

**CONSULTATION ON
HISTORIC ENVIRONMENT
SCOTLAND'S 2016-19
CORPORATE PLAN**

**ANALYSIS OF CONSULTATION
RESPONSES**

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Why Research**

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ACKNOWLEDGMENTS

Thanks to the individuals and organisations who responded to this consultation and to all at Historic Environment Scotland who provided input and offered advice as required.

EXECUTIVE SUMMARY

Background

- 1.1 On 16 November 2015, Historic Environment Scotland (HES) launched a Consultation on Historic Environment Scotland's 2016-19 Corporate Plan. The consultation sought views on various aspects of the Corporate Plan including its mission statement, vision, values and outcomes. The consultation ran until 8 February 2016.
- 1.2 A total of 50 consultation responses were received; 14 from individuals and 36 from organisations.
- 1.3 The following paragraphs highlight the main themes that emerged in relation to each question posed in the consultation document.

Overview and summary

- 1.4 In general, comments made by respondents were consistent across all sub-groups.
- 1.5 There appears to be relatively broad support for the mission statement, vision, values and outcomes outlined in the Corporate Plan. Typically, more respondents agreed than disagreed with each of these. That said, there were some comments that this Plan lacks ambition and needs to demonstrate that the new organisation will be greater and better than the sum of its previous constituent parts.
- 1.6 While there is reference in the Corporate Plan to 'Our Place in Time – The Historic Environment Strategy for Scotland', respondents also mentioned a number of other Strategies they felt should be cited in the Corporate Plan. These included:
 - Scotland's Archaeology Strategy
 - Scottish Historic Environment Data Strategy
 - National Planning Framework 3
 - Scottish Planning Policy
 - Letter of Guidance
 - Scottish Government's Purpose of Sustainable Economic Growth
 - Strategic Development Plans
 - Local Development Plans.
- 1.7 There were also some requests for HES to have greater involvement in the planning system and with planning development proposals.
- 1.8 Some respondents asked for consistency in the language used throughout the Corporate Plan; in some instances, references to the historic environment and the heritage are intertwined, and there is a preference for reference to the historic environment rather than our cultural heritage in order to retain consistency with the 2014 Act.

- 1.9 Some respondents noted there should be reference to the wider historic environment, rather than just focusing on what sits within the HES remit.
- 1.10 Collaboration and partnership working received a great deal of commentary throughout responses to this consultation and there were requests for greater reference to this throughout the Plan. For example, to the wide range of organisations and individuals that work (or could work) alongside HES, the different roles played by these organisations and how they can complement work undertaken by HES, the provision of grant funding, the sharing of research and analysis and evidence bases and the recognition of work undertaken by other organisations.
- 1.11 Some respondents referred to the need for HES to ensure that training is delivered so that individuals within the sector can develop experience and expertise for the benefit of the historic environment. There were also some calls for HES staff to hold the relevant professional accreditations.
- 1.12 There were also calls for the issue of climate change to be embedded across the Corporate Plan.
- 1.13 There were a small number of concerns of a conflict between the HES roles of being a regulator and that of also being a competitor within the sector, with some requests for clarification on these roles; as well as a need for transparency for all of HES's undertakings.
- 1.14 The following paragraphs provide brief summaries of key issues raised at each of the chapters in this report.

Mission statement, vision and values

Mission statement

- Of those responding, a large number agreed with the mission statement for HES; 27 agreed from across all sub-groups and only four disagreed.
- There are some concerns that the language used in the Corporate Plan is inconsistent and respondents would like to see consistent use of the term 'historic environment' rather than 'heritage' or 'cultural heritage'.
- There is a desire for more reference to collaboration in the Corporate Plan.

Vision

- Many more respondents agreed than disagreed with the vision (29 agreed and only five disagreed).
- Once again, there were requests for reference to the 'historic environment' rather than 'heritage'.
- A small number of respondents commented that the vision could be bolder or more ambitious and demonstrate that HES will deliver something that is new and different from what was previously offered by Historic Scotland and the Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS).

Values

- Twenty-eight of the 31 respondents who answered this question agreed with the values assigned to HES and no respondents disagreed, although three chose to neither agree nor disagree.
- Again, there were references to collaboration with other bodies, organisations and individuals being important.

The Outcomes

- There were strong levels of agreement with each of the five outcomes; and agreement with each came from all sub-groups. No respondents disagreed with any of the five outcomes. The specific outcome receiving most comments was 'HES is a high performing organisation', with some suggestions that this should not be an outcome as it is organisation-specific.
- A number of consistent themes emerged in relation to these five outcomes. One of these came from a small number of respondents who noted that protection and conservation should be the priority, with other outcomes following on from that.
- There was a degree of uncertainty as to how some of these outcomes would be measured.
- In terms of amendments to the outcomes, some respondents noted the need for collaboration and partnership working across a wide range of audiences with an interest in the historic environment and a request for more reference to collaboration throughout the Plan.
- In considering the objectives assigned to the outcomes, respondents requested reference to a range of key policies in the Plan; these included Scottish Planning Policy, the National Planning Framework 3, Scottish Rural Development Plan, Scotland's Archaeology Strategy, the Scottish Historic Environment Data Strategy and the Land Use Strategy.
- There were also a number of calls for reference to greater collaboration across a wide range of different organisations in the public, private and voluntary sectors, as well as the general public; for example, in working with other organisations in setting and promoting standards, practice and guidance.
- A small number of respondents noted the need for the sharing of research, and for HES to provide support to enable others to identify, research, survey and record the historic environment. There were also some requests for a strong evidence base that can be available to, and shared by, all interested parties.
- A small number of respondents commented on the need for HES to help with skills development across the sector and / or that HES staff should have relevant professional accreditations.

Measures of success

- Only small numbers of respondents made any comments on specific Key Performance Indicators (KPIs).
- There was a request from two respondents for HES to be a Chartered Institute for Archaeologists (CIfA) Registered Organisation.
- There were a small number of requests for some form of monitoring against which the level of protection achieved can be measured, with some suggestions that measuring the reduction in the percentage of A listed buildings at risk is not a suitable indicator to use.

- There were a small number of requests for measurements to relate to the wider historic environment.
- There were also some comments that the KPIs listed in the Plan do not adhere to SMART (specific, measureable, achievable, relevant and time-bound) principles; as well as some suggestions that there needs to be greater clarity and detail, along with more focus in these.

Equalities, Environmental and Business Issues

- Only 17 respondents provided commentary on equalities issues; 11 noted that the objectives in the Corporate Plan would not impact differently on people who share protected characteristics compared to three who felt these would impact differently.
- Similarly, most respondents did not feel that there are any key issues or opportunities for HES to consider to make sure that the Corporate Plan works for different equality groups (10 compared to one who felt there were any key issues or opportunities for HES to consider).
- In relation to the environmental assessment, most respondents agreed with the results of the environmental assessment and felt the key issues associated with the environmental implications of the draft plan had been identified (only one disagreed).
- In relation to the draft Business & Regulatory Impact Assessment (BRIA), there were requests for more detailed information on HES Enterprise and the priorities for HES during the life of the Plan. There were some requests for a short executive summary of the Plan.

Impact on Stakeholder's Interests

- Only a small number of respondents provided a definitive 'yes' or 'no' response as to whether there are any key areas relating to HES's impact on stakeholder interests that should be considered in the Plan (four said 'no' and only one said 'yes').
- Once again, respondents referred to the need for partnership working and a greater emphasis on this in the Plan.
- A small number of respondents also referred to the need to include reference to World Heritage Sites.

Other Comments

Issues raised by respondents echoed those cited previously, with requests for greater reference to:

- Collaboration and partnership working.
- Specific strategies and policies.
- The wider historic environment.
- Greater clarity for the KPIs.

2 INTRODUCTION

Background

- 2.1 The Historic Environment Act Scotland 2014 established Historic Environment Scotland as the new Non-Departmental Public Body (NDPB) which takes over the functions of Historic Scotland and the Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS).
- 2.2 On 1 October 2015 Historic Environment Scotland (HES) assumed the property, rights, liabilities and obligations of both organisations. It was intended the new body would build on the strengths and expertise of both organisations, with a remit to investigate, care for and promote Scotland's historic environment. Historic Environment Scotland is responsible for leading and enabling delivery of Our Place in Time (the Historic Environment Strategy for Scotland).
- 2.3 Historic Environment Scotland is currently in the process of developing its Corporate Plan 2016-19, which sets out the strategic direction for the organisation.
- 2.4 As one element of development of its corporate plan, the organisation launched a consultation on 16 November 2015 which ran until 8 February 2016. This gave stakeholders an opportunity to provide their views on various elements of the corporate plan such as the HES mission statement, its vision, its values and outcomes and so on. HES also ran consultation workshops and promoted the consultation in the national and regional press, and via social media to encourage as many responses as possible to the consultation.
- 2.5 As well as the consultation document, respondents were also provided with a range of supporting documents including: the 2016-19 Corporate Plan, a draft Equalities Impact Assessment (EQIA), a draft Business regulatory Impact Assessment (BRIA), and a draft Environmental Report.
- 2.6 A total of 50 consultation responses were received; 14 from individuals and 36 from organisations. Historic Environment Scotland also conducted six face-to-face business consultations to complete the BRIA part of the plan (Business & Regulatory Impact Assessment) and key findings from these have been included in our analysis.

