

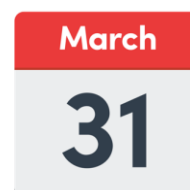
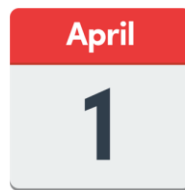


HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA

Historic Environment Scotland

Annual Operating Plan 2024 to 2025



Easy Read



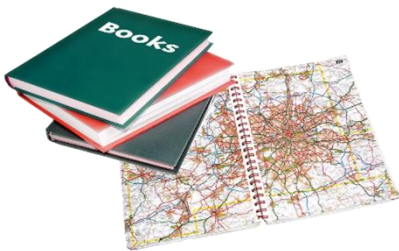
What does Historic Environment Scotland do?



Historic Environment Scotland (HES) is a charity and public body that 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



Our **vision** is that Scotland's historic environment is looked after, understood, shared and enjoyed by everyone.

Our **vision** is what we want to happen.

What is the Annual Operating Plan?



The Annual Operating Plan sets out the work that Historic Environment Scotland will do from April 2024 to the end of March 2025 to deliver the **outcomes** in our Corporate Plan 'Heritage for All'.

An **outcome** is what we want to see happen in the long term.

What we want to achieve



The 5 **outcomes** from Heritage for All are:

1. People benefit from the historic environment today
2. The historic environment is looked after so people can benefit from it in the future



3. The historic environment supports Scotland's **economy**

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



4. The historic environment **inspires** people – this means:

- it makes them feel positive
- it gives them ideas
- it makes them want to do new things or change things



5. The historic environment is cared for by a **high performing organisation** – this means an organisation that:

- works well
- has good leaders and skilled staff
- makes good decisions and delivers good work



We will review our Corporate Plan and its outcomes in 2024-25.

A **review** is when something is looked at to see if it is working well and what needs to change.

Checking if work is going well



Our Corporate Plan has 10 statements called Key Performance Indicators (KPIs) **highlighted in blue** that we will use to check if we are achieving our outcomes.

We can show we are achieving these KPIs by doing the work in the Annual Operating Plan.



Annual Operating Plan progress is reported to our Executive Leadership Team and HES Board every 3 months.

Results are published in our Annual Report and Financial Statements.

Outcome 1



People benefit from the historic environment today



Why it matters

The historic environment has the power to change lives for the better:

- to help us live happier and healthier lives
- to show that Scotland is **diverse** – this means it has a mix of different people
- to build the wealth and **wellbeing** of our communities



Wellbeing means feeling comfortable, healthy and happy.

KPI 1

Have more people feeling happier and healthier by spending time in Scotland's historic places

Wellbeing

We will work with our partners to help people benefit from the historic environment.





KPI 2

Have more people taking part in Scotland's historic environment

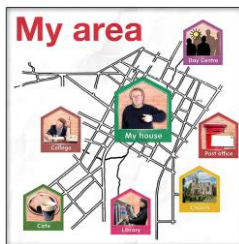
Equalities

We will do the work in our Equality Outcomes Action Plan 2021 to 2025.



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We will have better online access to information on the historic environment using a new online system.



KPI 3

Improve how communities use heritage when they plan, design and look after public spaces

Communities

We will help communities benefit from the historic environment in their area.



Outcome 2



The historic environment is looked after so people can benefit from it in the future



Why it matters

We must:

- look after and reuse our heritage
- adapt it to meet the needs of a **changing climate** so it is kept safe for the future

Climate change is the way the world's weather and temperature are changing because there is too much carbon dioxide gas in the air.



We must change the way HES and heritage organisations work so we can achieve Scotland's goal of **net zero carbon emissions** by 2045.

This means finding ways to put less carbon dioxide gas into the air.



KPI 4

Strengthen the resilience of Scotland's historic environment

Resilience means being better at dealing with difficult things.

Estate management

We will do the work in our Estate Plan to look after the properties in our care.



Strategy for 'properties in our care'

We will make a long term plan to manage the properties in our care in a sustainable way.

