HES CORPORATE PLAN 2025-2028: CONSULTATION REPORT

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ACKNOWLEDGMENTS

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EXECUTIVE SUMMARY

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

The Historic Environment (Scotland) Act 2014 mandated that Historic Environment Scotland has a corporate plan and that this is renewed every three years. The corporate plan provides a roadmap for decision-making, resource allocation, and performance measurement, ensuring alignment and direction across the organisation.

Historic Environment Scotland's current Corporate Plan – *Heritage for All* – was first published in 2019. However, due to the Covid-19 pandemic it only had a light-touch refresh when it was due to expire at the end of 2021-22. Given changes since 2019, Historic Environment Scotland (HES) felt a more thorough review and update was necessary to ensure the new plan for 2025-28 reflects changes that have been seen. The new plan has to align to, and support, delivery of a range of strategies and policies including the National Performance Framework 4 (NPF4), Scotland's Climate Change Plan and Scotland Outlook 2030. Its priorities will align to the National Strategy.

A number of pre-engagement events were undertaken in summer 2024 which fed into the development of the consultation draft of the Corporate Plan. A formal consultation was launched on 23 October 2024 and closed on 3 January 2025. A series of engagement events and workshops were also undertaken during the consultation period.

In total, there were 35 responses to the consultation, of which 16 were from organisations and 19 from individuals. The following table provides the profile of respondents.

RESPONDENT PROFILE

Table 1: Respondent Groups

Main area of interest	Number
Organisation - Archaeology	2
Organisation - Built heritage	6
Other organisation	7
Total organisations*	**16**
Total individuals	19
Total respondents	**35**

* Total organisations do not add precisely due to non-responses at Q4 (main area of interest)

KEY THEMES

A relatively small number of individuals and organisations responded to this consultation, in comparison to previous HES Corporate Plan consultations (other recent HES consultations have

received 100+ responses). Most issues raised were cited by only a small number of respondents. A number of improvements were suggested by respondents, but each by only one or two respondents. As such, it was difficult to identify key themes or issues raised across consultation questions and events.

- Feedback to this consultation was generally positive and the quantitative data showed there was majority agreement with the key elements of the plan, namely, the vision, the five principles, the five priorities and the outcomes supporting these priorities.

- Throughout responses, there was a focus on the importance of collaboration and partnership working with other organisations operating in the heritage sector. It was felt this should be at the heart of all work undertaken by HES. More explanation on how HES would work with communities and organisations would be appreciated. For example, there were some queries, particularly in relation to Skills and Learning, as to the role to be adopted by HES. Some respondents felt HES should be an enabler rather than directly delivering skills and learning.

- HES would also need to ensure there are clear channels of communication between themselves and other organisations and individuals involved in the historic environment sector.

- Allied to this, there were a few comments on the need for the Corporate Plan to explicitly recognise the relationships and responsibilities of HES and other organisations, and to support work delivered by other parts of the sector.

- Throughout consultation responses, there were some calls for greater clarity and / or more detail. For example, clarification on terms such as 'historic environment' and 'heritage'.

- Alongside requests for greater clarity, there were also calls for more detail on how the outcomes align with the overall vision and priorities and how these will be achieved.

- There were a few concerns that the draft corporate plan placed too great an emphasis on focusing HES's work on areas where they can make the most impact, and how this would be measured. There were a few concerns that this could lead to some work areas being neglected or overlooked for the sake of focusing on visible impact. Additionally, there were a few concerns that economic benefit would take precedence. As such, there were some calls for care to be offered in balancing different needs against the priorities; for example, focusing on tourism or the economy could mean that climate change is not given the focus it needs. Overall, there were calls for HES to ensure that its focus is on heritage rather than on economic issues. There will need to be careful management of the wide range of activities undertaken to balance different priorities.

- Inclusion and climate action were seen to be cross-cutting and applicable throughout the corporate plan.

- There were a small number of calls for the corporate plan to have a greater focus on HES's statutory obligations and provide information on their role as a sector regulator. Linked to this, there were a small number of comments on HES's role in the planning system, with calls for higher levels of involvement.

- There were a small number of requests for improvement in the grants funding processes managed by HES, with criticism that these are too prolonged and lacking in accessibility. Linked to this, there were some queries over HES budgets and how these should be prioritised to achieve the vision and outcomes.

- There were a small number of calls for a careful focus on internal resources to maximise the efficiency of the organisation.

- There were a small number of requests for key performance indicators to measure and monitor HES's progress on the outcomes and actions outlined in the corporate plan.

SUMMARY OF QUESTIONS

Vision and Principles

- There was **majority support for the vision statement** (27 respondents supported this, compared to 4 who did not). Respondents felt that heritage is important and should be accessible to all people and their communities. There were a small number of requests for the vision to reference the role of HES as a sector regulator, and its core functions.

- Of the respondents providing a definitive response, there were **high levels of agreement with the five principles** which would guide HES's work over the next three years. However, a significant number of respondents did not offer a definitive 'yes' or 'no' response but were unsure about some of these principles.

