



HISTORIC  
ENVIRONMENT  
SCOTLAND

ÀRAINNEACHD  
EACHDRAIDHEIL  
ALBA

# Heritage For All

CORPORATE PLAN



HISTORIC  
ENVIRONMENT  
SCOTLAND

ÀRAINNEACHD  
EACHDRAIDHEIL  
ALBA

# Dualchas Dhuinn Uile

PLANA CORPORRA

# CONTENTS

FOREWORD	4
OPPORTUNITIES AND CHALLENGES	7
THE HISTORIC ENVIRONMENT IS SCOTLAND'S STORY	9
WHO WE ARE	9
OUR VISION	12
OUR OUTCOMES	12
1. THE HISTORIC ENVIRONMENT MAKES A REAL DIFFERENCE TO PEOPLE'S LIVES	13
2. THE HISTORIC ENVIRONMENT IS LOOKED AFTER, PROTECTED AND MANAGED FOR THE GENERATIONS TO COME	15
3. THE HISTORIC ENVIRONMENT MAKES A BROADER CONTRIBUTION TO THE ECONOMY OF SCOTLAND AND ITS PEOPLE	17
4. THE HISTORIC ENVIRONMENT INSPIRES A CREATIVE AND VIBRANT SCOTLAND	19
5. THE HISTORIC ENVIRONMENT IS CARED FOR AND CHAMPIONED BY A HIGH-PERFORMING ORGANISATION	21
DELIVERING OUR PLAN	23
KEY PERFORMANCE INDICATORS	25
SUPPORTING GOVERNMENT OUTCOMES AND POLICIES	27



We listened to all the different voices – and especially tried to reach some of those voices that are often not heard in conversations about history and heritage. What they said has helped to fundamentally shape what we aim to do and how we will do it.

## FOREWORD | RO-RÀDH

## A VISION EVERYONE CAN SHARE

The historic environment can make a real difference to people's lives. Heritage is at the heart of Scotland's communities, creating jobs, inspiring learners, and supporting individual and community wellbeing. At Historic Environment Scotland (HES), we want to harness this potential to help build a fairer, sustainable, and more inclusive Scotland.

We know the value that heritage can bring, and the role that it can play. But this Corporate Plan, covering 2022 onwards, comes at a time of acute challenge. As I write this, the COVID-19 pandemic is still impacting everyone, and has revealed to us the many stark inequalities experienced across our society. Recovery and renewal are the key focus for all public bodies, and HES is no exception.

Heritage can, and must, support our collective efforts to build a brighter, fairer, and greener future for Scotland. This means prioritising our efforts to deliver maximum impact, and focusing on building the skills, capacity and resilience that we and the sector need to support the recovery. It means a renewed emphasis on people and place, and working across boundaries to unlock our collective potential.

While the COVID-19 pandemic has created many challenges, it has also shown how much people value culture and heritage, and created new opportunities for people to experience, enjoy, and learn from their historic environment.

More and more people have been finding comfort, solace, inspiration, and joy from the heritage on their doorsteps. And digital technology has brought the past into people's homes, providing new opportunities for education, learning, fun, and play. We need to build on these trends to ensure that everyone, no matter who they are or where they be, can access and enjoy their heritage.

Our historic environment is all around us. It helps to connect us to the past, and to each other. But we also know that, for some people, built heritage can serve as a reminder of persistent injustice and inequality. What might serve as an icon of pride for some can be a symbol of oppression to others.

Through our research, our community engagement, our partnerships, and our regulatory activity we will continue to promote understanding, dialogue, and informed decision making around our built environment.

The historic environment creates many benefits, and in reviewing the approach set out in this Corporate Plan we are confident that its outcomes-focused approach is still relevant. So too is the collaborative and reflective approach we adopted to inform its vision. And while some of our priorities and actions have necessarily been refined in light of changing circumstances, our guiding principle remains the same: that heritage is for all.