Overview of responses

- 2.7 The consultation respondent information form (RIF) included a list of organisation and individual groups, and respondents were asked to tick the group most appropriate for themselves or for their organisation. Some groups had only one or two respondents. In order to make the tables in this report more easy to read, these respondents have been included in the 'other' category. These sub-groups of organisation type were used to enable analysis as to whether differences, or commonalities, appeared across the various different types of organisations and/or individuals that responded.

2.8 As can be seen in the following table, the group with the largest number of respondents (11) was the voluntary sector / charity group, with slightly smaller numbers of respondents in local authorities (eight), public bodies (seven) and professional bodies (six).

Table 2.1: Profile of consultation responses

Respondent group	Number
Total organisations	36
Local authority	8
Public Body	7
Professional body	6
Voluntary sector / charity	11
Other	4
Individuals	14
Total	50

2.9 A list of all those organisations who submitted a response to the consultation is included in Appendix 1.

Analysis and reporting

2.10 Comments given at each question were examined and main themes, similar issues raised or comments made in a number of responses, were identified. In addition, we looked for sub-themes such as reasons for opinions, specific examples or explanations, alternative suggestions or other related comments.

2.11 Some questions contained an agree/disagree scale tick box option to allow respondents to indicate their response. Results from these questions are presented in table format. Where respondents did not use the questionnaire format for their response but indicated within their text their answer to one of the closed questions, these have been included in the relevant count.

2.12 The main themes were looked at in relation to respondent groups to ascertain whether any particular theme was specific to one particular group, or whether it appeared in responses across groups. When looking at group differences however, it must be borne in mind that where a specific opinion has been identified in relation to a particular group or groups, this does not indicate that other groups do not share this opinion, but rather that they have simply not commented on that particular point.

2.13 The following chapters document the substance of the analysis and present the main views expressed in responses. The consultation questions are included in Appendix 2.

2.14 While the consultation gave all those who wished to comment an opportunity to do so, given the self-selecting nature of this type of exercise, any figures quoted here cannot be extrapolated to the wider population.

2.15 Responses to this consultation will help shape the development of the 2016-19 Corporate Plan.

3 MISSION STATEMENT, VISION AND VALUES

Mission Statement

3.1 As noted in the Corporate Plan, the Board of Historic Environment Scotland is accountable to Scottish Ministers and is responsible for setting the organisation’s vision and strategic direction and for monitoring progress on achieving these. The Corporate Plan is designed to provide visibility to Ministers on the alignment of key activities to the Scottish Government’s priorities and to ensure that Historic Environment Scotland plays a lead role in the delivery of *Our Place in Time – The Historic Environment Strategy for Scotland*.

3.2 A key element of the Corporate Plan is the mission statement, which notes,

‘Our mission is to

- Enhance knowledge and understanding of our cultural heritage
- Protect and conserve it for the enjoyment, enrichment and benefit of everyone, now and for future generations
- Share and celebrate our heritage with the world.’

3.3 Question 1 of the consultation paper asked ‘Do you agree with our mission statement for HES?’

3.4 As can be seen in the table below, almost all those responding to this question agreed with the mission statement for HES, with only four respondents disagreeing. Agreement came from across the spectrum of respondents, although 18 respondents did not provide a response to this question.

Table 3.1: Question 1 ‘Do you agree with our mission statement (p 6) for HES?’

Respondent group	Number					
	Strongly Agree	Agree	Neither ag nor dis	Disagree	Strongly disagree	No response
Total organisations (36)	6	14	1	2	-	13
Local authority (8)	1	5	-	-	-	2
Public Body (7)	2	1	1	-	-	3
Professional body (6)	-	2	-	1	-	3
Voluntary sector / charity (11)	3	5	-	1	-	2
Other (4)	-	1	-	-	-	3
Individuals (14)	1	6	-	2	-	5
Total	7	20	1	4	-	18

3.5 All respondents were then offered an opportunity to provide further commentary to illustrate their response at this question and 23 did so.

3.6 Sixteen respondents across all sub-groups commented on one or more of the specific bullet points outlined in the mission statement.

- 3.7 Nine respondents commented specifically about bullet point 1 *'enhance knowledge and understanding of our cultural heritage'*, with the key comment being that reference should be made to the 'historic environment' rather than 'cultural heritage'. This was primarily because the cultural heritage is perceived to be a much broader concept. Other comments made by only one respondent were that there is a need to ensure the phrase 'understanding' also includes 'understanding value'; or that knowledge and understanding need to be shared.
- 3.8 Eight respondents made comments about bullet point 2 *'Protect and conserve it for the enjoyment, enrichment and benefit of everyone, now and for future generations'*. Two of these respondents (a professional body and a local authority) felt that protection and conservation should be the first priority; another two respondents that this should include the word enhance so as to ensure that this fits with the functions currently listed on page 7 of the Corporate Plan. Two respondents noted a degree of caution in that protect and conserve might not be possible for everything in the current climate or that protection, while being important, should not inhibit the use of Scotland's assets. One professional body also noted that there needs to be reference to encouraging continued investment in the historic built environment in support of sustainable economic growth.
- 3.9 Only one respondent – an individual – commented on the third bullet point *'share and celebrate our heritage with the world'*. They felt that use of the phrase 'with the world' was unnecessary.
- 3.10 A number of respondents made more general comments in response to this question, only one of which was cited by more than one respondent. This referred to the need for reference to working with others in delivery of wider public benefits or in collaborative working (cited by a local authority, a public body and a voluntary sector organisation).
- 3.11 Other general comments, each made by only one respondent included:
- The Corporate Plan needs to be stress-tested against various different scenarios (individual)
 - The mission statement needs to make clear that it is Scotland's historic environment, rather than only Properties in Care, that is referred to in the Plan (voluntary sector)
 - There should be greater emphasis on the economic and social benefits of the historic environment (local authority)
 - Safeguarding the whole of the historic environment should be more prominent (professional body)
 - There is a degree of confusion between the mission statement, the vision and the strategic themes outlined in the Corporate Plan (public body)
 - The broad view of the heritage beyond the built environment in the introduction of the document is not then consistent throughout the document (public body)
 - There is a need to recognise the key role played by the private sector (professional body)
 - There is a need to recognise the expertise of HES staff and its significance (voluntary sector organisation)
 - There is a need for reference to artefacts and other environmental evidence (professional body).

3.12 One professional body suggested a strapline of ‘Safeguarding Scotland’s built heritage, promoting its understanding and enjoyment’.

Vision

3.13 The Corporate Plan notes that Historic Environment Scotland’s external strategic framework includes Scotland Performs (and the National Performance Framework), the Scotland’s Economic Strategy, the Programme for Government and Our Place in Time. The internal framework comprises the vision, values and five strategic themes. Together, these provide the broad framework for HES’s strategic outcomes, objectives, activities and performance measures set out in the corporate plan, and the strategies, policies and business plans that underpin its successful delivery.

3.14 Question 2 of the consultation paper asked ‘Do you agree with our vision for HES?’

3.15 As table 3.2 shows, of those responding, many more respondents agreed with the vision than disagreed (29 compared to five). Highest levels of disagreement came from individuals. Among organisations, only two – a professional body and an organisation in the voluntary sector – disagreed with the vision.

Table 3.2: Question 2 ‘Do you agree with our vision for HES?’

Respondent group	Number					
	Strongly agree	Agree	Neither ag nor dis	Disagree	Strongly disagree	No response
Total organisations (36)	9	13	1	1	1	11
Local authority (8)	3	3	-	-	-	2
Public Body (7)	2	1	1	-	-	3
Professional body (6)	-	2	-	1	-	3
Voluntary sector / charity (11)	4	6	-	-	1	-
Other (4)	-	1	-	-	-	3
Individuals (14)	1	6	-	3	-	4
Total	10	19	1	4	1	15

3.16 Twenty-two respondents went on to provide further commentary to this question. The only comment made by more than two respondents related to the use of the word ‘heritage’, with six respondents (a local authority, a professional body, a public body, an organisation in the voluntary sector and two individuals) commenting that reference should be made to the ‘historic environment’ rather than ‘heritage’, with the professional body commenting that this is more consistent with the 2014 Act. The organisation in the voluntary sector also asked that the term ‘historic environment’ is used consistently so that it can be adopted as widely as possible in the future.

3.17 A local authority and a professional body also noted that this vision should be more consistent with Our Time in Place (OTIP) or that there should be more reference to OTIP.

3.18 Two organisations – both in the voluntary sector – commented that the vision should be bolder and stronger; and a professional body and a voluntary sector / charitable organisation commented that this vision gives no sense of being appropriate for a wide range of audiences.

3.19 A number of respondents noted omissions they felt should be part of the vision and these included reference to:

- HES’s regulatory role
- HES’s relationship with other sectors
- Use of the word ‘protection’ or ‘cared for and protected’
- Investment that safeguards Scotland’s heritage
- Benefits of the merger to show that HES is aspiring to deliver something that is new and better than previously
- Explanation as to how the vision relates to the statutory and charitable purposes of HES.