Sustainable means our work will last for a long time and is good for the environment.

Collections

We will look after the **object collections** linked with the properties in our care.

Object collections means things like parts of buildings, costumes, coins and paintings.





Archive House

We will have better ways to store our **archives**.

Archives are historical records like drawings, maps and photographs.



Research

This means getting facts, figures and information.



We will do the work in our research strategy to support our work on:

- climate change
- improving equalities
- new ideas and ways of working



Edinburgh Castle

We will develop a plan for Edinburgh Castle to make sure it benefits everyone now and in the future.

KPI 5

Lead the historic environment sector in climate change action



HES emissions

We will do the work in our Carbon Management Plan so that we produce less carbon dioxide from our work.



Climate change adaptation

We will do the work in our Climate Action Plan to support and promote ways of working that are good for the environment.

Outcome 3



The historic environment supports Scotland's economy

Why it matters



Our historic environment creates jobs and attracts millions of visitors to Scotland each year, bringing in hundreds of millions of pounds to our economy.

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

KPI 6

Increase economic benefits

Casework

We will deal with requests for consents, consultations and decisions in the planning system on time.

The **planning system** controls change of use of land and buildings and the design of buildings.





Growth deals

We will support the historic environment being included in national and regional economic and investment plans.

Tourism

We will increase the number of visits to properties in our care in a way that:

- is good for local tourism
- avoids harm to communities and the environment



Visitor experience

We will help people have a good time when they visit our properties.



Grants

We will invest in historic places across Scotland through our grant programmes to bring more money into local economies.





Procurement

Procurement is the way we buy goods and services.

We will do the work in our Sustainable Procurement Strategy 2022-26 to have:

- value for money
- benefits to HES, society and the economy of Scotland
- as little damage to the environment as possible

Skills

We will work with our partners on our Skills Investment Plan to:

- increase the availability of skills we need to look after the historic environment, like stonemasonry
- attract people to work in the historic environment
- improve access to jobs in the historic environment
- encourage new and different ways of working



Outcome 4



The historic environment inspires people

Why it matters

The historic environment is the story of Scotland.



The traditions, songs and customs that connect people to places bring the past to life.

Celebrating and sharing these stories is just as important as looking after the places they are connected to.



KPI 7 Inspire creativity and new ways of working

Outreach and learning

We will provide a mixture of different learning opportunities



Gaelic

We will do the work in our Gaelic Language Plan to protect and promote Gaelic.



Intangible Cultural Heritage (ICH)

ICH means things like:

- language, stories, and songs
- performing arts
- events when people gather to celebrate something
- traditional crafts



We will do the work in our ICH Action Plan to protect intangible cultural heritage across Scotland.



KPI 8

Make sure more people across the world know how good Scotland's historic environment is

International strategy

We will do the work in our 'International Strategy' to make sure we:

- use our skills and expertise to support the strategy
- keep our relationships and partnerships across the world
- support our **commercial operations** – the things we sell



Outcome 5



The historic environment is cared for by a high performing organisation

Why it matters

We aim to be the best we can be so that our historic environment gets the care it needs to continue to work well in the future.



KPI 9

Grow trust and confidence in Historic Environment Scotland



Our Past, Our Future

We will work with our partners to do the work in the national strategy 'Our Past, Our Future'.

KPI 10

Make Historic Environment Scotland sustainable

Sustainable means it will last for a long time and is good for the environment.





Financial sustainability

We will make sure we have money to do our work now and in the future.

We will make sure our organisation can deal with difficult things when they happen.



Our people

We will do the work in our People Strategy, to supports our colleagues to do their work.



Transformation - changing the way we work to:

- deliver good value
- use new technology
- provide more online services

Resources



Resources are money and materials.

We will achieve value for money with our resources.

We will be open and honest about the financial and carbon cost of doing our work.

Supporting Government priorities



We support the Scottish Government's priorities – the most important things that our time and money should be spent on.

We work to achieve the National Outcomes in the Scottish Government's National Performance Framework.



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