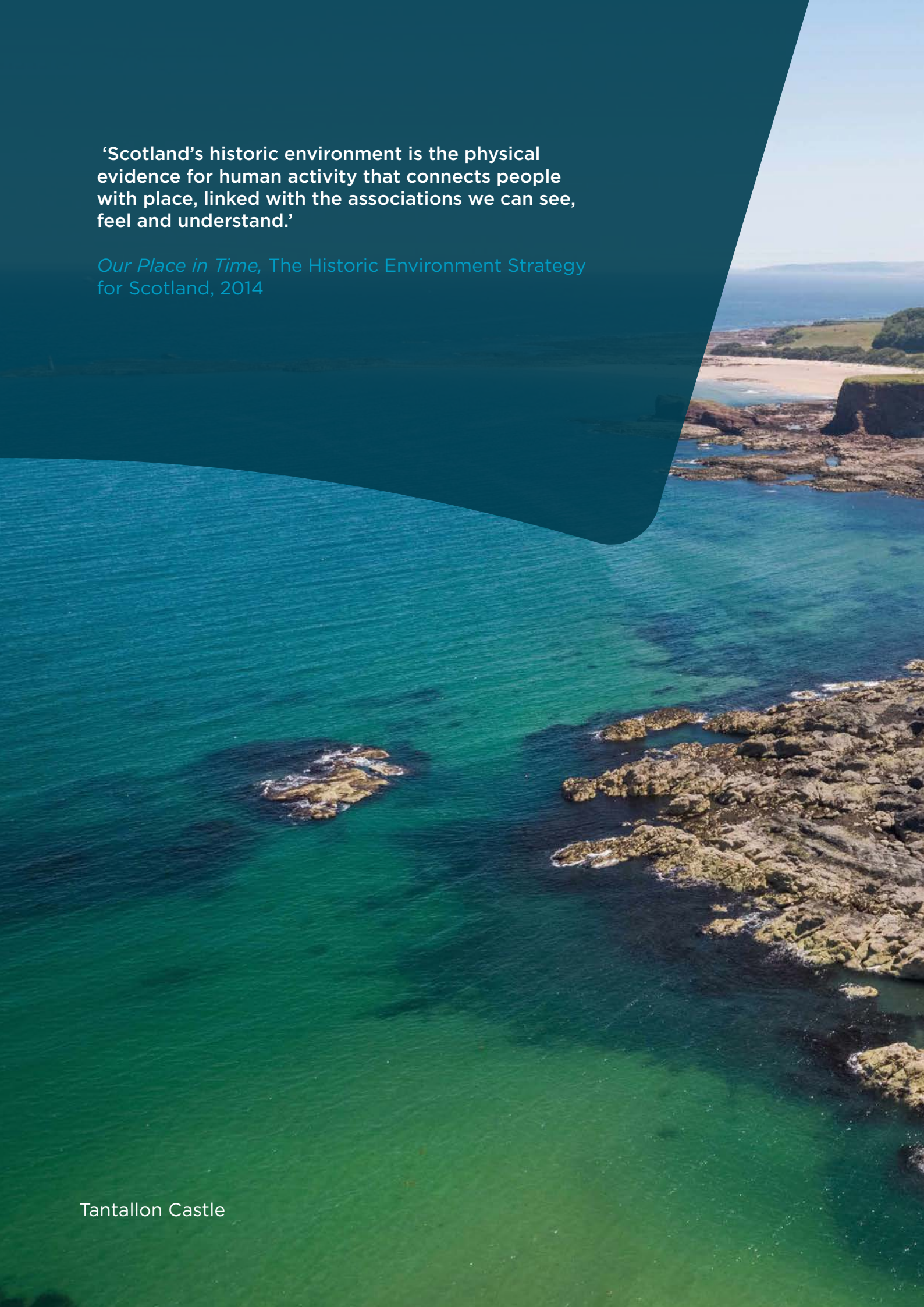


**Dr Hugh Hall**  
Chair,  
Historic Environment Scotland

**‘Scotland’s historic environment is the physical evidence for human activity that connects people with place, linked with the associations we can see, feel and understand.’**

*Our Place in Time, The Historic Environment Strategy for Scotland, 2014*

Tantallon Castle





## THE NEXT THREE YEARS | NA TRÌ BLIADHNAICHEAN RI THIGHINN

# OPPORTUNITIES AND CHALLENGES

---

There are big challenges ahead that we will need to address to deliver our plans. The COVID-19 pandemic has had a range of negative impacts on Scotland's historic environment sector.

Along with a reduction in tourist numbers and associated spend, we have seen rising costs across supply chains, and severe pressure on public finances.

From surveys, workshops, and conversations with heritage organisations of all types, we know these impacts will continue to pose a risk to our sector over the next few years.

We may never return to the normality of the pre-COVID-19 years, and need to adapt to face new realities and prioritise our collective resources to achieve maximum impact.

But we also need to do this at just the time that climate change is requiring effective and immediate action from us: not only to accelerate our move to net zero, but to adapt our historic environment assets to the changing climate.

However, challenges also present opportunities. The heritage sector has demonstrated resilience and flexibility throughout the pandemic, with organisations pioneering new ways of engaging audiences, and new ways of raising revenue. It has also demonstrated the continuing relevance of heritage and local places to people.

We know the historic environment has an important part to play in our recovery from the pandemic, and in building a greener and fairer future for Scotland.

We know it can contribute to the revitalisation of our villages, towns and cities, and support job creation, skills development, health and wellbeing, and community empowerment.

The COVID-19 pandemic has impacted everyone. But some groups have been more heavily affected than others, and the pandemic has shone a stark light on the inequalities in our society. Ethnic minorities, young people, the elderly, and those with underlying health conditions have experienced disproportionately negative outcomes as a result of the pandemic.

As a national organisation, responsible for promoting our national heritage, we are determined to play our part in addressing these challenges.



## THE NEXT THREE YEARS | NA TRÌ BLIADHNAICHEAN RI THIGHINN

# OPPORTUNITIES AND CHALLENGES

---

As an organisation we manage over 300 sites of national importance. These sites have a significant impact on many local communities, and between them welcome millions of visitors each year, creating jobs and economic benefits for their local places.

We have been working hard to maintain an outstanding and safe visitor offer throughout the COVID-19 pandemic and will continue to work with residents and businesses to promote responsible tourism. But while Scotland's historic environment is an asset for recovery and renewal, it is also a precious one.

Many sites and buildings are sensitive to increased visitor numbers or changing weather patterns. Historic assets each have their own unique challenges, and over the coming years we will be grappling with pressing maintenance issues across our estate.

We know that site closures have negative impacts on local communities and businesses, and we will work hard to minimise these risks while ensuring the health and safety of visitors is never compromised.

Our historic environment is a core part of our national infrastructure. Keeping it in use will mean that Scotland can continue to provide the homes, offices, hospitals, and schools that are fundamental to meeting society's needs.

We need to promote innovation and investment to ensure our built heritage has a sustainable future, and champion maintenance along with appropriate development and change.

By helping others to recognise and realise the value of our historic environment, we will ensure a more sustainable future for our villages, towns, and cities.

If the historic environment is an asset, then so too are our people. Through their behaviours our colleagues demonstrate our values and represent the historic environment to the world.

We will continue to invest in our people, to maintain and grow the outstanding customer service we provide across our work.

We will also continue to champion new routes into work across the sector and will work with employers and training providers to boost the accessibility and availability of the skills needed to ensure a sustainable future.

The opportunities and challenges we face require us to be a flexible, adaptive organisation. Along with ensuring we have the right people and the right skills, we need to ensure that we have the right structures to support them, and the right partnerships to deliver effective action.

We will be embedding a more regional approach to delivery across our work over the coming years, which will help our sites and operations create stronger local impacts.

We will also build upon the lessons of the last few years and embrace the possibilities that digital technology offers for engaging and reaching existing and new audiences.

Across all our work, the outcomes-based approach set out in this plan will channel our efforts, in partnership with others, to ensure we deliver the best possible results with the resources we have available.