- Of the five principles, the one with the **highest level of disagreement was 'we must focus our work in the areas where we can make most impact'** (14 respondents agreed with this principle, while eight disagreed; a further nine were unsure and four did not respond). There were some concerns that this could lead to some areas being neglected, and risk overlooking some areas of work for the sake of focusing on visible impact. There were a small number of concerns that economic benefit would take precedence.

- While 22 respondents agreed and none disagreed with the principle **'we must find new ways of doing things'**, the qualitative analysis showed some concern about the potential to lose existing areas of good work at the expense of focusing on demonstrating visible impact and concentrating on new ways of doing things. There were a few perceptions that while organisations need to keep abreast of innovation within their sector, many existing approaches will continue to be relevant and should be retained.

Priorities, Outcomes and Actions

- There were **high levels of support for each of the five priorities outlined**, and only very small numbers of respondents disagreed with any of these. However, there were some calls for more clarity and a narrative that links the principles to the priorities.

- There were **high levels of agreement with each of the outcomes** associated with the priorities. Although only small numbers of respondents disagreed with any of these, a significant number of organisations did not offer an 'agree' or 'disagree' response to each.

Respondents referred to the importance of partnership working, collaboration and inclusion. Once again, there were some calls for greater clarity.

- In relation to Priority 2: Skills and Learning, there were a small number of comments that HES should be an enabler rather than a deliverer of education.

- In relation to Priority 4: Climate Action, this was noted to be a priority, with some comments that it needs to be integrated across all key strategic areas.

- Respondents outlined little by way of additional actions to be incorporated into the outcomes.

Impact Assessments

- **Higher numbers of respondents felt there would be a positive impact on people with protected characteristics** than a negative impact, although the highest numbers felt there would be no impact or did not respond to this question.

- Of the respondents providing a definitive response, **only positive impacts were perceived for the competitiveness of Scottish businesses, the third sector or in the regulatory context**. The same number of respondents felt there would be no impact.

- In terms of **the impact on island communities, higher numbers of respondents felt there would be a positive rather than negative impact**.

- **More respondents felt the environmental impact assessment had identified the likely environmental effects (15) than had not (6)**. Respondents only identified a small number of additional environmental mitigation, enhancement or monitoring measures that should be considered.

- There were little by way of comments on the impact the Plan might have on Children's Rights and Wellbeing.

INTRODUCTION

BACKGROUND

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

2. HES is required by law to produce a new corporate plan every three years. Each corporate plan sets out the strategic direction for the organisation, covering decision-making, resource allocation and performance measurement as well as ensuring alignment and direction across the organisation. The current corporate plan – *Heritage for All* – adopted an outcomes-focused approach, with its vision informed by a collaborative and reflective approach. Central to this plan was the principle that 'heritage is for all'. This corporate plan was first published in 2019 and, due to the COVID-19 pandemic, underwent a light touch refresh when it was due to expire in 2021-22.

3. Given changes since 2019, Historic Environment Scotland (HES) felt a more thorough review and update was necessary to ensure the new plan for 2025-28 reflects changes that have been seen. The new plan has to align to, and support, delivery of a range of initiatives including the National Performance Framework, National Planning Framework 4 (NPF4), Scotland's Climate Change Plan, and Scotland Outlook 2030. Its priorities will align to the National Strategy for Scotland's Historic Environment; *Our Past, Our Future*.

4. The corporate plan will be supported by a published operating plan that will set out the activities that will be undertaken to deliver the outcomes and how HES will prioritise its resources. HES will also review its other organisational strategies and plans to ensure they align and help to deliver the corporate priorities.

5. HES will also develop a performance framework to track progress in delivering this plan. The framework will balance headline, primary measures with supporting data that will add context and depth to HES reporting.

THE CONSULTATION

6. A number of pre-engagement events were undertaken in summer 2024 which fed into the development of the consultation draft of the Corporate Plan. A formal consultation on the draft Corporate Plan was launched on 23 October 2024 and closed on 3 January 2025. A series of engagement events and workshops were also undertaken during the consultation period.

RESPONDENT PROFILE

7. As the following table demonstrates, the main areas of interest for a significant number of organisations were either the built heritage sector or archaeology sector.

Table 2: Respondent Groups

Main area of interest	Number
Organisation - Archaeology	2

Organisation - Built heritage	6
Other organisation	7
Total organisations*	**16**
Total individuals	19
Total respondents	**35**

* Total organisations do not add precisely due to non-responses at Q4 (main area of interest)

8. Geographically, respondents' interests were spread, with 10 working on a Scotland-wide basis, 5 working in a Scotland local area, and 4 operating UK-wide.

9. Additionally, to support the development of a new HES corporate plan, HES conducted a series of internal and external consultation sessions throughout November and December 2024. A total of 32 internal and 25 external respondents attended these.

