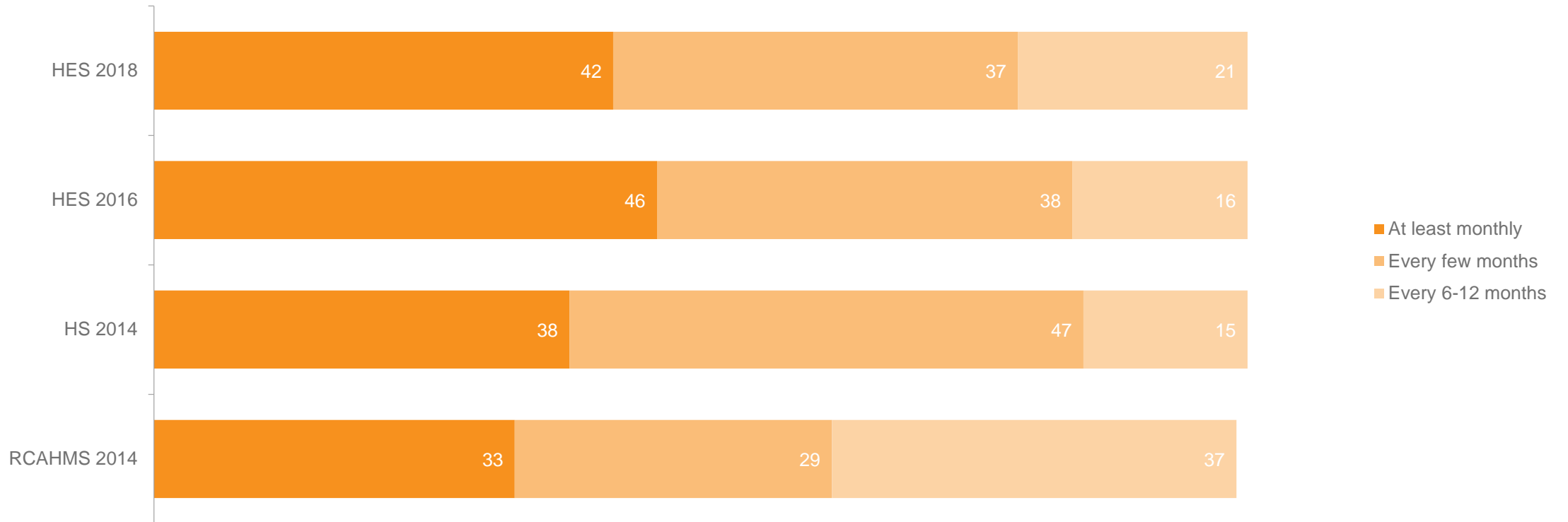
“...lack of clarity over what each department does...How does that department differ to 'Archaeology' when there is so much cross-over between broader heritage work and archaeological research?”

4

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

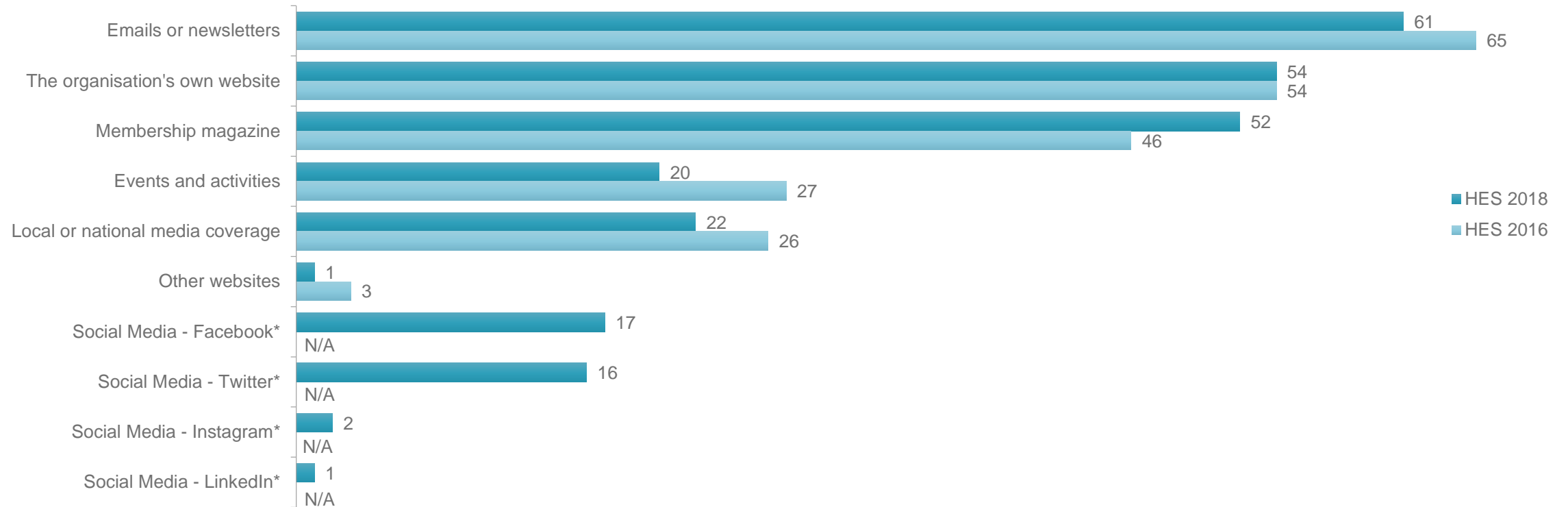
Stakeholders are slightly less likely than in 2016 to have very frequent contact with HES

