



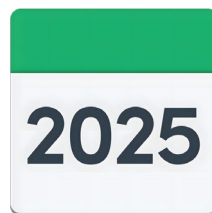
HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA

Historic Environment Scotland

Heritage for all

Corporate Plan 2025 to 2028



Easy Read



Our priorities and outcomes for 2025 to 2028



This is an Easy Read document.

It tells you about our:



- **priorities** – the work we want to do first
- **outcomes** – what we want to see happen

for the next 3 years.

Our purpose – what we want to do and vision – what we want to see happen



Our purpose is: to look after Scotland's historic environment so it can be understood, shared and enjoyed by everyone.

Our vision is: heritage for all.



Heritage means things like:

- **traditions** – like the language people use, the clothes they wear or the songs they sing
- **buildings** that were created in the past and are important to history.

What does Historic Environment Scotland do?

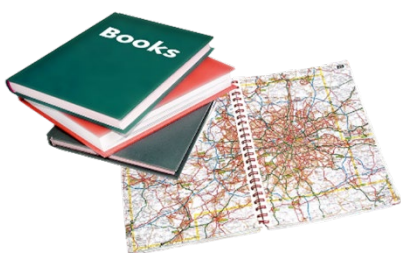


Historic Environment Scotland (HES) looks after Scotland's **historic environment** and tells people about it.



The **historic environment** is:

- places and things that show us what happened in the past, like a castle or garden, or things like books or maps
- **cultural heritage** like stories, crafts, and traditions – thinking or behaviour that has happened for a long time





HES:

- is a **charity** – an organisation that does not make any profit and does work that make people's lives better
- is a **public body** - an organisation that works for the Government and provides services we all use

Our principles - the standards for our work – what we believe in and how we want to work.

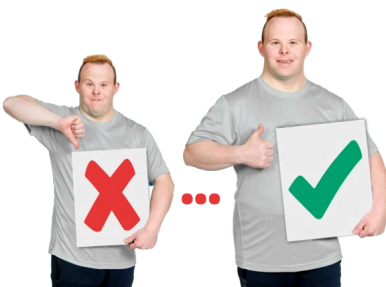
Our work will follow these principles:



Heritage is for everyone

We want:

- heritage to be **inclusive** – everyone feels welcome and is involved
- people to have a voice in decisions that matter to them
- our work to make a positive difference to people's lives





We will work with others

We will work in partnership locally, nationally, and internationally to do our work.



We will work on the areas where we can make the most difference.

We will be open and honest about how we make decisions.



We will:

- use new **technologies** - machines, equipment and information
- find new and better ways of working
- find new customers and audiences
- find new ways to get more funding



Data and information are important to everything we do

Data is facts and figures.



We must use **evidence** when we make decisions about the historic environment.

Evidence is information that proves something is true.

Our evidence will be easy to find and easy to use.

Our priorities



Over the next 3 years we will work on areas to make the plan **Our Past, Our Future** happen.

This is the big plan for Scotland's historic environment.

These important areas are **in blue** in the rest of this document.



Each of our outcomes has a key performance indicator or KPI for short.

Our Annual Reports will show how well work has gone on each KPI.

Our priorities: Scotland's heritage



We will make sure that:

- our sites are welcoming and accessible so that people can visit, enjoy and benefit from them
- we find new uses for empty buildings
- we protect the heritage we look after so people in the future can enjoy it
- we have skilled and confident people making good decisions about our work



Outcome 1

We have more money for the heritage our organisation looks after.

KPI 1

By March 2028 we will have spent more on repairing and looking after our properties, collections and historical records.

Spending will go up from 43 million pounds to 50 million pounds.





Outcome 2

We will give visitors experiences that:

- they will remember
- make them feel positive



KPI 2

By March 2028 our survey scores for visitor experience will be the same or better than they are now.



Outcome 3

Good decisions will be made about Scotland's protected places.