METHODOLOGY

10. Responses to the consultation were submitted using HES's consultation platform Citizen Space or by email. A small number of respondents submitted a response which did not answer the specific questions. These responses were analysed and incorporated into the report at the relevant sections. The findings from the HES engagement summary report have been incorporated into this report where relevant. By and large the same issues and topics were mentioned by respondents who responded to the consultation and the consultation work and engagement events undertaken by HES.

11. All responses were downloaded into an excel database which formed the basis for analysis of responses.

12. It should be borne in mind that the number responding at each question is not always the same as the number presented in the respondent group table. This is because not all respondents addressed all questions. This report indicates the number of respondents who commented at each question.

13. Some of the consultation questions were composed of closed tick-boxes with specific options to choose from. Where respondents did not follow the questions but mentioned clearly within their text that they supported one of the options, these have been included in the relevant counts.

14. The researchers examined all comments made by respondents and noted the range of issues mentioned in responses, including reasons for opinions, specific examples or explanations, alternative suggestions or other comments. Grouping these issues together into similar themes allowed the researchers to identify whether any particular theme was specific to any particular respondent group or groups. Where any specific sub-group(s) held a particular viewpoint, this is commented on at each relevant question.

15. When considering group differences, however, it must also be recognised that where a specific opinion has been identified in relation to a particular group or groups, this does not indicate that

other groups did not share this opinion, but rather that they simply did not comment on that particular point.

16. While the consultation gave all 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 a wider population outwith the respondent sample.

17. The following chapters document the substance of the analysis and present the main views expressed in responses.

VISION AND PRINCIPLES

1. The consultation paper noted that HES's purpose is to 'investigate, care for, and promote Scotland's historic environment for the benefit of people and communities across the country'.

2. The consultation paper also set out a draft vision – *Heritage for All* – for the draft corporate plan. In working towards a shared vision, the consultation proposed overarching principles to guide work undertaken.

THE VISION

3. The first question asked:

Q7: Do you support this vision statement?

4. As the following table shows, a much higher number of respondents (28) were supportive of this vision than those who were not (4). Three respondents did not answer this question.

Table 3: Support for the mission statement

	Yes	No	No response
Archaeology (2)	2	-	-
Built heritage (6)	5	-	1
Other organisation (7)	5	1	1
Total organisations (16)	12	1	3
Individual (19)	16	3	-
Total respondents (34)	28	4	3

5. Respondents were then asked to give their reasons for their initial answer to this question, and 14 did so.

6. A few respondents provided general comments in support of this vision. These included that heritage is important, it needs to be accessible to all or they acknowledged their support for the focus on benefiting people and their communities. Two respondents offered qualified commentary, noting that while they welcomed the focus on inclusion, there were still inequalities in volunteering within heritage or that heritage needs to be understood more broadly if it is to be valued by a larger proportion of the population.

7. A few respondents – mostly individuals – were critical of HES and its operations. One organisation, while supporting the vision, felt that HES could offer more support to organisations involved in the heritage sector. Another organisation noted the importance of collaboration and partnership working, and felt that HES needs to demonstrate its willingness to work with communities across Scotland. Individuals commented that heritage sites need to be open all year round to visitors and to ensure that suitable facilities are available at all sites.

8. A few respondents – mostly organisations with an interest in the heritage sector and operating in the charity / third sector – outlined additional points they felt should be included in the vision. There were two references to the need for the vision to explain the role of HES or of a need to communicate HES's role as a sector regulator, with the suggestion that the corporate plan needs to "incorporate the core functions set out in the 2014 Act"[1].

9. An organisation felt there needs to be more reference to inclusivity and to ensure that training opportunities exist for a wide range of groups of individuals. An individual felt the vision should be 'sustainable heritage for all'. An organisation also noted that the use of the word 'heritage' may be confused with 'natural heritage'; they felt that reference to the 'historic environment' was preferable.

10. Three respondents – all individuals – provided reasons for disagreeing with the vision. One felt that this could lead to more focus on more vocal interest groups, another that this did not provide meaningful direction for HES or a good basis for goals and actions; and a third that they did not want to see areas of outstanding beauty marred by concrete paths or parking.

THE PRINCIPLES

11. The draft corporate plan outlined a number of principles which would guide HES's work over the next three years. These five principles were:

- **Heritage should be for everyone**: 'Heritage for all' needs to be more than just a slogan. We will foster and promote an inclusive vision of heritage that ensures all individuals have opportunities to benefit from it and can have a voice in the decisions that matter to them.

- **People sit at the heart of heritage**: the historic environment is all about people, and our work is about creating real benefits for people now and into the future. We will embed an outcomes focus across our work, so that we can understand and champion the positive difference we make to people's lives.

- **We need to work with others**: everyone has a stake in the historic environment, and the historic environment spans many different sectors. We won't realise our vision on our own and need to support – and receive support from – organisations and individuals across the country. We will recognise this, and work in partnership locally, nationally, and internationally to achieve our goals.