3.20 A small number of respondents were unsure about the use of the word ‘cherish’, with comment that the use of ‘protection’ or ‘cared for and protected’ would be more appropriate. Two individuals suggested that ‘Understood’ should be first in the vision as this is a key element of the vision.

The values

3.21 Question 3 of the consultation paper asked ‘Do you agree with values for HES?’

3.22 As table 3.3 shows, of those responding, no respondents disagreed with the values, although three organisations neither agreed nor disagreed with them.

Table 3.3: Question 3 ‘Do you agree with values for HES?’

Respondent group	Number					
	Strongly agree	Agree	Neither ag nor dis	Disagree	Strongly disagree	No response
Total organisations (36)	6	13	3	-	-	14
Local authority (8)	1	5	-	-	-	2
Public Body (7)	2	1	1	-	-	3
Professional body (6)	-	1	-	-	-	5
Voluntary sector / charity (11)	3	5	2	-	-	1
Other (4)	-	1	-	-	-	3
Individuals (14)	4	5	-	-	-	5
Total	10	18	3	-	-	19

3.23 Twenty-one respondents, across all sub-groups went on to provide further commentary at this question, with some making general comments about the values, and others focusing on a specific value.

3.24 Seven of these respondents (a local authority, four organisations in the voluntary sector, a public body and an individual) were positive about these

values and used words such as ‘comprehensive’ or ‘well phrased’ or ‘relevant’ to describe them. That said, two voluntary sector organisations commented on the need for effective communication with everyone to resolve any tensions between these values.

- 3.25 Five respondents commented specifically on ‘innovative’, with some queries over the use of the term ‘embracing change’. A professional body felt reference to this should be removed, a voluntary body felt this should either be omitted or given greater clarity, and an individual suggested inclusion of ‘encouraging and embracing change’. Another individual commented on the need to emphasise that HES will be delivering something new as a result of the merger.
- 3.26 Four respondents referred specifically to collaborative. A local authority suggested a need to include ‘enabling or building capacity’; one voluntary sector organisation simply noted that collaboration can be difficult to achieve, and another that collaboration is very important. A professional body commented on the need to provide clarity as to who HES will be collaborating with.
- 3.27 Two professional bodies commented on ‘professional’; one noting that this should be revised to include reference to professional standards; and the other noting that there should be reference to the expectations of excellence from other organisations with whom HES collaborate.
- 3.28 One professional body commented on ‘respectful’, and asked for this to demonstrate acknowledgement and value of other organisations.
- 3.29 There were a small number of criticisms of these values, with two professional bodies noting that there is a need for values that reflect the purpose of the organisation or that these need to demonstrate what is new or different about HES. Another professional body commented that it is not clear how the vision, values and strategic themes have been derived or how they interrelate. A voluntary sector organisation noted that the values are too inward looking; and another commented on the need for technical values to be outlined, as it should be these that inform the work of HES.

In summary,

Mission statement

- Of those responding, a large number agreed with the mission statement for HES; 27 agreed across all sub-groups and only four disagreed.
- There are some concerns that the language used in the Corporate Plan is inconsistent and respondents would like to see consistent reference to the use of the term ‘historic environment’ rather than ‘heritage’ or ‘cultural heritage’.
- There is a desire for more reference to collaboration in the Corporate Plan.

Vision

- Many more respondents agreed than disagreed with the vision (29 agreed and only five disagreed).
- Once again, there were requests for reference to the ‘historic environment’ rather than ‘heritage’.

- A small number of respondents commented that the vision could be bolder or more ambitious and to demonstrate that the HES will deliver something that is new and different from what was previously offered by Historic Scotland and RCAHMS.

Values

- Twenty-eight of the 31 respondents who answered this question agreed with the values assigned to HES and no respondents disagreed, although three chose to neither agree nor disagree.
- Again, there were references to collaboration with other bodies, organisations and individuals being important.

4 THE OUTCOMES

4.1 The Corporate Plan outlined five outcomes, each linked to a strategic theme. These outcomes are:

- Scotland’s historic environment makes a strong contribution to the cultural, social, environmental and economic wellbeing of the nation and its people
- Scotland’s historic environment is better known and understood
- Scotland’s historic environment is cared for and protected
- People value, celebrate and enjoy the historic environment
- HES is a high performing organisation

4.2 The consultation paper then went on to ask a number of questions in relation to these outcomes. Question 4 asked ‘To what extent do you agree that the outcomes are the right outcomes for HES?’ The five following tables demonstrate views on each of these outcomes. As these tables show, there was widespread agreement with each of these outcomes, with no disagreement with any of them.

Table 4.1: Question 4 ‘To what extent do you agree that the outcomes are the right outcomes for HES – ‘Scotland’s historic environment makes a strong contribution to the cultural, social, environmental and economic wellbeing of the nation and its people?’

Respondent group	Number					
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	No response
Total organisations (36)	16	7	1	-	-	12
Local authority (8)	5	2	-	-	-	1
Public Body (7)	3	-	1	-	-	3
Professional body (6)	1	1	-	-	-	4
Voluntary sector / charity (11)	7	3	-	-	-	1
Other (4)	-	1	-	-	-	3
Individuals (14)	9	1	-	-	-	4
Total	25	8	1	-	-	16

4.3 Only three respondents provided any further commentary on this specific outcome, with a professional body providing commentary on the objectives for this outcome at a subsequent question; and a public body welcomed the inclusive nature of this outcome. An individual noted that this outcome should not be allowed to impact on the other four outcomes.

Table 4.2: Question 4 ‘To what extent do you agree that the outcomes are the right outcomes for HES – ‘Scotland’s historic environment is better known and understood?’

Respondent group	Number					
	Strongly agree	Agree	Neither ag nor dis	Disagree	Strongly disagree	No response
Total organisations (36)	16	5	2	-	-	13
Local authority (8)	5	2	-	-	-	1
Public Body (7)	3	-	1	-	-	3
Professional body (6)	1	-	-	-	-	5
Voluntary sector / charity (11)	7	2	1	-	-	1
Other (4)	-	1	-	-	-	3
Individuals (14)	9	1	-	-	-	4
Total	25	6	2	-	-	17

4.4 No respondents provided any further commentary on this specific outcome.

Table 4.3: Question 4 ‘To what extent do you agree that the outcomes are the right outcomes for HES – ‘Scotland’s historic environment is cared for and protected?’

Respondent group	Number					
	Strongly agree	Agree	Neither ag nor dis	Disagree	Strongly disagree	No response
Total organisations (36)	16	6	2	-	-	12
Local authority (8)	5	2	-	-	-	1
Public Body (7)	3	-	1	-	-	3
Professional body (6)	1	-	-	-	-	5
Voluntary sector / charity (11)	8	3	1	-	-	-
Other (4)	-	1	-	-	-	3
Individuals (14)	8	2	-	-	-	4
Total	24	8	2	-	-	16

4.5 Only four respondents provided any further commentary on this specific outcome. One individual cautioned that in a rapidly changing environment it might not be possible to protect and conserve everything. An organisation in the voluntary sector commented that a qualifying term such as ‘better’ should be inserted before ‘cared’ and felt the outcome as it currently stands is ambiguous. A professional body felt that reference needs to be made to investment in the historic environment that comes from the public sector.

4.6 Another organisation in the voluntary sector commented that there is a need for HES to commit to protecting the historic environment, and not just enabling others to do this. This commitment needs to incorporate involvement in planning casework and other development proposals.

Table 4.4: Question 4 ‘To what extent do you agree that the outcomes are the right outcomes for HES – ‘People value, celebrate and enjoy the historic environment?’

Respondent group	Number					
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	No response
Total organisations (36)	16	5	2	-	-	13
Local authority (8)	5	2	-	-	-	1
Public Body (7)	3	-	1	-	-	3
Professional body (6)	1	-	-	-	-	5
Voluntary sector / charity (11)	7	2	1	-	-	1
Other (4)	-	1	-	-	-	3
Individuals (14)	9	1	-	-	-	4
Total	25	6	2	-	-	17

4.7 No respondents provided any further commentary on this specific outcome.

Table 4.5: Question 4 ‘To what extent do you agree that the outcomes are the right outcomes for HES – ‘HES is a high performing organisation?’

Respondent group	Number					
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	No response
Total organisations (36)	15	8	1	-	-	12
Local authority (8)	4	3	-	-	-	1
Public Body (7)	3	-	1	-	-	3
Professional body (6)	1	1	-	-	-	4
Voluntary sector / charity (11)	7	3	-	-	-	1
Other (4)	-	1	-	-	-	3
Individuals (14)	6	2	1	-	-	5
Total	21	10	2	-	-	17

4.8 Six respondents provided further commentary on this specific outcome. Three of these – a professional body, an organisation in the voluntary sector and an individual commented that it is not clear what a high performing organisation would look like or how this would be measured. Another professional body commented that this is an organisation-specific outcome; and an individual suggested that performance should not be an outcome and that it would be better to set targets within specific objectives instead. Another individual simply commented that HES should be a high performing organisation.