# THE HISTORIC ENVIRONMENT IS SCOTLAND'S STORY 'S I AN ÀRAINNEACHD EACHDRAIDHEIL SGEUL NA H-ALBA

---

The historic environment belongs to all of us. It's part of our everyday lives. It shapes our identity. It tells us about the past, the present – and even points the way to the future.

But what is the historic environment? We see it as everything that has been created by people over time. It can be a place, an object or a landscape. It can be a castle, a ruined abbey or a stone circle; a high street, a coal mine or a garden.

But along with the physical evidence of human activity, the historic environment is also shaped by things we cannot touch or feel: by songs, music, rituals and folk tales. These elements help to give the physical traces of our past their meaning and identity, making the historic environment truly Scotland's story.

We know that so many people care deeply about the historic environment. From grandparents, carers and children, community groups to local businesses, bus drivers to dog walkers, we have encountered hundreds of stories about how Scotland's history has touched or inspired people.

More than anything else, we've heard about the importance of looking after our past.

**At HES we want to use the past to make a better future.**

**We want the historic environment to make a real difference to people's lives: to our health, to our economy, to our culture, to our environment. We want heritage to involve everyone so that we all benefit.**

## WHO WE ARE CÒ SINN

---

We are a charity and public body leading the way in protecting, understanding and sharing Scotland's historic environment, for today and the future.

### What we do

- We are at the forefront of investigating and researching the historic environment, and addressing the impacts of climate change on its future.
- We help to develop the knowledge, skills and materials that Scotland needs to look after our heritage.
- We make a strong contribution to the economy, and to building a fairer, more sustainable future for Scotland.
- We award millions of pounds each year to local communities to repair, revitalise and reuse their historic environment, helping to foster social cohesion and a strong sense of place.
- We enable change to our most significant heritage assets while providing the protection they need through designations and consents, ensuring this resource is available for generations to come.
- We support the conservation and reuse of Scotland's historic environment by providing advice and technical expertise
- We seek to grow understanding of our historic assets, the benefits they bring and the diverse stories that make up our shared histories.
- We look after over 300 sites of national importance, more than 41,000 objects in the collections and five million archives on behalf of the people of Scotland.
- In every aspect of our work we strive to follow our five organisational values – we are collaborative, professional, innovative, open, and respectful.



Arbroath Abbey

Edinburgh Castle



## OUR VISION AR LÈIRSINN

---

“The historic environment is cherished, understood, shared and enjoyed with pride, by everyone.”

“Gum bi a h-uile duine a’ cur sùim mhòr san àrainneachd eachdraidheil, gum bi tuigse aca oirre agus cothrom aca tlachd is com-pàirt a ghabhail innte le pròis.”

## OUR OUTCOMES AR BUILEAN

---

These are the five outcomes that we want to achieve and that will help us realise our vision:

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

# HERITAGE AND SOCIETY – DUALCHAS AGUS SÒISEALTAS

## I. THE HISTORIC ENVIRONMENT MAKES A REAL DIFFERENCE TO PEOPLE'S LIVES

---

The historic environment has the power to change lives for the better – to help us live happier and healthier lives, to build the wealth and wellbeing of our communities, and to speak to the diversity of our nation.

To maximise the benefits that the historic environment creates for people and places, we must widen opportunities for everyone to see it, connect with it, understand it and explore it. To shape what we mean by heritage, and to have an opportunity to help safeguard it for the future.

We need to make sure that everyone can influence decisions about the history and heritage of their communities, and the places in which they live. And ensure that everyone has opportunities to participate and to enjoy the benefits the historic environment brings – whether uncovering its secrets through a community excavation project, exploring a castle through a virtual reality headset, or simply walking a dog along a canal towpath.

We also want to ensure that our historic environment is truly representative of Scotland. Not just where we've come from, but who we are as a nation today and where we want to be in the future.

We recognise that not everyone is represented as they should be in our heritage, and we need to change this to ensure that the benefits it brings are there for all, and felt by all.

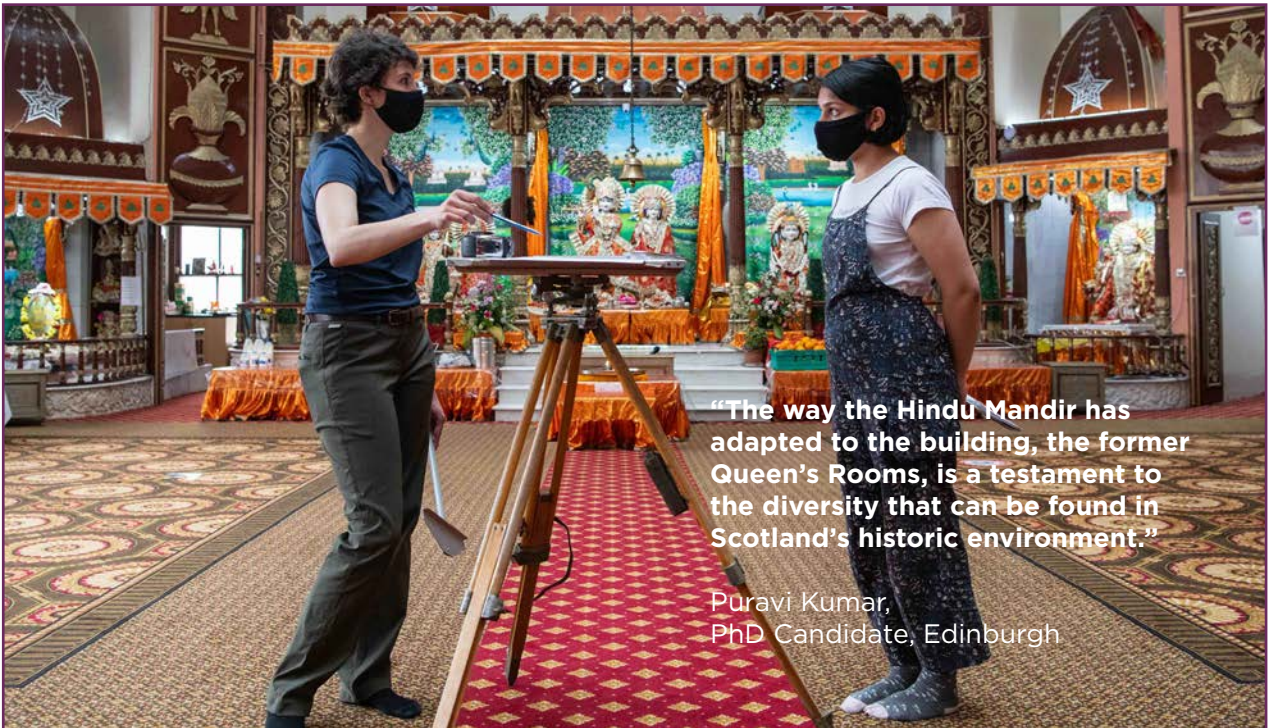
So, we will work to encourage more stories to be told and in different ways. We will work to ensure that people see themselves in the historic environment and are represented in Scotland's story.