- **We must focus our work on the areas where we can make the most impact**: we have finite resources and find ourselves in a difficult financial climate. We can't be everything to everyone, and there are many things we'd like to do but can't. We will recognise this and be transparent in our decision-making.

- **We must find new ways of doing things**: we must find ways to improve the efficiency of our operations and grow and diversify our funding sources. Innovation will be vital to our work over the life of this plan. We will seek out and adopt new technologies and ways of

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[1] It is unclear which functions within the Act were being referred to by this respondent

working, find new customers and audiences, and explore new ways to generate investment for Scotland's historic environment.

12. Respondents were asked to say whether they agreed or disagreed with each principle and given the opportunity to provide any further comments they had. The question asked:

Q8: We've identified a set of principles to guide our work over the next three years. Do you agree with these?

13. As the following table demonstrates, many more respondents agreed than disagreed with each of the principles. The principle with the least level of agreement was 'we must focus our work in the areas where we can make the most impact', where 14 respondents agreed but eight disagreed. No respondents disagreed with 'heritage should be for everyone', 'we need to work with others' or 'we must find new ways of doing things'.

14. A significant number of respondents were unsure about 'we must focus our work in the areas where we can make the most impact' (9 respondents) and 'we must find new ways of doing things' (8 respondents).

Table 4: Support for the five principles

	Agree	Disagree	Not sure	No response
Heritage should be for everyone	30	-	1	4
People sit at the heart of heritage	27	1	3	4
We need to work with others	30	-	2	3
We must focus our work in the areas where we can make the most impact	14	8	9	4
We must find new ways of doing things	22	-	8	5

15. A total of 21 respondents went on to provide additional comments in support of their initial response to this question. Most comments were in relation to a specific principle(s). The following paragraphs outline each of these.

Heritage should be for everyone

16. Only three respondents commented on this principle, with the key comment being agreement with a focus on inclusion, people and relationships. As noted by an organisation with an interest in archaeology:

"It is ultimately necessary that heritage must serve the public by providing benefits, such as knowledge and understanding about a past, respecting the public's diversity of interests and the ability of heritage to tell diverse stories relevant to all people. We must understand the widest range of these benefits – which may be direct and indirect - from the economic contribution from tourism,

to enabling sustainable housing delivery, to informing and enabling discussion of key societal topics such as climate change or population movement."

People sit at the heart of heritage

17. Only three respondents provided comments in response to this principle. Again, this was mostly to note their agreement with this, with little by way of any additional detail.

We need to work with others

18. Seven respondents chose to make comments on this specific principle. Most comments noted the importance of inclusion or that partnership and collaboration should be at the heart of any work undertaken by HES; engagement with other heritage organisations can lead to a co-ordinated and uniform approach to managing heritage assets. An organisation with an interest in archaeology noted a need for the corporate plan to explicitly recognise the relationships and responsibilities of HES and other organisations, and to support work delivered by other parts of the sector. An organisation with an interest in the built heritage noted this principle needs to be framed in how working with others would be presented; and referred to co-production and developing partnerships.

We must focus our work on the areas where we can make the most impact

19. This principle attracted the highest number of comments, from 14 respondents. Across these respondents, there were concerns this could mean that some areas will be deprioritised or neglected. There were comments that HES needs to focus on importance and value rather than where they can make the most impact. An individual noted that small community heritage museums can be more important than national museums but had concerns that the former would be seen as having less impact and therefore would have less support from HES. Two organisations in the built heritage felt that this principle could risk overlooking established areas of work for the sake of focusing on demonstrating visible impact. As noted by one organisation:

"We are less certain about focusing on the areas of greatest impact. We are concerned that HES does not have a firm basis for comparing different outcomes, and we are already concerned that vital HES responsibilities such as the work of the Survey and Recording Team, or investment in Scotland's Historic Environment Data (SHED) are being de-prioritised. A loosely defined imperative to seek the 'greatest impact' could be used to mask decisions that will be detrimental to parts of our heritage and the sector's work. We also caution HES to consider not only the areas where it can make the greatest impact, but also the areas where no-one else can realistically do, or fund, the work that needs to be done."

We must find new ways of doing things

20. Five respondents provided comments on this principle. There was a request from one respondent for greater clarity on what this principle means and what it is intended to deliver. Another noted that while innovation can be good and should be encouraged, there is also a need to continue working in traditional ways that have been successful; overall, this respondent perceived a need to balance tradition and innovation.

21. Again, there was a comment from an organisation who felt that this could risk overlooking established areas of good work for the sake of focusing on demonstrating visible impact and concentrating on new ways of doing things. Another noted that while organisations need to keep abreast of social and technological changes, some existing approaches will still be relevant. As one respondent in the built heritage sector noted:

"New approaches are welcome where a need for a new approach has been identified, but it is equally important to celebrate those situations where tried and tested methods are achieving positive results. Change can be disruptive for an organisation's people, including volunteers, and should only be pursued where an established need is identified."