4.9 Fourteen respondents provided general comments in response to these outcomes. Two, a professional body and an individual commented that these are a good set of outcomes.

4.10 Three respondents – a local authority, a professional body and an individual commented on the need for protection and conservation to be the priority, with other outcomes following on from that. The professional body also commented that ‘cared for and protected’ should read ‘better cared for and protected’.

4.11 Three respondents – a local authority and two organisations in the voluntary sector commented on measures of success. The local authority noted the need for these to be transparent and asked how performance will be reported back to stakeholders. One voluntary organisation was unsure how some of these outcomes would be measured; the other was unsure as to whether these outcomes address the differences that HES hopes to achieve.

4.12 Once again, there was some reference to working with other organisations and individuals. A professional body noted that working with and across central and local government should be included in the outcomes. A voluntary sector organisation commented that there needs to be effective communication with other parties, another that there needs to be clarity on the role and relationships between HES and central and local government. One also had concerns about the resources needed to work with other organisations.

4.13 Two voluntary sector organisations noted that HES need to be flexible in its dealings with others and the work it undertakes, and that there is a need to defend the heritage against inappropriate development. One of these also noted that appropriate and proportionate solutions to problems will be essential.

4.14 Other comments each made by only one respondent included:

- The need to maintain consistency in the language used in the corporate plan (public body)
- A desire for more information on the financial priorities for HES and outcomes related to these (voluntary sector organisation)
- That HES has strong interests in some aspects of the historic environment but not in some others that interest the wider public (voluntary sector organisation)
- There is a wide range of issues impacting on the historic environment that need to be addressed by HES (voluntary sector organisation)
- Scotland’s languages need to be reflected and protected (individual)
- HES needs to revive Scotland’s historical legacy as well as preserve its old buildings (individual).

4.15 Question 5 went on to ask respondents for suggestions for amendments to the outcomes, and 26 responded. The profile of those responding is shown in the following table.

Table 4.6: Profile of those responding to Question 5 ‘Do you have any suggestions for amendments to the outcomes? Is there anything missing?’

Respondent group	Number	
	Response	No response
Total organisations (36)	17	19
Local authority (8)	3	5
Public Body (7)	2	5
Professional body (6)	3	3
Voluntary sector / charity (11)	9	2
Other (4)	-	4
Individuals (14)	9	5
Total	26	24

4.16 Of those responding, six respondents from across most sub-groups simply confirmed that there was nothing missing from the outcomes or that they had no suggestions for amendments to the outcomes. A voluntary sector organisation commented that the list is comprehensive but that there will need to be careful monitoring activity. A professional body noted that the outcomes need to be embedded throughout the Corporate Plan; and another respondent in the voluntary sector queried whether these outcomes have been considered in the light of the Scottish Government's outcomes.

4.17 Seven respondents across most sub-groups commented on collaboration or working with others, with comments along the lines of a need for more reference to relationships with other organisations or the need to engage with the private sector. For example, one public body noted:

“Given the stated aim of working more collaboratively with other bodies in the sector, it would [also] be good to see some mention of how HES might support other voluntary bodies and members of the public to engage more actively in the planning system.”

4.18 Other suggestions for amendments to the outcomes were each made by single respondents and included:

- Emphasis that HES will promote the economic and social value of the historical environment and undertake research on this (local authority)
- Be more explicit about the wider information provided by HES (local authority)
- A need to 'enhance' the historic environment as well as protect and care for it (local authority)
- Reference to skills development (individual)
- A need to include all aspects of the historic environment (voluntary sector)
- A need for properly balanced decisions for all outcomes (voluntary sector)
- Recognition of the shared principles of sustainable development in the outcomes (voluntary sector)
- Inclusion of climate change as an outcome (public body)
- Grant making to be delivered against all outcomes (public body)
- Reference to policy development (public body)
- Clarification and inclusion of 'understanding value' (individual)
- Clarity on the basis for the capital charges (individual).

4.19 A few respondents referred to specific outcomes and / or the relevant strategic theme. In relation to 'Lead', a public body noted this is important to have as an outcome but there is a need for HES to take a more visible leading role and that this needs to be clarified in the Corporate Plan. Another respondent suggested that 'fulfilling a guiding and enabling role' would be more appropriate than 'lead' for the strategic theme heading.

4.20 In relation to 'Protect' specifically, two organisations in the voluntary sector commented that it will be important to maintain high standards of maintenance for properties under the remit of HES. Another organisation in the voluntary sector commented on the need for HES to continue with Historic Scotland's previous role in contributing to planning and development decisions and suggested a change in wording to reflect this.

- 4.21 A public body suggested that heritage at risk should be covered more explicitly under this theme, and that designation and development management should be included. A professional body commented that this should include ‘enhance’ ie it should read ‘cared for, protected and enhanced’.
- 4.22 Finally, a professional body commented that under the heading ‘Perform’, there should be an explanation of what a high performing organisation will look like.
- 4.23 In relation to ‘Share and Celebrate’, an organisation in the voluntary sector commented that reference to ‘the story of Scotland’ should read ‘stories of Scotland’, given different interpretations to the same events and the need to communicate all these different accounts.

The objectives assigned to the outcomes

- 4.24 Question 6 then went on to ask ‘Do you have any comments on the objectives we have assigned to the outcomes? Is there anything missing?’ Thirty-five respondents, across all sub-groups provided commentary to this question.

Table 4.7: Profile of those responding to Question 6 ‘Do you have any comments on the objectives we have assigned to the outcomes? Is there anything missing?’

Respondent group	Number	
	Response	No response
Total organisations (36)	25	11
Local authority (8)	4	4
Public Body (7)	6	1
Professional body (6)	4	2
Voluntary sector / charity (11)	9	2
Other (4)	2	2
Individuals (14)	10	4
Total	35	15

- 4.25 Ten respondents made general comments in relation to the outcomes. Four respondents noted that the objectives are clear or that nothing is missing from this outcome. One individual commented on the need for the Corporate Plan to be bilingual. Another individual suggested the need for testing the Corporate Plan against a range of different scenarios to ensure that all objectives could be met in the event of a significant change to the status quo.
- 4.26 A professional body commented on the need for skills shortages and training to be covered in the Plan; they suggested there is a pivotal role for HES to help counter the skills shortage and provide training programmes to help build experience and expertise. They also requested reference to a number of key policies that should be mentioned in the Plan; these included Scottish Planning Policy, the National Planning Framework 3 and the Land Use Strategy.
- 4.27 Three respondents commented on the need for greater collaboration such as more proactive engagement by HES to save and conserve buildings, or a need for greater reference to the role of education and ensuring the general public is engaged; or that there needs to be more reference to collaboration with other

heritage sector organisations. Two voluntary sector organisations noted their dislike of the use of the word 'sustainable' and suggested that 'sustainable public service' should be reworded to say 'robust public service'.

4.28 The following paragraphs report comments made by respondents for each of the objectives assigned to the outcomes. Most comments came from a single respondent, although across all the outcomes, there are some common themes emerging.

Outcome 1: Lead – Lead and Enable (Scotland's historic environment makes a strong contribution to the cultural, social, environmental and economic wellbeing of the nation and its people).

4.29 There are five objectives to meet this outcome, and four KPIs that will be used to measure success. Only three respondents – one public body and two professional bodies commented on the first objective '*We will champion the value of Scotland's historic environment nationally and internationally*'. Their comments were:

- There is a conflict between promoting HES's portfolio of sites and promoting Scotland's heritage more generally (public body)
- There is a need to ensure that HES aligns with the planning process and Scottish Planning Policy (professional body)
- HES should support proactive working to champion the historic environment (professional body).

4.30 Eleven respondents commented on the second objective '*We will provide expert advice and guidance to encourage informed decision-making and achieve the right balance between conservation and sustainable change*'. A professional body and three individuals felt there was a need to refer to the relevant professional qualifications of HES staff or that HES staff need to have relevant professional accreditations.

4.31 Two respondents (an individual and a local authority) commented that HES needs to clarify that they are not the only organisation offering advice or that they do not provide guidance on all aspects of the historic environment.

4.32 Two other respondents (a professional body and a voluntary body) noted there needs to be recognition of the standards, practice and guidance that has been developed by other organisations, or that the objective does not recognise the need to work with other organisations in setting and promoting standards.

4.33 Other comments made by only single respondents included:

- There is no reference of former RCAHMS status as a ClfA Registered Organisation (individual)
- There needs to be a commitment to protecting the rural historic environment and shaping the next Scottish Rural Development Plan (voluntary sector organisation)
- It is not clear what the 'standards' that will be promoted and developed might be (public body)

- There is need to include reference to HES providing leadership in research and ensuring a robust and up-to-date evidence base for the provision of advice and guidance (voluntary sector organisation)
- This needs to include reference to collaboration to share the outcomes of any HES research (voluntary sector organisation)
- HES should have a leading role in encouraging and enabling investment by providing clear guidance and demonstrating a proactive attitude (professional body)
- HES should base advice and guidance on the current understandings of value and significance of the historic environment and how these will be actively researched (individual)
- HES needs to be involved in relevant planning and development decisions (voluntary sector).