We want our buildings, our archives and our unique sense of place to bring people together and strengthen the bonds between all cultures and communities.

The historic environment isn't just about the past. It is a vital part of all our lives, right now.

### WHAT WE WILL DO:

- **We will create heritage without boundaries** – widening opportunities for everyone to understand, enjoy and connect with the historic environment, making it a part of our everyday lives.
- **We will use the historic environment to empower and enable Scotland's communities** – demonstrating the crucial role that heritage can play in building the wealth of local places.
- **We will champion a diverse and inclusive heritage** – working together with communities so that everyone can see themselves in the historic environment and the stories we tell about it.
- **We will promote the wellbeing benefits of the historic environment** – harnessing its potential to offer spaces for living, recreation, reflection and entertainment.



**“The way the Hindu Mandir has adapted to the building, the former Queen’s Rooms, is a testament to the diversity that can be found in Scotland’s historic environment.”**

Puravi Kumar,  
PhD Candidate, Edinburgh



**“History can help create a sense of community. Once you get that sense of community, once you get that buzz back, it attracts people to come into the town.”**

Leah Roberston, Textile Designer, Selkirk

## 2. THE HISTORIC ENVIRONMENT IS LOOKED AFTER, PROTECTED AND MANAGED FOR THE GENERATIONS TO COME

---

Climate change poses an unprecedented threat to our historic environment. Rising seas, heavier rainfall, and the increased severity of storms threaten both urban and rural areas, and homes, offices, and infrastructure across the country.

Achieving Scotland's goal of net zero carbon emissions by 2045 requires us to transform the way that we and the sector work. What we buy and sell, how visitors travel to our sites, and how we perform our everyday functions all need to evolve to make us more sustainable.

Changing how we work poses a challenge.

But in that challenge is also an opportunity – to contribute to a fairer, more sustainable Scotland. We know the historic environment can play a key role in realising this opportunity, and we will promote it as a resource for building a sustainable future.

Grappling with climate change will nevertheless force us to face uncomfortable truths. It is impossible to protect or save everything we value. Things will be lost – through decay, erosion, fire, neglect, or just by slipping from memory. Unfortunately, these are not issues for the far-off future: the speed with which our climate is changing means we must face them now, and the difficult choices they entail.

We all need to work together to protect our heritage, now and for future generations. We need to find more ways to share our skills, research, and information across the nation and across the world. We need to embrace new technologies while championing the low-carbon traditional skills and materials that have served Scotland well for thousands of years. Doing so will not only help us look after our heritage but will provide new ways to record and share it with the world.

Individuals, communities, and businesses all have their part to play in ensuring that the historic environment will be alive and thriving for the generations to come. We will strive to lead the way, demonstrating how our heritage can help to build a better tomorrow.

### WHAT WE WILL DO:

- **We will respond to the challenges of climate change** – working with the sector to put the historic environment at the forefront of Scotland's transition to net zero.
- **We will drive research and innovation in caring for our heritage** – growing and championing the knowledge needed to protect and promote the historic environment, and sharing this through interpretation, engagement, and education.
- **We will look after the historic environment assets in our care** – managing the long-term future of the properties, sites, collections and archives we look after to deliver real benefits for the people of Scotland
- **We will champion the maintenance and reuse of the historic environment** – working with people, communities, government and developers to enable appropriate change that keeps this sustainable resource in use.





**“There was a big flat stone with a cross on it on the farm - in my great grandfather’s time it was a doorstep into a piggery. Now it’s actually in the Museum of Scotland.”**

Gibson Siwo,  
Beef Farmer, Glenluce



**“We do things better now; we think about the architecture.”**

Elspeth Brown,  
Poet, Dunbar

### 3. THE HISTORIC ENVIRONMENT MAKES A BROADER CONTRIBUTION TO THE ECONOMY OF SCOTLAND AND ITS PEOPLE

---

Heritage is important to every part of our country. Our historic environment creates jobs and brings in hundreds of millions of pounds to our economy. It attracts millions of visitors to Scotland each year, to every part of our country. It is a valuable, long-lasting and sustainable resource that can contribute to renewal and regeneration.

The historic environment creates new careers using old skills and old materials. It limits waste and makes efficient use of Scotland's natural resources. It injects real money into villages, towns and cities across the country to protect, repair and revitalise our homes, offices, and shops.

We want to invest in, look after, and celebrate our heritage and the role it can play in building a fairer future.