General comments

22. A few respondents made general comments about the principles, rather than commenting on specific principles. Two organisations noted that while transparency in decision making was welcome, there was also a need to consider the functions as set out in the HES Act 2014 and requested clarity over these functions. One of these organisations noted that some functions require expenditure without the justification of economic benefit or creating the 'most impact'. An individual felt that while the principles were good, they did not follow through in the following sections of the draft corporate plan. Another individual noted that some resources will be needed internally to develop new administration and build efficiencies within HES.

23. Some respondents attending consultation events and workshops felt the plan focused too much on income generation and neglected more rural sites such as those on Orkney or the New Lanark Heritage site. This was also referred to by an individual who responded to the consultation.

Additional principles

24. Three respondents noted additional principles they felt should be adopted by HES. These were to:

- Preserve areas of outstanding beauty and excavate ruins.

- Create training opportunities to plug gaps in shortages of traditional skills.

- Preserve existing heritage assets and obtain additional investment for their upkeep.

PRIORITIES, OUTCOMES AND ACTIONS

THE PRIORITIES

1. The draft corporate plan outlined five priority areas where HES would focus their work in the next three years. These priorities were identified through horizon scanning, engagement and consultation. They represented HES's response to the immediate operating environment they are in and represent areas where their work can best support national and sector priorities and help to drive delivery of *Our Past, Our Future: the strategy for Scotland's historic environment*.

2. HES envisaged that these priorities will be the focus for their resources and what they will measure their performance against. They would shape the way HES approaches all its work as an organisation. This is united under their commitment to heritage for all and shaped by their principles and behaviours.

3. These five priority areas presented for consultation were:

   - Scotland's heritage.

   - Skills and learning.

   - People and places.

   - Climate action.

   - Inclusion and resilience.

4. The next question asked:

   Q9: We have identified five priorities for HES to focus on over the next three years. Do you agree with them?

5. As noted in table 5 overleaf, there was majority agreement from respondents with each of the five priorities, and 24 or more respondents agreed with each. Only small numbers of respondents disagreed with any of these priorities. Slightly higher numbers of respondents were unsure about each priority.

Table 5: Support for the five priorities

	Agree	Disagree	Not sure	No response
Scotland's heritage	27	-	3	5
Skills and learning	25	2	4	4
People and places	29	-	1	5
Climate action	27	1	4	3
Inclusion and resilience	24	4	3	4

6. Respondents were offered an option to provide comments on the priorities if they wished; 16 chose to do so. The following paragraphs outline these comments.

Scotland's heritage

7. Three respondents commented on this specific priority. An organisation in the archaeology sector commented that this should be the top priority and at the heart of any activity undertaken by HES. They also requested a commitment to renewing Scotland's Archaeology Strategy as an action under this priority. Another organisation in the same sector requested reference to a wider range of components of the historic environment to include archaeology, historic battlefields, and gardens and designed landscapes. An individual requested further detail to include protecting and promoting Scotland's heritage as they felt this would offer greater clarity.

Skills and learning

8. Three respondents commented on this priority, with two simply noting their support for it. An individual asked for more detail and a focus on lesser used or forgotten skills such as drystone walling.

Inclusion and resilience

9. Only one respondent – an individual – commented on this priority. They requested a definition of inclusion and noted that resilience is paramount.

General comments

10. Seven respondents made general comments in relation to these five priorities, with two respondents noting their agreement with them. However, one individual felt these priorities as outlined were too vague; another that they were pre-emptive and made assumptions that were not necessarily warranted. Another individual, while broadly agreeing with these, felt that more clarity was needed; for example, offering a clear narrative linking the principles to the priorities and their outcomes and showing how they have an impact on these.

11. An organisation with an interest in built heritage felt there needs to be acknowledgement of other relevant strategies so there are clear links across to the National Priorities within *Our Past, Our Future*, and to demonstrate where HES activities support delivery.

12. Another organisation in the same sector felt there were too many priorities, given current resource constraints; and that while most priorities were cross-cutting rather than standalone, this can dilute the corporate plan and divert HES from its core purposes.

Additional priorities

13. A few respondents made suggestions for additional priorities that should be included. These were:

- Explicit reference to volunteering.

- Explicit reference to climate and biodiversity.

- Partnership working in delivering for all.

- Enhancing the investment and realisation of the value.

THE OUTCOMES AND ACTIONS

14. The consultation paper noted that each priority has a set of outcomes associated with it. For each priority, respondents were asked to indicate if they agreed with these outcomes as the main areas for HES to focus on. For each outcome, a list of associated indicative actions was outlined. A full list of the indicative actions related to each outcome is provided in Appendix 1.

15. As the following table demonstrates, many more respondents agreed than disagreed with the outcomes for each of the priorities. For each, at least 18 or more respondents agreed and five or less disagreed. That said, for each priority, a number of respondents (between five and eight) were unsure if they agreed with the outcomes.