4.34 The third objective '*we will grow the contribution the historic environment makes to the cultural, social, environmental and economic life of Scotland*' attracted comments from only six respondents: two individuals, three voluntary sector organisations and a professional body.

4.35 Two individuals referred to the need for increased training support for skills that are dying out so that the relevant heritage can be conserved, or for specialist worker training to be provided.

4.36 A voluntary body felt there should be reference to the Shared Principles for Sustainable Development, Scotland's Archaeology Strategy and the Scottish Historic Environment Data Strategy. Another voluntary sector organisation commented on the need for recognition of working with others in collaboration, particularly in the area of climate change. A professional body commented that there needs to be separation of the cultural, social, environmental and economic contribution of the historic environment to give greater clarity to the objectives and the actions to be taken to achieve these objectives. Another voluntary body commented on the need to ensure that budgetary spend will be across the sector as a whole, and not just for Properties in Care (as was the remit with Historic Scotland previously).

4.37 The fourth objective is '*we will empower and enable others to take responsibility for their historic environment*'. Only three respondents commented on this. A local authority noted that there needs to be reference to the provision of support to local authorities; and a professional body commented on the need to promote the historic environment via Community Planning and Spatial Planning. The same professional body and a voluntary sector organisation noted the need for more reference to collaboration or to ensuring inclusion of a wide range of audiences.

4.38 The fifth objective '*we will lead by example, demonstrating the high standards appropriate for our role as the lead body*' attracted comments from five respondents; with three of these (a professional body and two individuals) noting the need for reference to HES's role in delivery of Scotland's Archaeology Strategy and the Scottish Historic Environment Data Strategy. Two respondents – an organisation in the voluntary sector and a professional body – commented on the need to refer to HES as the 'lead public body' rather than simply the 'lead

body' as there are some areas where HES would not be considered to be the leading body.

4.39 Other comments each made by only one respondent included:

- A need for clarity as to what is meant by 'internal transitional journey' (public body)
- A need to refer to collaboration with other professional bodies in order to demonstrate high standards (professional body)
- A need to demonstrate high standards by including reference to the development of staff expertise (individual).

4.40 Finally, one respondent in the 'other' category commented on KPI 3 and noted that it is unclear how improving knowledge and understanding will manage the impact of climate change. This respondent felt that actions plans in relation to this were needed. An organisation in the voluntary sector commented on KPI 4 and noted that they would prefer objective measurements of performance such as the condition of the historic environment, rather than the current phrasing of 'earns respect'.

4.41 One respondent in the 'other' sub-group commented generally on this outcome; they were pleased to see that collaboration and relevant expertise are referred to, and noted their willingness to be involved in any work taken forward.

Outcome 2: Understand – Investigate and record (Scotland's historic environment is better known and understood)

4.42 This outcome has four objectives, with one KPI to measure success. Rather than comment on any of the specific objectives, three respondents made general comments. One individual noted a lack of ambition in this outcome and that it fails to recognise the need for a reliable online database that could be accessed by all. A professional body commented that this is worded as if HES is the only organisation engaged in this activity, which is not the case. An organisation in the voluntary sector commented that it would be helpful for information on how HES will work with the museums and galleries sector.

4.43 The first objective '*we will identify, research, survey and record the historic environment to improve our knowledge and understanding*' elicited comments from five respondents. These included:

- A need for reference to HES's role in delivery of Scotland's Archaeology Strategy and the Scottish Historic Environment Data Strategy as well as the Scottish Archaeological Research Framework (individual)
- Current actions to achieve this should be more specific (individual)
- Research needs to be used in a broader manner (public body)
- There is a bias towards the curation and digitisation of the former RCAHMS archive and there needs to be reference to other public and private archives (public body)
- A need for reference to 'maintaining and extending our status as a ClfA Registered Organisation' (professional body)

- A need to analyse the historic environment to improve knowledge and understanding (voluntary sector organisation)
- There should be inclusion of reference to understanding significance in relation to the historic environment as a whole (individual)
- There should be a separate objective about understanding the value of the historic environment (individual).

4.44 The second objective '*we will collect material to add to our international collections to inform identification, research and understanding and preserve it for the future*' attracted little by way of comments; in fact, this raised questions. One local authority asked if HES will continue to provide a repository for all archives and that if this is not the case, this objective should be reworded. A public body asked if HES has a clearly stated acquisitions policy or if one will be developed?

4.45 A public body provided some exemplars for the type of information sharing envisaged by HES in the historic environment; these included Scotland's Environment Web and ScotLIS. This respondent also noted the potential for linking across different datasets that are available.

4.46 Objective three '*we will share information and expertise with others*' again attracted only a small number of comments from four respondents. An individual and a voluntary sector organisation noted that there should be free or cheap access to digital resources previously held by RCAHMS and other materials. Another individual commented on the need for reference to support from HES and HES enabling others to identify, research, survey and record the historic environment. A voluntary sector organisation noted the need for HES to participate in national and international networks to share information and expertise.

4.47 The final objective '*we will work with others to improve the quality and extent of information about the historic environment*' attracted comment from three respondents. A local authority commented on the need for reference to supporting research across the sector. An organisation in the 'other' sub-group noted a need for reference to the implementation of research recommendations to manage climate change, rather than only having reference to improving knowledge. An individual commented that this objective should be about improving the quality and extent of information.

4.48 Finally, one respondent noted that KPI5 should be reworded to encompass understanding the value of the historic environment.

4.49 One respondent in the 'other' sub-group noted concern that the skills, knowledge and expertise held within community groups and individuals are not acknowledged by the current objectives. They also commented on the need to ensure that while there is a role for HES in empowering and enabling people to investigate and record the historic environment, that there are already others who are undertaking this work and who could contribute to any work undertaken by HES. A public body commented on the need to ensure collaboration across organisations so that funding potential could be maximised for the historic and natural environments.

Outcome 3: Protect – protect and care (Scotland's historic environment is cared for and protected)

4.50 This outcome has four objectives and one KPI with which to measure success. The first objective '*we will enable others to protect and conserve the historic environment and its archive collections through direct and indirect investment*' received comments from six respondents. Their comments included requests for reference to:

- Leading on promoting and encouraging small-scale conservation management for scheduled monuments (individual)
- Inclusion of reference to 'managing and enabling others to manage the historic environment through direct and indirect investment and advice' (individual)
- Working with key partners (local authority)
- A commitment to support the voluntary sector via a grants programme (voluntary sector)
- Proactive activity to support the protection and conservation of the historic environment and engaging with the public (voluntary sector organisation)
- Recognition that development of best practice is the prime responsibility of professional bodies and that HES will work with these organisations to achieve best practice (professional body)
- Reference to HES as an organisation that 'awards' grants to the sector, rather than as a 'provider' of grants (voluntary sector).

4.51 A professional body commenting on the environmental report noted the importance of considering flooding and the water environment and suggested inclusion of an additional point in relation to this.

4.52 Objective 2 '*we will protect, conserve and maintain the properties and archive collections in our care*' received comments from five respondents. Two voluntary sector organisations noted the need for this to indicate the standard of management that will be sought. A public body noted that it is not explained how 'maintenance' will be achieved and a professional body noted the need for reference to the encouragement of private sector investment. A local authority felt there should be reference to development plans.

4.53 Objective 3 '*we will protect the historic environment through designation and by supporting others to manage it through transparent and enabling regulation*' was commented on by seven respondents. A local authority and a professional body commented on the need for reference to the support HES will offer local authorities or that this needs to reflect the work undertaken by planners and the planning system. A voluntary sector organisation and a professional body noted the need to refer to reviewing and / or managing existing designations as a means of delivering protection. Other comments each made by only one respondent included:

- A need for HES to support development that is sustainable, beneficial and facilitates investment in the sector (professional body)
- Publication of guidance to be undertaken in conjunction with other stakeholders (professional body)
- Reference to 'we will protect and enhance ...' (professional body)

- Less of a narrow focus on spatial planning, development management and regulation and a greater focus on the wider historic environment (public body)
- The order of the objectives should be changed, with this as the second objective, and what is currently the second objective should be the third (voluntary sector)
- Should also include a commitment to intervention in planning and development decisions (voluntary sector).

4.54 Objective 4 '*we will help to ensure that the appropriate advice, knowledge, skills and materials are available to sustain Scotland's historic environment into the future*' received comments from only four respondents. A professional body noted a need for recognition that upskilling may be required for planning and community planning and the role played by these organisations in supporting, protecting and enhancing the historic environment; and an individual noted that skills development and training initiatives need to be extended to cover other publicly accessible sites and buildings. A voluntary sector organisation noted the need to include reference to conservation expertise and a commitment to ensuring that public decision-makers have access to the necessary professional skills. Another voluntary sector organisation asked for reference to the National Heritage Science Strategy and also noted that there is a need to provide digital access to research and research data. Finally, a professional body noted that this document needs to reflect planning authority and planner resources that are required and to note that HES will support these.