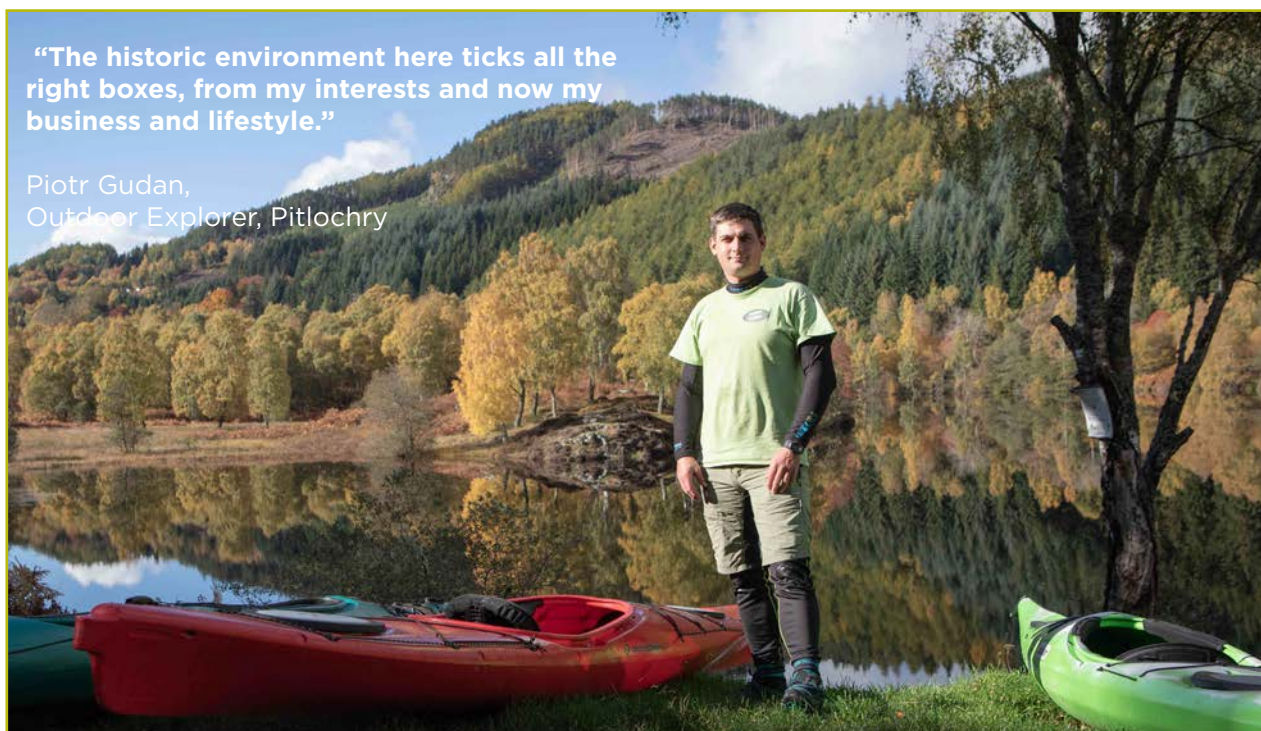
Whether this be the role of visitor destinations in creating local employment, the attraction of historic high streets to shoppers, or the jobs created through adapting and maintaining older buildings, the historic environment will play a key role in the economy of tomorrow.

Realising the potential of the historic environment requires us to be bold and ambitious. Local communities know what makes their place special and they are passionate about harnessing the economic potential of their local history. We need to ensure they have the skills and confidence to do so, so that the economic benefits of heritage can be felt more widely. We also need to ensure that we promote responsible and sustainable practices; from encouraging tourists to respect the communities they visit, to working with our suppliers to source low-carbon, low waste products.

By encouraging enterprise, investment, and development in our historic environment we will make Scotland a more prosperous and equal nation.

#### WHAT WE WILL DO:

- **We will promote responsible tourism** – working to make our historic sites outstanding attractions that tell Scotland's story, while respecting the needs of local communities, visitors, the environment, and our cultural heritage itself.
- **We will encourage enterprise and investment in the historic environment** – providing support through our own grant schemes and our role in the planning system, and working in partnership to enable more people and communities to benefit from local heritage.
- **We will enable sustainable change to the historic environment** – developing effective, evidence-led policy and guidance that protects our unique heritage while supporting the creation of new jobs and income-generating opportunities
- **We will increase the availability and demand for traditional skills and materials** – showing how understanding, caring for and celebrating the historic environment adds value to the economy, providing attractive career opportunities, skilled employment and business growth.



## 4. THE HISTORIC ENVIRONMENT INSPIRES A CREATIVE AND VIBRANT SCOTLAND

---

The historic environment is the story of Scotland.

But it's not just one story. It's everyone's stories put together. Every single one of us – every single one of our stories – is a living, vital part of this bigger story.

Celebrating and sharing these stories is just as important as maintaining the places they relate to. The traditions, songs, and customs that connect people to places bring the physical traces of the past to life.

Whether old or new they, and the languages and means through which they are told, provide meaning and enrichment to heritage in Scotland. Without them, our historic environment would be so much poorer.

Our historic environment provides inspiration to millions of people, and influences everything from music, literature and art, to theatre, film and gaming.

In this way, our heritage helps people across the world come to know and engage with Scotland. We want to use the connections that it fosters to build lasting relationships and partnerships across the globe, strengthening the bond between cultures and communities.