Table 6: Support for the outcomes related to Priorities

	Agree	Disagree	Not sure	No response
Scotland's heritage	22	2	7	4
Skills and learning	21	4	6	4
People and places	22	4	5	4
Climate action	20	5	7	3
Inclusion and resilience	18	4	8	5

16. Across all of these priorities, there were some consistent references that respondents felt were relevant to all priorities. A few respondents referred to the importance of partnership working, collaboration and inclusion, that this should include reference to Scotland's Archaeology Strategy or that the text should cover all parts of the historic environment. For each priority, one individual suggested that plans should be more definitive and based on SMART goals, as well as offering clarity on what will be achieved by 2028. There were also some calls for greater clarity on the priorities / outcomes / indicative actions outlined in the draft corporate plan. For example, in relation to climate action, an individual commented that more information is needed to clarify what is meant by this priority.

Priority 1: Scotland's Heritage

17. The draft corporate plan noted 'Scotland's heritage is a unique national resource, and we need to care for it properly if we want to ensure its benefits are felt by as many people as possible. This means protecting and enhancing the range of properties, collections and records we care for at HES. And it means shaping and influencing how others look after the historic assets in their charge. This requires us to have the best evidence we can to support policy and decision-making, and to ensure that communities sit at the heart of our decision-making'.

18. The outcomes for this priority were 'by 2028, we will:

- Have built strong foundations for the long-term future of the properties, collections, records, and archives in our care (outcome 1)

- Have the right evidence to inform policy and decision making (outcome 2)

- Have developed advice and guidance to support people seeking to reuse existing buildings' (outcome 3)

19. A total of 16 respondents commented on these priorities, with some providing general positive comments that these are good outcomes. That said, two individuals noted that they are very definitive and could set up HES for failure.

20. An organisation in the built environment sector felt it was unclear how the outcomes related to the regulatory functions of HES and how they will be sustained or improved or how future performance will be measured. This organisation felt there needs to be reference to Planning Performance Framework Reports and how these will be used. They also felt there should be specific reference to how HES proposes to ensure repair and maintenance of buildings in their care.

21. Another organisation asked for *"substantiation on key exemplars for each outcome"*. Another organisation requested more clarity on how the strategy will be focused and what this will involve, as well as asking for the National Monuments Record for Scotland / National Archive of the Built Environment to be made available to the public. Another organisation noted the need for a collective understanding of the scale and scope of the challenge presented by existing buildings in contributing to the Climate Change (Scotland) Act's targets.

Comments / Additions / modifications to suggested outcomes / actions

22. A small number of respondents made suggestions for amendments or changes to the suggested outcomes or their related indicative actions. These included:

- **Outcome 1**: to include additional wording that more directly responds to the historic environment beyond HES managed assets; to have direct reference to assets managed within planning and other land use systems.

- **Outcome 2: Action B**: HES's management of change in the planning system should be more effective; their observations or recommendations need to be considered in planning applications.

- **Outcome 2: Action D**: there should be reference to managing the data collected as part of the Buildings at Risk Register.

- **Outcome 3**: should include reference to .... 'repair and maintain' to reuse existing buildings.

- **Outcome 3**: **Action B**: HES could establish a programme to train planners in best practice for dealing with listed buildings.

Priority 2: Skills and Learning

23. The draft corporate plan outlined that 'the historic environment is a unique resource for education and learning, and a source of inspiration and reflection that's found in every community. It can support people to learn new skills and needs people with the right skills to sustain and enhance the benefits it creates. Heritage skills can be old ones passed down and evolved over generations, or new ones that make cutting-edge use of data or innovative technologies. They include the skills that support the conservation of our cherished assets, and the skills that help us engage audiences or welcome visitors to sites. We will embed skills development across our work, and work with sector partners and other stakeholders to improve skills pipelines across Scotland'.

24. The outcomes associated with this priority were 'by 2028, we will:

- Have improved pathways across Scotland for key historic environment skills (outcome 4)

- Be the sector leader for delivering heritage skills (outcome 5)

- Have made Scotland's historic environment a valued national resource for lifelong learning (outcome 6)

25. A total of 15 respondents commented on this specific priority, with a small number simply noting their agreement with this priority. However, three individuals and an organisation queried whether HES is the best organisation to deliver the related outcomes. The organisation felt that training bodies would be better deliverers of this outcome. An individual suggested HES should be an enabler rather than a deliverer. Another individual felt this should be the role of the education sector, albeit overseen by HES. An organisation noted that the outcomes do not explicitly state the need for adaption skills which would be needed across the organisation, sites and communities.

Comments / Additions / modifications to suggested outcomes / actions

26. A small number of respondents made suggestions for amendments or changes to the suggested outcomes or their related actions. These included:

- **Outcome 4**: should read 'we will embed historic environment skills and careers development across our work throughout Scotland'.

- **Outcome 5**: the actions are all focused on traditional skills, which do not necessarily represent the outcome in full.

- **Outcome 5**: should read 'be the sector leader for delivering traditional building skills'.