4.55 A respondent in the 'other' sub-group commented on the importance of a collaborative approach, and was happy to see that volunteers had been included in the plans for skills development. One individual asked for an objective that relates to promoting and / or enabling an understanding of the value and significance of the historic environment.

4.56 A voluntary sector organisation commented on KPI 6, noting this should be further developed to build on the work of the SHEF Measuring Success working group.

Outcome 4: Value – share and celebrate (people value, celebrate and enjoy the historic environment)

4.57 The fourth outcome consisted of four objectives, which will be measured by two KPIs. Only a few respondents commented on this outcome and its objectives. Four respondents commented on the first objective '*we will encourage engagement with, participation in and enjoyment of the historic environment and increase the diversity of people accessing it*'. Three respondents – two voluntary sector organisations and a public body – felt that there is too much emphasis on properties in the care of HES and that more reference needs to be made about support for other initiatives. Other comments included requests for inclusion of:

- A change in wording to refer to access for all (local authority)
- Incorporate the work of the SHEF Measuring Success working group into this section (voluntary sector)
- Inclusion of promotion of new research about Scotland's places (individual)
- Greater specific reference about artefacts (individual).

4.58 The second objective '*we will promote learning and education to enhance knowledge, understanding and enjoyment of the historic environment*' attracted comments from three respondents: two individuals and a local authority. The two individuals noted the need for reference to working with teacher training colleges and universities to promote learning and education. The local authority asked if the associated KPIs will be published; and that accredited learning should be in place as part of the lifelong learning aspect of work within higher and further education.

4.59 The third objective '*we will tell the story of Scotland*' only received comments from three respondents. A public body noted their approval of the inclusion of the term 'intangible heritage'. Other comments included a need for:

- Reference to commissioning and using research as a way to achieve this objective (individual)
- A collaborative approach with a wide range of audiences because the story of Scotland is wider than the historic environment (public body)
- Reference to more than simply HES's collections (public body).

4.60 The final objective for this outcome is '*we will promote cultural identity and sense of place and communicate inclusive values*'. Only two respondents commented on this. An individual noted the need for more on the dissemination of information and that engagement needs to be more than just online. A voluntary sector organisation noted the need for opportunities for engagement with, participation in and enjoyment of the historic environment.

4.61 A respondent in the 'other' sub-group liked this outcome and focused on the importance of collaboration and partnership working.

Outcome 5: Perform (HES is a high performing organisation)

4.62 This outcome has four objectives and three KPIs to measure success. A local authority commented that they liked objective one '*we will deliver a high quality, resilient and sustainable public service*' and no other comments were made in relation to this objective.

4.63 Similarly, only one respondent (an individual) commented on objective two '*we will develop our people and make the best use of their expertise and passion*'. Their comment was simply that there should be mention of training opportunities for HES staff.

4.64 No respondents commented on objective three '*we will encourage openness and transparency and promote equality*'.

4.65 Five respondents commented on the final objective '*we will address the impact of climate change*'. An individual commented that there is a need for reference to climate change throughout the document rather than just here. A local authority suggested some alternative wording which was '*we will address the impact on climate change of our activities and processes*'.

4.66 An organisation in the 'other' sub-group noted that there should be reference to using resources in a sustainable manner and reducing carbon emissions and

that reference should also be made to the Carbon Management Plan (2015-19). Once again, collaborative working was mentioned, with a public body noting the need for reference to this. A professional body simply felt that this objective is over-ambitious.

4.67 Two professional bodies, a public body, a voluntary sector organisation and an organisation in the 'other' sub-group provided general commentary on this outcome. A professional body noted that the objectives under this outcome do not seem to reflect other outcomes in the Corporate Plan and that there is a need to measure delivery of the wider outcomes. Another professional body noted that this is unambitious and targets and outcomes for the future should come to more than the sum of Historic Scotland and RCAHMS. The same professional body also felt there is a need for HES to demonstrate how they will engage as a key agency with other organisations in a proactive, collaborative and facilitative way. A public body noted the need to refer to organisations, rather than using the term 'others'. The organisation in the 'other' sub-group welcomed the approach of openness, transparency and the promotion of equality as well as the reference to volunteers and the development of people in the Plan. A voluntary sector organisation noted that there should be reference to the Scottish Government commitments on transparency to avoid conflicts of interest.

In summary,

- There were strong levels of agreement with each of the five outcomes; and agreement with each came from all sub-groups. No respondents disagreed with any of the five outcomes. The specific outcome receiving most comments was 'HES is a high performing organisation', with some suggestions that this should not be an outcome as it is organisation-specific.
- A number of consistent themes emerged in relation to these five outcomes. One of these came from a small number of respondents who noted that protection and conservation should be the priority, with other outcomes following on from that.
- There was a degree of uncertainty as to how some of these outcomes would be measured.
- In terms of amendments to the outcomes, some respondents noted the need for collaboration and partnership working across a wide range of audiences with an interest in the historic environment and a request for more reference to collaboration throughout the Plan.
- In considering the objectives assigned to the outcomes, respondents requested reference to a range of key policies in the Plan; these included Scottish Planning Policy, the National Planning Framework 3, Scottish Rural Development Plan, Scotland's Archaeology Strategy, the Scottish Historic Environment Data Strategy and the Land Use Strategy.
- There were also a number of calls for reference to greater collaboration across a wide range of different organisations in the public, private and voluntary sectors, as well as the general public; for example, in working with other organisations in setting and promoting standards, practice and guidance.
- A small number of respondents noted the need for the sharing of research and for HES to provide support to enable others to identify, research, survey and

record the historic environment. There were also some requests for a strong evidence base that can be available to, and shared by, all interested parties.

- A small number of respondents commented on the need for HES to help with skills development across the sector and / or that HES staff should have relevant professional accreditations.

5 MEASURES OF SUCCESS

5.1 The Corporate Plan outlines the measures of success associated with each Outcome. Question 7 asked 'Do you have any comments on the measures of success that we have assigned to the outcomes?'

5.2 As can be seen in the table below, 28 respondents provided comments on this question; some referred to specific KPIs and others made more general comments.

Table 5.1 Question 7 'Do you have any comments on the measures of success that we have assigned to the outcomes?'

Respondent group	Number	
	Response	No response
Total organisations (36)	24	12
Local authority (8)	6	2
Public Body (7)	2	5
Professional body (6)	4	2
Voluntary sector / charity (11)	10	1
Other (4)	2	2
Individuals (14)	4	10
Total	28	22

5.3 Only two respondents made comments regarding **KPI 1**. A local authority suggested there should be reference as to how local authorities and other organisations will be engaged during preparation for 2016 SHEA; a professional body noted the usefulness of information on changes in attitude among stakeholders and the public.

5.4 Only one individual commented on **KPI 2**, and this was to say that they would only want an increase in contribution if it does not negatively impact on preservation and protection of the longevity of the historic environment.

5.5 The only comment on **KPI 3** came from a voluntary sector organisation, which noted that this should include the aim of promoting access to sites by sustainable transport approaches.

5.6 Two respondents – a professional body and an individual – commented on **KPI 4**. Both noted the need for reference to HES as a leading ClfA Registered Organisation and the professional body also noted that an organisation's fitness can be measured by the accreditations it holds.

5.7 Three respondents commented specifically on **KPI 5**; these were a local authority, a voluntary sector organisation and a professional body. The local authority noted that the number of known sites is not a good indicator to use and that the identification and recording of new sites is not in the control of HES. The voluntary sector organisation noted that research partnerships need to be broad and that there is a need to recognise the knowledge and expertise in the sector. The professional body noted that the KPI will need to be flexible to meet with any changes on work to Scotland's Archaeology Strategy.

5.8 **KPI 6** received the highest number of responses (eight, across most sub-groups). Two voluntary sector organisations noted the need for a monitoring system that would indicate the level of protection achieved. Another voluntary sector organisation commented on the need for the grants programme to refer to wider targets; another organisation in this sector noted that the point on knowledge, skills and materials needs further detail. A professional body and a local authority noted that measuring the reduction in the percentage of A listed buildings at risk is not a reliable indicator to use. The professional body also noted the need for some measure of the provision of local authority services and that HES needs to be a ClfA Registered Organisation. Another professional body commented on the need for reference to Scottish Planning Policy and the National Planning Framework as well as other initiatives such as Creating Places. An individual requested that information and case studies should be presented in relation to Designated Historic Asset Conservation Management and another that there should be mention of the successful delivery of existing projects.

5.9 Four respondents commented on **KPI 7** with a professional body and a voluntary sector organisation asking for measurements to relate to the wider historic environment. A public body suggested making reference to the National Performance Framework as well as using other organisations' surveys to gather information on changes in attitude and behaviour. An individual suggested inclusion of a measure of the number of young workers.

5.10 A professional body commented that **KPI 9** should include skills audits, and a public body requested clarification on **KPI 11**.

5.11 More generally, nine respondents made comments about the range of KPIs that are being suggested. Two voluntary sector organisations commented that the KPIs are clearly set out and / or useful.

