

2023-24 Historic Environment Scotland annual statement on efficiency, effectiveness and economy



HISTORIC
ENVIRONMENT
SCOTLAND

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Background

1. The Public Services Reform (Scotland) Act 2010, section 32(1)(b) requires listed public bodies to publish a statement in relation to efficiency, effectiveness and economy.
2. The following statement sets out the steps that Historic Environment Scotland has taken in 2023/24 to improve its efficiency, effectiveness and economy in the exercise of its functions.
3. Further information is published in our Annual Report and Financial Statements 2023/24, available on our website. ([link](#))

About us

1. Historic Environment Scotland (HES) is a public body and charity, with statutory functions to investigate, care for, and promote Scotland's historic environment. We lead development and co-ordinate delivery of Scotland's national strategy for the historic environment. Our functions are set out in the Historic Environment Scotland Act 2014.
2. Our strategic priorities are set out in our Corporate Plan, Heritage for All, available on our website. ([link](#))

Efficiency, effectiveness and economy improvements during 2023/24

1. We review our corporate performance on an annual basis and monitor key risks to delivering our strategic priorities. Operating conditions remain challenging due to the ongoing social, environmental, political, economic and financial.
2. Our priorities for 2023-24 are set out within our Annual Operating Plan 2023-24. They are based on the Scottish Government focus for 2023-24 and the progress we have made over the previous Corporate Plan period. Performance is assessed against KPIs and reported on in our Annual Report and Accounts. 93% of our Annual Operating Plan deliverables were achieved or partially achieved in 23-24.
3. We continued to look for ways to further increase our commercial income and improve margins, reducing the requirement for Grant-in-aid from the Scottish Government.
4. In 23-24, we generated £66 million commercial income out of a total income of just under £140 million, this is a 33% increase on 22-23's figure of £49.7m. We continued to develop our financial strategy and business model with a focus on improving both resilience and sustainability. This includes working with Scottish Government to review the HES business model to allow us to deliver more efficiently.
5. Our expenditure increased by 18% in 23-24 to £129m, this was due to inflationary pressures as well as increases in investment. Our expenditure was within Scottish Government limits for 2023-24.
6. We are actively managing risks from climate change via our sector leading climate action plan, and we continue to build on good progress made with our UK leading high-level masonry programme. We are redesigning our inspection regimes to improve condition monitoring at the sites.
7. To further improve our efficiency and effectiveness, we are reviewing our financial strategy and business model. We are focusing on workforce innovation, including strategic workforce planning, pay and grading review, and have committed to a 35-hour week to enable us to attract and retain the skilled workforce we need to deliver our outcomes and national priorities.
8. We are also continuing with our Digital Transformation Programme and have started developing an Information Management and Data Strategy. All of these will help HES deliver more effectively, while making efficient use of resources.

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Historic Environment Scotland



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