- **Outcome 5**: there is a need for more of an internal focus to develop building managers, asset managers, surveyors or architects with a strong understanding of conservation principles. There should be a focus on trades and not professionals.

- **Outcome 5**: it is vital to address the traditional skills shortages, not just by offering apprenticeships but also by offering skills training to those already working in the sector.

- **Outcome 5**: **Action D**: there should be a reference to SHED (Scotland's Historic Environment Data).

- **Outcome 6: Action C**: should be prioritising the built heritage rather than Gaelic.

Priority 3: People and Places

27. The draft corporate plan noted 'the historic environment sits at the heart of Scotland's communities. It provides homes, schools, and hospitals, and visitor attractions, places of worship, and sites of industry. It creates jobs and brings money to businesses and communities across the country and is vital for recreation and people's wellbeing. We want to maintain and enhance these benefits, and to support the resilience of the organisations who make the historic environment such an asset for Scotland. This means working in partnership at local and national level and supporting fair and green economic growth'.

28. The outcomes for this priority were 'by 2028, we will:

- Have increased and broadened our contribution to a growing Scottish economy (outcome 7)

- Have used our grants and influence to build a more resilient historic environment sector (outcome 8)

- Have developed authentic and memorable visitor experiences at the properties in care (outcome 9)

29. A total of 18 respondents commented on this priority. Two individuals noted the importance of understanding the full history of Scotland, although one noted the need to balance the benefits of heritage to society and culture against a tendency to 'disneyfy' history. An organisation in the built environment felt there is a need to refer to the benefits the historic environment delivers culturally, economically, socially and environmentally in both the outcomes and the associated actions.

30. A small number of respondents who attended consultation events or workshops noted concerns over the unintended consequence of over-tourism in their area. An individual who responded to the consultation noted that an increase in the cruise trade is damaging to sites and can make it more difficult for others to visit these sites.

Comments / Additions / modifications to suggested outcomes / actions

- **Outcome 7**: the cost of visiting sites can be too expensive for local groups and businesses.

- **Outcome 7**: should include a reference to working with other sectors to deliver great places for all and can have a significant role in local economic growth strategies.

- **Outcome 7**: site opening hours should be maximised.

- **Outcome 7**: should make reference to 'a thriving economy that contributes to the Scottish Government Wellbeing Economy that places the wellbeing of current and future generations at its core'.

- **Outcome 7: Action D**: should include a commitment to ensuring planning policy is strengthened and local government provision of historic advice is not weakened.

- **Outcome 8**: should read 'HES will have contributed to improving the resilience of the historic environment sector through its grants programmes and influence the industry'.

- **Outcome 8: Action C**: should provide more information. This was allied to a comment on the need for improvements in grant funding processes.

- **Outcome 9**: change wording to 'have developed authentic and memorable volunteer and visitor experiences at the properties in care'.

- **Outcome 9**: Concerns over sites that aren't key sites but that may be important in a local area; it is more important to maintain and repair properties than develop 'authentic and memorable visitor experiences'

- **Outcome 9**: should there be a focus on UNESCO world heritage sites?

Priority 4: Climate Action

31. The draft corporate plan noted 'we live in a climate emergency, and the changing climate is already having a negative impact on Scotland's historic environment. We need to understand these impacts and what they mean for the way that buildings, sites, and landscapes across the country are managed now and into the future. We also need to support Scotland's just transition to net zero. With so many or our nation's homes, offices, and public buildings built in a traditional style, we cannot reach net zero unless we understand these buildings and the retrofit solutions they require. Meeting this challenge means working with partners across and beyond the historic environment sector, and supporting and advising Scottish Government, local authorities, and asset owners'.

32. The outcomes for this priority were 'by 2028, we will:

- Have reduced carbon emissions from historic environment assets across Scotland (outcome 10)

- Have supported Scotland's historic environment to adapt to the changing climate (outcome 11)

33. A total of 17 respondents commented on this priority. A few of these noted this priority is essential and that it should be integrated across all key strategic issues. An organisation operating in the area of built heritage suggested provision of an energy audit and development of baseline data against which success could be measured. Another organisation operating in the built heritage sector felt this section could place greater emphasis on the important role the historic environment has to play in delivering net zero and how HES activities will support this. An individual felt there needs to be careful management of any activities to balance tourism needs against climate action. An organisation suggested there needs to be a clearer articulation of the climate and nature crises and the role that investigating, caring for, and promoting Scotland's historic environment may have in supporting biodiversity and the just transition to net zero. Another organisation commented on the importance of partnership

working on this common challenge, so that different organisations can learn from, and support, each other to meet climate change targets.

Comments / Additions / modifications to suggested outcomes / actions

- **Outcome 10**: needs clarity on whether this relates to HES assets or Scotland's assets more widely.

- **Priority**: 'Disagree with use of 'traditional style'; change to read; With so many of our nation's homes, offices, and public buildings occupying ***traditionally constructed*** buildings, we cannot reach net zero unless we understand these buildings and the retrofit solutions they require'.