% of frequency stakeholders have had dealings with HES in the last 12 months



As in 2016, emails and newsletters, the HES website and the membership magazine continue to be the most frequently mentioned sources of information on HES

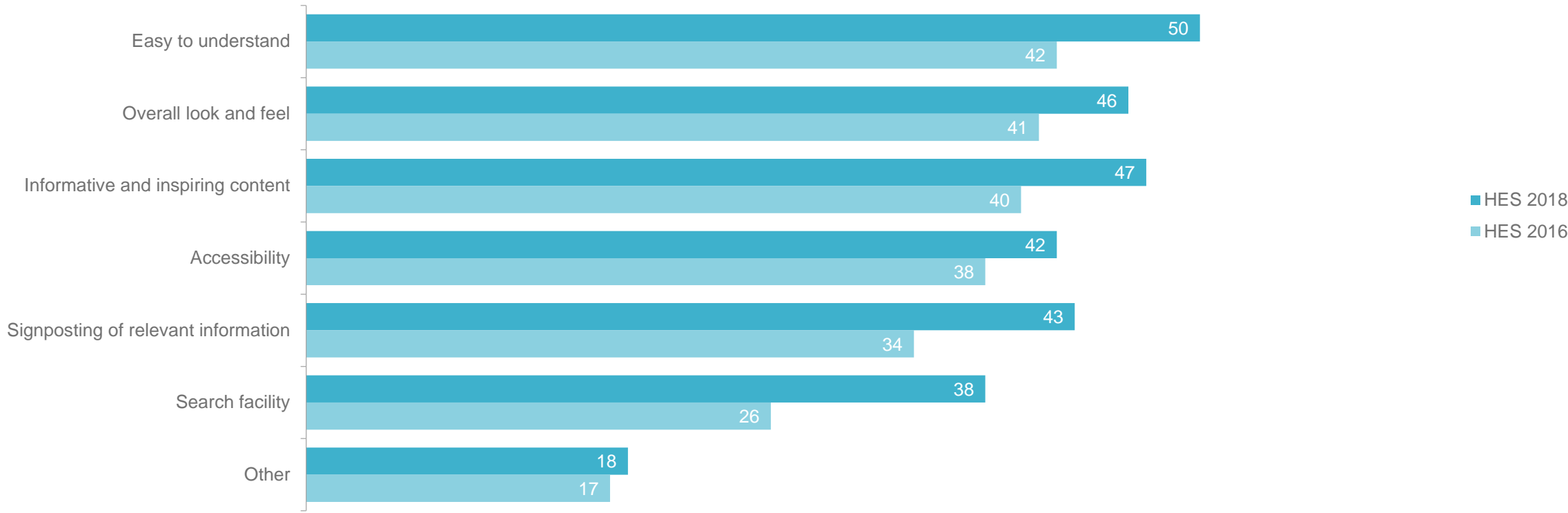
% stakeholders found information from....





Ratings for all aspects of HES’s website have improved, indicating that stakeholders are much more satisfied than they were two years ago. Ratings for the search facility have increased most significantly.

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



More precisely, the table below demonstrates stakeholders ratings of the various aspects of HES website on a scale from 'excellent' to 'poor'.

	Excellent	Very good	Good	Fair	Poor
Easy to understand	22%	28%	30%	12%	3%
Overall look and feel	19%	27%	33%	16%	3%
Informative and inspiring content	15%	32%	31%	15%	2%
Accessibility	14%	28%	29%	14%	2%
Signposting of relevant information and services	15%	29%	33%	11%	7%
Search facility	11%	27%	28%	14%	8%
Other	7%	11%	15%	6%	2%

5

Summary of Key Insights

Summary of Key Insights

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

About two-fifths of the Scottish population are aware of Historic Environment Scotland – a higher proportion than in 2016. The younger population and C2DE social groups continue to be least aware of the organisation.

The majority of stakeholders still consider management of historic properties and archives as the key function of HES. However there is less recognition of the organisation's capabilities in other areas such as providing online services and resources, providing guidance for owners and advice within the planning process.

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

The reputation of HES has strengthened amongst its stakeholders but has remained at broadly similar levels amongst the population.

HES has achieved a TRI*M index of 75 for stakeholders and 55 among the general population – these levels are higher than benchmarks and those obtained for many other well known organisations.

However reputation levels on most measures are not yet at the levels achieved for Historic Scotland in 2014.



Summary of Key Insights

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

Perception of success among the Scottish population has remained stable, but improved amongst stakeholders.

All performance areas have been rated higher this year except for HES's ability to consider stakeholders' views from consultations.

To create a greater sense of transparency and collaboration, HES should make sure stakeholder consultations are participative and follow up on feedback from stakeholders with an action plan.

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

Stakeholders are slightly less likely to have frequent contact with HES than they did back in 2016.

Emails/newsletters have remained the key source of information about HES for stakeholders. Collectively, social media is the fourth most popular channel where stakeholders source information.

Ratings of all website aspects have increased significantly compared to 2016.

An aerial photograph of Edinburgh, Scotland, taken during the golden hour of sunset. The image captures the historic Edinburgh Castle perched on a rocky crag in the center, with the city's Old Town below. The warm, golden light of the setting sun illuminates the scene, casting long shadows and highlighting the textures of the stone buildings and the dense urban landscape. The sky is filled with soft, golden clouds, and the overall atmosphere is one of historical grandeur and scenic beauty.

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