5.12 However, a local authority noted that there needs to be more work on these KPIs so as to ensure they are tangible to work with and record. A public body noted:

- There is too much emphasis on the built environment and that there needs to be a broader definition of heritage
- These KPIs are too focused on numbers and need to place more emphasis on the range of wider benefits
- The Corporate Plan needs to acknowledge the problem of measuring outcome compared to the long term impact
- The Corporate Plan needs to say who will be responsible for measuring the KPIs and the methods they will use to do this
- The skills and expertise of RCAHMS need to be built into the work of HES.

5.13 Once again, two professional bodies noted the need to refer to other initiatives and strategies, with one of them referring to the National Planning Framework 3 outcomes specifically. They, along with an organisation in the 'other' sub-group also noted that some of these KPIs do not adhere to SMART principles. The organisation in the 'other' sub-group also noted that the proposed KPIs are less clear and that the measures, actions and statements need more focus and

greater clarity. Another professional body commented that while the strategic themes are all encompassing and that KPIs will be useful markers for progress, that some would benefit from greater detail. They also commented on the importance of collaboration across different organisations to help sustain Scotland's historic environment and felt the Plan would benefit from more detail indicating who HES will engage with to meet the vision, values, strategic themes and KPIs.

5.14 A voluntary sector organisation asked for more information on collaborative working and a local authority commented on their dislike of the use of the '#' symbol. Another voluntary organisation referred to the work of the SHEF Measuring Success working group and that this was relevant to any definition of the KPIs. This organisation also commented on the need to ensure these refer to the historic environment as a whole, and not just to the delivery of HES's own Properties in Care role.

In summary

- Only small numbers of respondents made any comments on specific KPIs.
- There was a request from two respondents for HES to be a ClfA Registered Organisation.
- There were a small number of requests for some form of monitoring against which the level of protection achieved can be measured, with some suggestions that measuring the reduction in the percentage of A listed buildings at risk is not a suitable indicator to use.
- There were a small number of requests for measurements to relate to the wider historic environment.
- There were also some comments that the KPIs listed in the Plan do not adhere to SMART (specific, measureable, achievable, relevant and time-bound) principles; as well as some suggestions that there needs to be greater clarity and detail, along with more focus in these.

6 EQUALITIES, ENVIRONMENTAL AND BUSINESS ISSUES

Equalities Issues

- 6.1 It is important to ensure that the objectives in the Corporate Plan do not impact differently on any individuals and that it applies to all equality groups. Question 8 asked 'Do you think any of the objectives in the Corporate Plan will impact differently on people who share protected characteristics?'
- 6.2 Seventeen respondents answered this question, with the greatest number (11) commenting that the objectives in the Corporate Plan will not impact differently on people who share protected characteristics.
- 6.3 Three respondents (two voluntary sector organisations and an individual) felt there would be an impact on those who share protected characteristics. One voluntary sector organisation commented that the objectives will impact very differently on different groups and that some groups may feel this information does not affect or include them. The other voluntary sector organisation commented that there are a number of barriers that inhibit public participation in the historic environment; these include institutional barriers, perceptions of barriers, skills and funding. This organisation also referred to work undertaken by the Heritage Lottery Fund (HLF) and the Council for British Archaeology which identified barriers to participation.
- 6.4 Four respondents provided qualifying information. A local authority commented that there should not be a problem so long as all involved consider the impact of work in an Equality Impact Statement. Two organisations in the voluntary sector commented on the issue of obtaining access to buildings and footpaths and the need for this to be referenced in the Corporate Plan. Another voluntary sector organisation noted the duty to be inclusive and to engage with communities across Scotland.
- 6.5 Question 9 then went on to ask 'Are there any key issues or opportunities we should consider to make sure that the Corporate Plan works for different equality groups?' and referred respondents to the draft Equalities Impact Assessment.
- 6.6 Only 16 respondents made any comment in relation to this question, and the majority (10) said there were no key issues or opportunities for HES to consider. Only one respondent in the voluntary sector felt there were any issues or opportunities, and they suggested that HES should familiarise itself with the issues for some equality groups that feel excluded.
- 6.7 Five respondents provided other comments. These included one voluntary sector organisation which commented that the cost of access to historic buildings is restrictive and cited the example of Athens where buildings are free to enter once a month. They also noted they would like information on HES's pricing policy and that there was no information on this in the Equalities or Business Impact Assessment.
- 6.8 Another voluntary sector organisation noted that the HLF Catalyst Fund enables partners to set up low cost training across Scotland for people to develop their

fundraising skills and suggested that HES should support and promote this. Again, 'free access' days were suggested as a means of overcoming some barriers; this respondent also made some suggestions for setting up close links and working collaboratively with other organisations. Another voluntary organisation also noted that partnership working would help reach hard to reach or disenfranchised groups of people. A public body simply noted that it would be beneficial for access to places and information to be as inclusive as possible.

6.9 Finally, in response to this question, one individual requested a bilingual (Gaelic) logo for HES.

Environmental Issues

6.10 Question 10 then went on to ask respondents 'do you agree with the results of the environmental assessment and have the key issues associated with the environmental implications of the draft plan been identified?' Seventeen respondents, across all sub-groups, opted to provide an answer to this question.

6.11 Of those providing a response, many more agreed with the results of the environmental assessment (11) than disagreed (only one). Five respondents opted not to agree or disagree but provided commentary only.

6.12 Of those answering 'yes', some provided additional commentary and this included:

- Agreement with recommendations 1-5 (individual)
- Agreement with many of the approaches (non-specified) (local authority)
- Plan considers environmental implications (individual)
- Agreement with statement '... we have identified a number of areas that will need careful management and balancing' (voluntary sector organisation)
- Need the importance of working with other organisations to address the impact of climate change to be developed more strongly in the Corporate Plan (voluntary sector organisation).

6.13 Of those respondents neither agreeing nor disagreeing with this question, comments included:

- A need to include biodiversity as this can impact on long term landscape changes (individual)
- Welcome for the statement in S5 about climate change (voluntary sector organisation)
- Potential effects on the water environment have been scoped out of detailed assessment (public body)
- An example of how another organisation deals with organisational development activities (voluntary sector organisation).

Business Issues

6.14 Historic Environment Scotland also conducted six face-to-face business consultations to complete the BRIA part of the plan (Business & Regulatory Impact Assessment). These businesses represented a range of different sectors including the historic environment, and the digital, building, craft and tourism sectors. The following paragraphs provide a brief summary of their views.

6.15 These respondents echoed a number of the themes identified by those who responded to the consultation. These included the need for reference to collaboration and partnership working, greater reference to climate change throughout the document, training for staff and the development of specialist skills, as well as requests for consistency and clarity in the language used in the Plan.

6.16 While the Plan was generally considered to be useful, a number of specific issues were raised by these businesses.

6.17 There were some requests for information around the priorities for HES and the specific investment projects likely to be undertaken over the life of the Plan. Allied to this, there were also requests for information on how HES will be matching funds to the priority areas in the Plan, and what would be the impact on these priorities in the light of reduced budgets.

6.18 There were also comments on the need for HES to provide more detailed information on HES Enterprise, which is the new commercial arm of HES. The information requested included its remit, scope, work programme, budget and the potential impact this would have on current suppliers, as well as how relationships with businesses would be managed. Alongside this, there were requests for information on areas of risk and opportunities for businesses working alongside HES.

6.19 In relation to the KPIs specifically, there were some comments that there needs to be greater clarity on how these will be measured.

6.20 While the values outlined were seen as useful, there were some requests for the document to show the interrelations between these and how they would be implemented within each priority.

6.21 Some of these businesses suggested that HES should provide a short executive summary to sit alongside the Plan, highlighting key points and providing links to other relevant documents.

6.22 One voluntary sector organisation responding specifically to the consultation paper also made a number of comments on the BRIA. These included:

- The need for reference to the Scottish Government's commitment to sustainable development
- A need to address HES's role as a state-funded commercial competitor with the voluntary and private sector; for example, in helping to grow the tourism sector or in quantifying the scale of HES's need for funding.

In summary,

- Only 17 respondents provided commentary to the question on equalities; 11 noted that the objectives in the Corporate Plan will not impact differently on people who share protected characteristics compared to three who felt this would impact differently.
- Similarly, most respondents did not feel that there are any key issues or opportunities for HES to consider to make sure that the Corporate Plan works for different equality groups (10 compared to one who felt there were any key issues or opportunities for HES to consider).
- In relation to the environmental assessment, most respondents agreed with the results of the environmental assessment and felt the key issues associated with the environmental implications of the draft plan had been identified (only one disagreed).
- In relation to the draft Business & Regulatory Impact Assessment (BRIA), there were requests for more detailed information on HES Enterprise and the priorities for HES during the life of the Plan. There were some requests for a short executive summary of the Plan.

7 IMPACT ON STAKEHOLDER'S INTERESTS

7.1 Question 11 of the consultation paper asked 'Are there any key areas relating to HES's impact on our stakeholder's interests that should be considered in our Plan?' Four respondents said 'no' (two individuals, a local authority and a professional body), and only one (an individual) said 'yes' Fourteen other respondents provided commentary, mostly commenting on additional references or issues that need to be covered in the Plan.