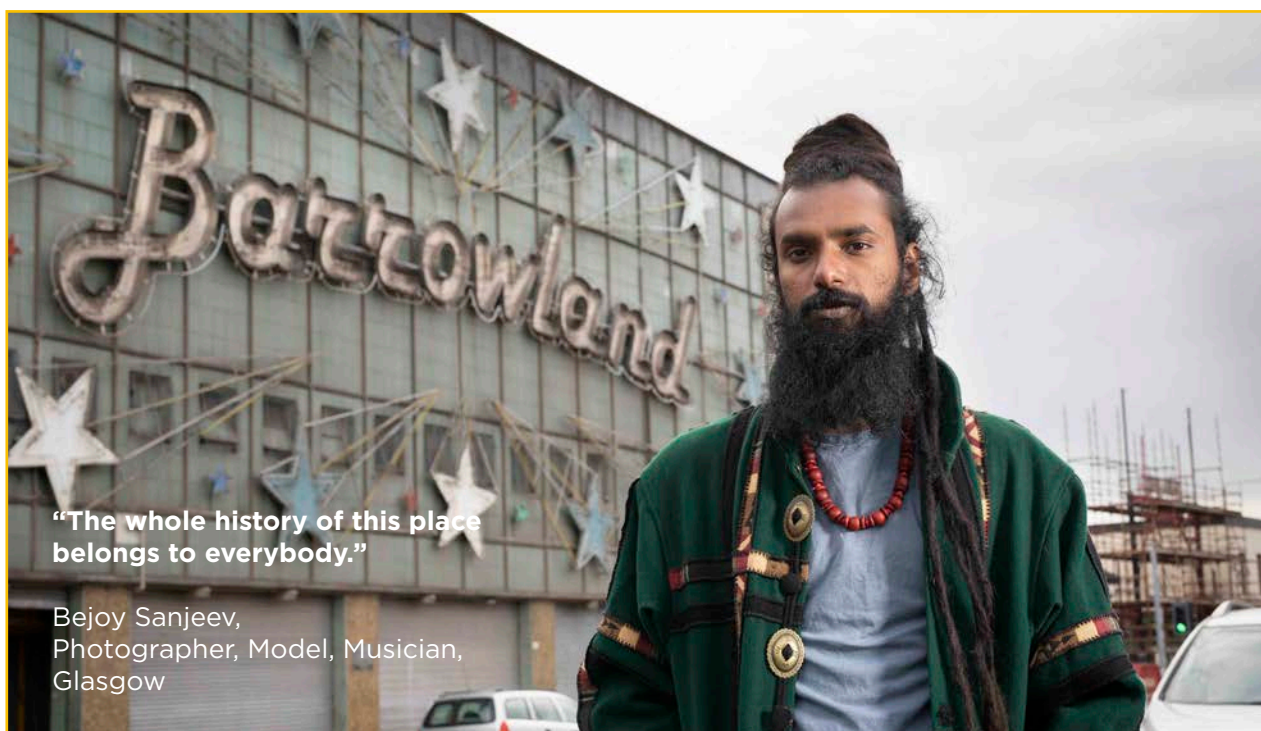
And we want to embrace new technologies and the power of digital to provide new ways of accessing, experiencing and enjoying our cultural heritage.

We also want people of all ages to have opportunities to engage with, and learn from, Scotland's heritage: whether that's a chance to pass on wisdom based on a life's work in a local place; a chance to use the past to shape a child's future; or the opportunity to deliver innovative building design using traditional methods of construction. But engaging people of all backgrounds with the historic environment requires us to be creative in our practice.

We need to constantly seek new, immersive, and engaging ways to help learners, visitors, and the casually curious to find, explore, use and enjoy their historic environment.

### WHAT WE WILL DO:

- **We will safeguard and celebrate the intangible elements of our historic environment** – ensuring that its meanings, values, and traditions are recognised and shared as widely as possible.
- **We will promote the historic environment as a key resource for creative inspiration** – working with people to explore and celebrate heritage, and developing new partnerships between the historic environment and the creative economy.
- **We will use the historic environment to enrich education and learning** – promoting the value and importance of our heritage at all levels of learning, and finding new ways to engage our audiences.
- **We will share our heritage with the world** – developing innovative and creative international partnerships by opening up our historic environment to a global audience and exploring its worldwide impact and legacy.



## 5. THE HISTORIC ENVIRONMENT IS CARED FOR AND CHAMPIONED BY A HIGH-PERFORMING ORGANISATION

---

We are the lead public body for the historic environment in Scotland. How we act, how we communicate, how we build relationships and how we spend money impacts on how everyone sees and understands our national heritage.

There are huge challenges facing our sector, and it is vital that we adapt to meet them. To grapple with the ongoing effects of the COVID-19 pandemic and the challenges of climate change, while working to help build a fairer future for Scotland, requires us to reimagine the role that both we and heritage have to play. To do this we must be responsive and adaptable, while keeping focus on the outcomes we want to realise.

We have a duty to Scotland to be an open, collaborative, and effective organisation. We need to keep finding the best people, the best techniques, and the best ways of working. But we cannot do it alone. We need to build the best new partnerships and networks – in Scotland and around the world – to ensure the brightest future for the historic environment.

As an organisation, we need to foster a culture of continuous improvement – always challenging ourselves to be better and building an open, inclusive, ethical and dynamic workplace. We need to promote diversity and tackle inequality within heritage, to ensure that all groups and communities are represented.

We will always aspire to be the best across all aspects of what we do. We will lead by example, and pioneer new ways of working that can improve how we deliver our outcomes.

The behaviours we exhibit – to our customers, stakeholders, communities, and to each other – will demonstrate our commitment to excellent service. By empowering our colleagues and providing them with the structures and tools to help them flourish, we will enable them to create real change and lasting outcomes.

Scotland's historic environment is outstanding, and it is our aim to be outstanding too. We want to be seen as a world-leading heritage organisation – with our expertise in demand internationally, and the ways we work recognised as examples of how to do it right.

### WHAT WE WILL DO:

- **We will lead and enable the historic environment sector** – working together, building productive new partnerships, and acting as a catalyst to address key challenges to meet the needs of people around the historic environment.
- **We will embrace new ways of working** – responding to emerging opportunities and challenges while making the best use of our people and resources.
- **We will invest in our people** – nurturing the behaviours that will enable leadership and creativity at all levels, striving to be an 'employer of choice' and creating a safe and welcoming workplace that promotes equality and diversity.
- **We will demonstrate sustainability in a changing environment** – actively prioritising our resources to deliver our outcomes, seeking new ways to support our work in financially challenging times, and working to mitigate and adapt to climate change.