KPI 3

By March 2028 we will have updated the Historic Environment Policy for Scotland.

Our priorities: Skills and learning



Our work supports people to learn new skills, find new careers, and to build connections, wherever they live or wherever they are in their life.



Outcome 4

We will have encouraged new learners through our skills and outreach programmes.

KPI 4

By March 2028 we will have:

- increased the number of people we have trained by 10 per cent
- increased the number of people taking part in our learning programmes by 15 per cent to 65 thousand

Our priorities: People and places



The historic environment:

- brings millions of visitors to our country
- creates jobs and earns money for businesses and communities
- helps people's **wellbeing** – feeling comfortable, healthy and happy
- gives people a sense of who they are and where they belong



Outcome 5

We will have increased the benefits to Scotland's **economy** and to its communities.

Our **economy** is how the country produces and uses goods, services and money.



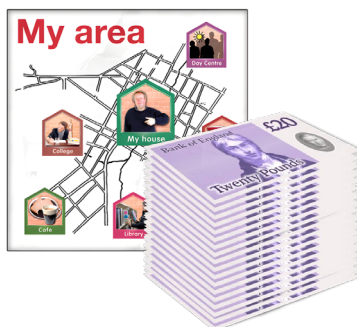
KPI 5

By March 2028 we will have increased the money we bring to Scotland's economy from 1 billion pounds to 1.1 billion pounds.



Outcome 6

We will make sure that the money we give out to others working in the historic environment will be kept at the same level.



KPI 6

By March 2028, we will have given out at least 40 million pounds of grants to local communities across Scotland.

Our priorities - Climate action



We must support Scotland's plan to get to **net zero** - finding ways to put less carbon dioxide or greenhouse gas into the air.

We will:

- help others to understand and adapt to climate change and the effect it has
- follow laws and cut the amount of greenhouse gas we put into the air



Outcome 7

Our work will show other organisations how to have less effect on the climate.

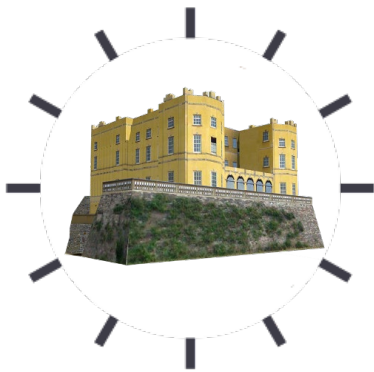
KPI 7

By March 2028 we will have reduced the amount of greenhouse gas we put into the air to 3 thousand 5 hundred and 73 tonnes.



Outcome 8

We will have put Scotland's heritage at the centre of how Scotland moves to net zero.



KPI 8

By March 2028 we will have increased the number of **climate adaptation grants** we give out by 15 per cent.



This is money that supports work to reach net zero.

Our priorities: Our organisation

To work well now and in the future we must:



- have the right people with the right skills working with us
- have a safe working environment that works well for everyone
- make sure that all people can get our services





Outcome 9

We have more **income** and have invested it in Scotland's heritage.

Income is the money we get as payment for our services or products.

KPI 9

By March 2028 we will have more funding that is not from the Government.

It will go up from 73.5 million pounds to at least 88.2 million pounds.



Outcome 10

We have a safe, secure, and inclusive environment that supports the people who work with us to develop and work well.

KPI 10

By March 2028 our colleague **engagement survey** scores will be the same or better for each part of our **People Strategy**.





The **engagement survey** checked what people's experience at work is like.

Our **People Strategy** is our plan for the people who work for us.

Delivering our plan



This plan is supported by an Operating Plan, that sets out the work we will do to make our outcomes happen.

You can read our Operating Plan for 2025 to 2028 at:

www.historicenvironment.scot/operating-plan

Other formats



We want to make sure this document is accessible to everyone.

If you need it in a different format or language including Gaelic, please call 0131 668 8600.