7.2 Once again, some clear themes emerged in responses to this question, with three respondents referring to partnership working and a need for greater emphasis on this in the Corporate Plan (local authority, voluntary sector organisation and Public body).

7.3 Four respondents – two voluntary sector organisations, a local authority and an individual also made reference to World Heritage Sites and the need to include reference to these in the Corporate Plan.

7.4 Other issues each highlighted by only one respondent as impacting on stakeholder's interests that should be considered in the Plan included:

- Development of best practice that will enable local initiatives to understand, protect and share the historic environment and engage people with their heritage (individual)
- More on climate change issues and their potential impact on the historic environment (individual)
- Greater clarity for stakeholders, for example consistent interpretation by HES staff of guidelines, particularly given the emphasis on partnership and collaborative working (individual)
- An intention to devise a strategy setting targets and available resources for partnership working with external agencies and organisations (local authority)
- A need for strategic thinking across the whole of the historic environment (professional body)
- An ambitious approach (professional body)
- More consideration to the promotion of HES membership such as joint ticketing (voluntary sector)
- Information on how to increase income generation from its own sites while also paying attention to non HES sites across Scotland (public body)
- A need to ensure adequate support for the private heritage sector (voluntary sector organisation)
- A need for consistency in the planning process (voluntary sector organisation)
- A need to ensure growth can be delivered in heritage tourism via TS2020 (voluntary sector organisation)
- Greater reference to training and skills and the regulatory role of HES (voluntary sector organisation)
- A need to bear in mind the potential conflict between HES as a regulator and as a competitor with the wider sector, and the need to ensure transparency. This organisation also referred to the Land Reform Bill and that reference to this needs to be included in any planning by HES (voluntary sector organisation).

In summary,

- Only a small number of respondents provided a definitive 'yes' or 'no' response as to whether there are any key areas relating to HES's impact on stakeholder interests that should be considered in the Plan (four said 'no' and only one said 'yes').
- Once again, respondents referred to the need for partnership working and a greater emphasis on this in the Plan.
- A small number of respondents also referred to the need to include reference to World Heritage Sites.

8 OTHER COMMENTS

- 8.1 The final question in the Strategy section of the consultation invited respondents to put forward any other comments relevant to the Corporate Plan that they wished to make.
- 8.2 Forty-one respondents provided other comments and there was broad welcome for the development of a Corporate Plan, although there were some comments that this is lacking in ambition or that it needs to set out high level aspirations. There were some comments that HES needs to be greater than the sum of Historic Scotland and RCAHMS and that there is a need to ensure a common corporate culture across the new organisation. Many of these respondents took the opportunity to restate comments made at earlier questions.
- 8.3 There were some references for the need for the Plan to look beyond HES's interests to include the wider historic environment, with one respondent noting that the historic environment includes both the terrestrial and marine historic environments.
- 8.4 A number of respondents focused on the need to include greater reference to specific strategies and policies; these included:
- Scotland's Archaeology Strategy
 - Scottish Historic Environment Data Strategy
 - National Planning Framework 3
 - Scottish Planning Policy
 - Letter of Guidance
 - Scottish Government's Purpose of Sustainable Economic Growth
 - Strategic Development Plans
 - Local Development Plans.
- 8.5 Three voluntary sector organisations asked for an indication of the criteria for prioritisation; and there were some comments on the need to ensure that HES focuses not only on its own properties but also to help attract visitors to the widest range of properties and attractions. This in turn will benefit communities by helping tourism and economic development.
- 8.6 There were some calls for greater emphasis on specific issues and these included:
- A need for the Plan to expand on HES's regulatory role
 - A greater focus on skills, both for HES staff (particularly in relation to professional accreditation) and for others working in the historic environment
 - Greater focus on how the historic environment contributes to improving wider outcomes such as how it can benefit communities
 - More focus on climate change throughout the document.
- 8.7 A significant number of those commenting at this question focused on collaboration. While some respondents simply noted their interest in close working with HES, others commented on the need for the Plan to place more

emphasis on collaborative working. For example, a voluntary sector organisation called for clarity over the relationship and roles played by different organisations; a professional body requested more detail on the collaborative role between planning and the historic environment. Overall, there was a view that the Plan needs to ensure reference to the wide range of individuals and organisations which play a role in the historic environment, including the general public, stakeholders, local government, volunteers, members, CPPs, private and voluntary sector organisations and so on.

8.8 Once again, there were some comments that the KPIs need to have more clarity, that there needs to be more focus on measures, actions and statements and that the objectives should be SMART in nature.

8.9 A voluntary sector organisation asked for information on the resources available for each function.

In summary,

Issues raised by respondents echoed those cited earlier in this report, with requests for greater reference to:

- Collaboration and partnership working.
- Specific strategies and policies.
- The wider historic environment.
- Greater clarity for the KPIs.

9 SUMMARY

- 9.1 Fifty responses were received to the consultation on Historic Environment Scotland's 2016-19 Corporate Plan. Fourteen were received from individuals and 36 from organisations.
- 9.2 There appears to be relatively broad support for the mission statement, vision, values and outcomes outlined in the Corporate Plan. Typically, more respondents agreed than disagreed with each of these. A number of common themes emerged across the questions and these are summarised below.
- 9.3 While respondents would like to see a relatively brief document, there were some requests for greater clarity and detail.
- 9.4 A key issue for many respondents is the need to refer to the wider historic environment, rather than simply what sits under the remit of HES.
- 9.5 The issue receiving the most comments related to collaboration and partnership working, with requests for more reference to this throughout the Plan. A number of respondents noted their keenness to work with HES.

APPENDIX

APPENDIX 1: LIST OF ORGANISATIONS RESPONDING TO CONSULTATION

Organisation Name
Aberdeen City Heritage Trust
Archaeology Scotland
Argyll & Bute Council
Arts & Business Scotland
Chartered Institute for Archaeologists (CIfA)
City of Edinburgh Council
COSLA
East Ayrshire Council
East Lothian Council
Falkirk Council, Development Services
General Synod of the Scottish Episcopal Church (Buildings Committee)
Heritage Lottery Fund
HHA (Historic Houses Association for Scotland)
Institute of Historic Building Conservation (Scotland Branch
Joint Nautical Archaeology Policy Committee
MavisbankTrust
Museums Galleries Scotland
National Heritage Science Forum
North Ayrshire Council
Registers of Scotland
RICS (Royal Institution of Chartered Surveyors)
Royal Town Planning Institute Scotland (RTPI)
Scottish Church Heritage Research
Scottish Environment Protection Agency (SEPA)
Scottish Futures Trust
Scottish Natural Heritage
Scottish Property Federation
Scottish Water
South Lanarkshire Council
The Architectural Heritage Society of Scotland
The Cockburn Association
The Crown Estate
The National Trust for Scotland
The Royal Incorporation of Architects in Scotland (RIAS)
The Theatres Trust
Transform Scotland
14 responses from individuals

APPENDIX 2: THE CONSULTATION QUESTIONNAIRE

Consultation on Historic Environment Scotland's 2016-19 Corporate Plan

We are very interested in your views, but please do not feel obliged to answer every question. We welcome responses in Gaelic.

Q1. Do you agree with our mission statement (p. 6) for HES?

Strongly agree / Agree / Neither agree or disagree / Disagree / Strongly disagree

Comments

Q2. Do you agree with our vision (p. 9) for HES?

Strongly agree / Agree / Neither agree or disagree / Disagree / Strongly disagree

Comments

Q3. Do you agree with values (p. 9) for HES?

Strongly agree / Agree / Neither agree or disagree / Disagree / Strongly disagree

Comments

Q4. To what extent do you agree that the outcomes (p. 10, p. 12- 18) are the right outcomes for HES?

Outcome	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
I. Scotland's historic environment makes a strong contribution to the cultural, social, environmental and economic wellbeing of the nation and its people					
II. Scotland's historic environment is better known and understood					
III. Scotland's historic environment is cared for and protected					
IV. People value, celebrate and enjoy the historic environment					
V. HES is a high performing organisation					

Comments

Q5. Do you have any suggestions for amendments to the outcomes? Is there anything missing?

Comments

Q6. Do you have any comments on the objectives (p. 10, p. 12- 18) we have assigned to the outcomes? Is there anything missing?

Comments

Q7. Do you have any comments on the measures of success (Annex, p. 24-26) that we have assigned to the outcomes?

Comments

Q8. Do you think any of the objectives in the Corporate Plan will impact differently on people who share protected characteristics? (for example, in relation to their age, disability, gender, pregnancy/maternity, marital status, gender identity, sexual orientation, race, religion or belief). (please see the draft Equalities Impact Assessment)

Comments

Q9. Are there any key issues or opportunities we should consider to make sure that the Corporate Plan works for different equality groups? (please see the draft Equalities Impact Assessment)

Comments

Q10. Do you agree with the results of the environmental assessment (please see the draft Environmental Report) and have the key issues associated with the environmental implications of the draft plan been identified?

Comments

Q11. Are there any key areas relating to HES's impact on our stakeholder's interests that should be considered in our Plan?

Comments

Q12. Please use this section to provide any other comments you think are relevant to the Corporate Plan.

Comments