**“The most important thing about the built environment is that it needs great people to go with it.”**

Ida Henrich,  
Art Editor, Leith



**“It’s great to know obscure areas of heritage are valued”**

John Hutchison,  
Lecturer, Dumbarton

# DELIVERING OUR PLAN

## A' LÌBHRIGEADH AR PLANA

This Corporate Plan sets out our vision, outcomes and priorities. It will ensure our work brings real benefits to the people of Scotland and beyond. Our Annual Operating Plans detail how – and what – we will deliver in each of the Corporate Plan years, including the resources needed.

Our plans are just one part of much bigger ambitions to build a fairer future for Scotland. The Scottish Government's updated National Performance Framework aims to make a more successful country with opportunities for all of Scotland to flourish.

The work we do is also informed by Scotland's strategy for the historic environment, Our Place in Time, and by the Culture Strategy for Scotland. We also work to support other key Scottish Government strategies and initiatives for the Economy, Culture, and the Environment.

By promoting investment in, and engagement with, our historic environment we will work across our sector and beyond to build a net zero, wellbeing economy, that builds the wealth and capacity of Scotland's communities.

Our approach to specific priority areas, where we can make a real difference through our work, are laid out in internal strategies covering a range of areas such as policy, research, asset management, diversity, and skills.

### How we work

There are four things that we do, day in and day out, and they inform all of our work:

#### We Lead –

by finding the best ways of working and supporting others to give Scotland's historic environment the brightest future

#### We Understand –

by researching, investigating and recording so that the historic environment is better known and understood by everyone

#### We Protect –

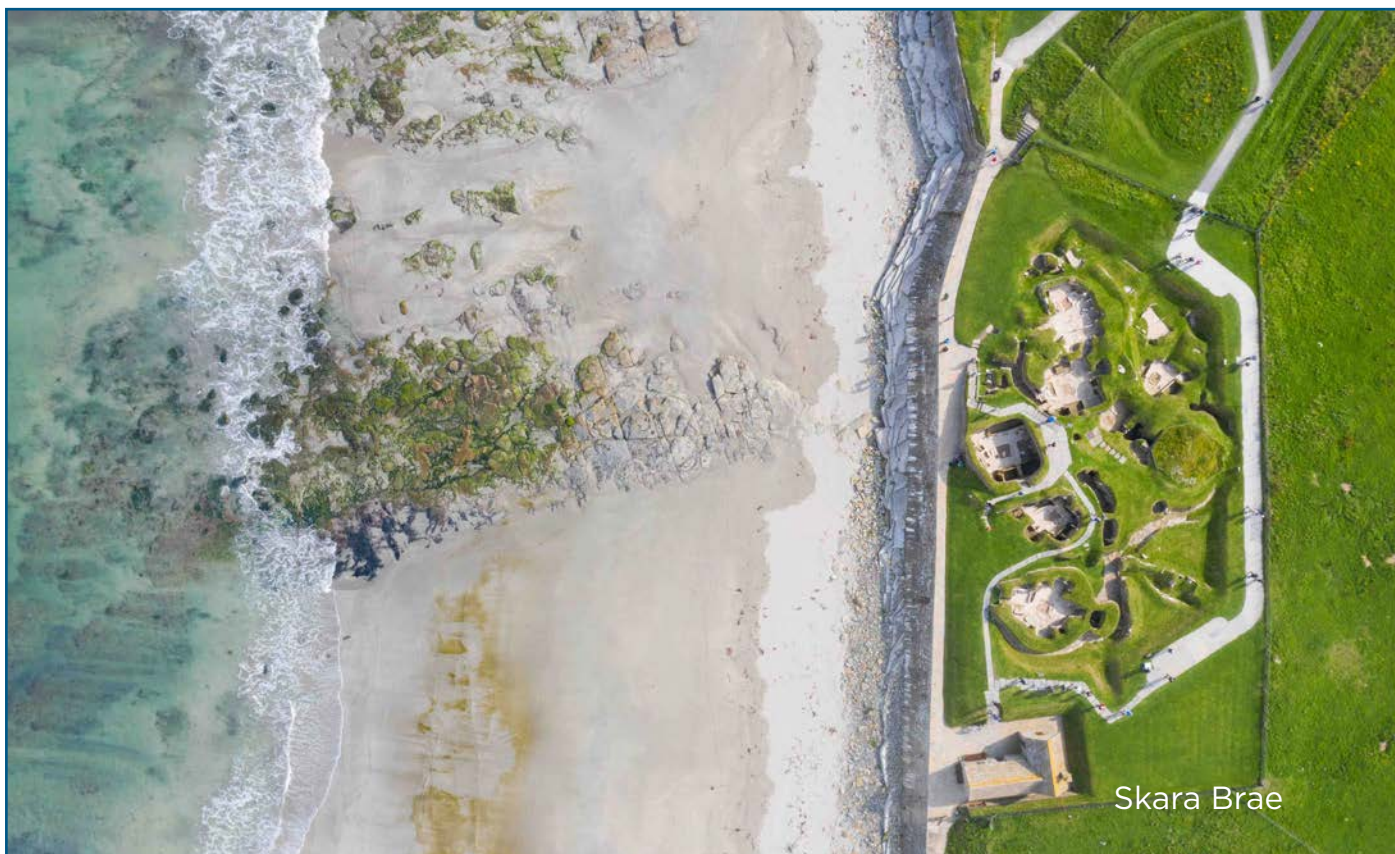
by investing time, money and skills in repairing, conserving, collecting and regulating the historic environment by making sure the widest possible audiences can experience and enjoy the historic environment

#### We Perform –

by always looking at ourselves so that we can be a better employer and a better organisation







### How we will measure success

Showing our progress requires evidence from a wide range of sources, looking at the results of both our own activities and the broader impact of the historic environment.

To do this we have developed a range of 'Key Performance Indicators' (KPIs) – we're about the big picture, focussed on delivering our vision and our outcomes, and they will draw on people's opinions, backed by analysis of data and demonstrated by real examples and case studies.

The KPIs are underpinned by annual indicators set out in our Annual Operating Plans, adjusted each year to ensure we are on track to deliver our vision and our outcomes.

Taken together this will help tell our performance story to the heritage sector and beyond.

Every year we will publish an annual report setting out what we have achieved, and we also publish specialist reports looking at areas such as sustainability, the properties in our care and our role in the planning system.

We will continue to evaluate the impact of our Corporate Plan every three years.

# KEY PERFORMANCE INDICATORS

## PRÌOMH CHOMHARRAN COILEANAIDH

---

<p><b>Outcome 1:</b> The historic environment makes a real difference to people's lives</p>
<p><b>KPI 1: Increase wellbeing from Scotland's historic environment</b></p>
<p><i>What success will look like:</i></p> <ul style="list-style-type: none"> <li>Increased the percentage of people who self-report benefit from the historic environment</li> <li>Evidence of increased impact on wellbeing such as health, happiness and satisfaction with life</li> </ul>
<p><b>KPI 2: Increase engagement with Scotland's historic environment</b></p>
<p><i>What success will look like:</i></p> <ul style="list-style-type: none"> <li>Increased the numbers and diversity of people who engage with the historic environment</li> <li>Increased the range and accessibility of channels for engaging with the historic environment</li> </ul>
<p><b>KPI 3: Enhance communities use of their heritage in placemaking</b></p>
<p><i>What success will look like:</i></p> <ul style="list-style-type: none"> <li>Evidence that more communities are using the historic environment in their placemaking activities</li> <li>The historic environment is increasingly integrated into local, city and regional placemaking</li> </ul>

<p><b>Outcome 2:</b> The historic environment is looked after, protected and managed for the generations to come</p>
<p><b>KPI 4: Strengthen the resilience of Scotland's historic environment</b></p>
<p><i>What success will look like:</i></p> <ul style="list-style-type: none"> <li>Improved prioritisation of investment in the historic environment according to need</li> <li>Evidence that the historic environment is being appropriately managed to enable viable use or reuse</li> </ul>
<p><b>KPI 5: Increasingly lead the sector in climate change action</b></p>
<p><i>What success will look like:</i></p> <ul style="list-style-type: none"> <li>Reduced our own greenhouse gas emissions and evidence of reducing emissions in the wider historic environment sector</li> <li>Evidence that more of the historic environment sector is able to mitigate and adapt to the effects of climate change</li> </ul>

**Outcome 3:**

The historic environment makes a broader contribution to the economy of Scotland and its people

**KPI 6: Increase economic benefits from Scotland's historic environment***What success will look like:*

- Increased the amount generated for Scotland's national and regional economies from the historic environment
- The historic environment provides a greater range of opportunities for local economic activity

**Outcome 4:**

The historic environment inspires a creative and vibrant Scotland

**KPI 7: Increasingly inspire creativity and innovation***What success will look like:*

- Increased use of the historic environment for creative inspiration, events and activities
- Evidence that our work is safeguarding intangible cultural heritage in Scotland

**KPI 8: Increase international recognition of the quality of Scotland's historic environment***What success will look like:*

- Scotland's international reputation for being rich in historic buildings and sites remains strong
- Our expertise is increasingly sought after internationally

**Outcome 5:**

The historic environment is cared for and championed by a high performing organisation

**KPI 9: Grow trust and confidence in HES***What success will look like:*

- Improved our corporate reputation with stakeholders and the public
- Increased the number and range of organisations seeking to partner with us

**KPI 10: Enhance the sustainability of HES***What success will look like:*

- Increased the diversity of our income sources
- Our people have the skills to deliver our strategic priorities

# SUPPORTING GOVERNMENT OUTCOMES AND POLICIES

## A' TOIRT TAIC DO PHOILEASIDHEAN IS THORAIIDHEAN AN RIAGHALTAIS

---

This Corporate Plan is informed by and makes a contribution to wider national strategies. By working with our partners in the public, private and voluntary sectors to successfully achieve our five strategic outcomes, we will contribute to the achievement of the following National Outcomes in the Scottish Government's National Performance Framework.

National Outcomes	The historic environment makes a real difference to people's lives	The historic environment is looked after, protected and managed for the generations to come	The historic environment makes a broader contribution to the economy of Scotland and its people	The historic environment inspires a creative and vibrant Scotland	The historic environment is cared for and championed by a high-performing organisation
We have a globally competitive, entrepreneurial, inclusive and sustainable economy		X	X	X	
We are open, connected and make a positive contribution internationally			X	X	X
We tackle poverty by sharing opportunities, wealth and power more equally	X		X		X
We live in communities that are inclusive, empowered, resilient and safe	X	X		X	
We grow up loved, safe and respected so that we realise our full potential	X				
We are well educated, skilled and able to contribute positively to society	X		X	X	
We have thriving and innovative businesses, with quality jobs and fair work for everyone		X	X	X	
We are healthy and active	X	X			X
We value, enjoy, protect and enhance our environment	X	X	X	X	
We are creative and our vibrant and diverse cultures are expressed and enjoyed widely	X			X	
We respect, protect and fulfil human rights and live free from discrimination				X	X



Caerlaverock Castle

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

We are committed to ensuring this publication is accessible to everyone. If you need it supplied in a different format or language including Gaelic, please get in touch.

This document is printed on 100 per cent recycled paper using non-toxic inks. If you no longer need this publication, please pass it on, recycle it or return it to Historic Environment Scotland.



HISTORIC  
ENVIRONMENT  
SCOTLAND

ÀRAINNEACHD  
EACHDRAIDHEIL  
ALBA

Historic Environment Scotland  
Longmore House, Salisbury Place  
Edinburgh EH9 1SH

0131 668 8600  
historicenvironment.scot

Historic Environment Scotland – Scottish Charity No. SC045925  
Registered Address: Longmore House, Salisbury Place, Edinburgh EH9 1SH

**OGL** © Historic Environment Scotland 2022. You may re use this information (excluding logos and images) free of charge in any format or medium, under the terms of the [Open Government Licence v3.0](#) except where otherwise stated. Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned. All images Historic Environment Scotland and McAteer Photography.