- There is a need for an additional outcome or reference to delivering net zero and the role of the historic environment.

Priority 5: Inclusion and Resilience

34. The draft corporate plan noted 'we'll never realise our ambitions or provide leadership to our sector if our organisation isn't fit for purpose or fit for the future. We need to ensure that we're delivering the right work in the right places, and prioritising work that delivers the strongest impacts. This means having the right people with the right skills to tackle the challenges ahead and creating a safe working environment in which everyone at HES can flourish. We also need to ensure that we're financially sustainable moving forward, and resilient in the face of an uncertain economic future. And in all of this, we will work to embed our vision of 'heritage for all' and ensure that everyone can access and benefit from our services'.

35. The outcomes for this priority were 'by 2028, we will:

- Have generated the financial resources to deliver our priorities (outcome 12)

- Have cultivated the environment for a safe and welcoming workplace (outcome 13)

- Have made our work and services accessible to everyone in Scotland (outcome 14)

36. A total of 16 respondents commented on this priority. An individual commented on the importance of HES in considering its performance and efficiency and demonstrating how it will invest in itself to serve Scotland.

Comments Additions / modifications to suggested outcomes / actions

- **Outcome 12**: query on what level of additional financial resources will be needed to deliver these priorities.

- **Outcome 12**: funding for grants should be directed to building projects.

- **Outcome 13**: change wording to 'have cultivated the environment for a safe and welcoming workplace for staff and volunteers'.

- **Outcome 13**: needs reference to actively removing barriers.

- **Outcome 14**: sites need to be accessible all year round and offering facilities as well as low or free entry prices to local residents and businesses.

- **Outcome 14**: there needs to be flexibility in grant submissions and guidelines for all stages of an application.

- **Outcome 14**: grant programmes should be more accessible.

- **Outcome 14**: the importance of providing work opportunities for graduates, the need for budgets to allow for a wide range of users to be able to access training opportunities, delivered in a way that makes them accessible to all.

MISSING ACTIONS

37. The consultation paper noted that the drafted actions have not been finalised and they are subject to change. HES is keen to ensure the actions outlined in the final corporate plan fit with the priorities and outcomes. The final question in this section of the consultation asked respondents:

Q11: Do you think any actions are missing to deliver against any of the outcomes?

38. A total of 18 respondents commented at this question. Some of the issues raised did not relate to missing actions per se, but reiterated some of the themes cited earlier by respondents. These included a need:

- For all sites to be accessible and offer facilities to all potential users, including those with disabilities and the elderly.

- To ensure sites are open all year round (this would include offering improved pay and conditions to staff to keep the sites open).

- To work in partnership or collaboration with local groups and volunteers, and engage with the global diaspora.

- For a greater focus on the core aims and functions of HES.

39. A few missing actions were outlined by respondents. These included:

Scotland's Heritage

- Maintain and develop heritage across Scotland for the future to explain and maintain.

- HES will engage more with others, look at new ways to manage heritage in partnership / with communities, will find ways to mitigate for areas where HES cannot afford to invest, and look at its own structure and performance and invest in new systems, ways of working etc. to better spend public money.

- A more definite position on the management of World Heritage Sites and an expansion of HES's remit beyond issues raised by the planning process.

- Examination of how planning authorities respond to HES advice.

- How HES intends to ensure the repair and maintenance of buildings in their care.

Climate Action

- An individual felt there should be a greater connection between all the outcomes and climate change.

People and Places

- Action related to the development and delivery of a Volunteering Strategy, with a focus on including under-represented groups.

Skills and Learning

- Action to demonstrate commitment to sector support, for example, the Historic Environment Grants Programme and other programmes such as SHED; and wider sector delivery.

- Action to include reference to the Scots language as well as Gaelic.

Inclusion and Resilience

- More information on HES budget for priorities.

- Action designed to deliver against the functions of the organisation; information on what outcomes relate to the regulatory functions of HES and how these will be sustained or improved.

- Action to measure future performance.

- Action to outline HES's own cultural asset management.

IMPACT ASSESSMENTS

1. The consultation paper noted that HES is keen to understand the potential impacts of the new corporate plan. Respondents were asked to give their views on how the proposed plan might affect people, places, businesses and the environment, in terms of having a positive impact, a negative impact or no impact.

2. The next question asked:

   Q12: How do you think the proposals presented in the plan might impact on people in terms of their protected characteristics?

3. As the following table demonstrates, where respondents felt there would be any impact on any of the protected characteristics, more individuals felt that the proposals presented in the plan would have a positive impact, than a negative impact. Not all respondents who answered 'negative impact' gave a reason. However, the greatest numbers of respondents either felt there would be no impact at all or did not respond to this question.

Table 7: Impact on people with Protected Characteristics

	Positive impact	Negative impact	No impact	No response
Age	9	1	10	15
Sex	6	-	13	16
Sexual orientation	6	-	13	16
Gender reassignment	6	1	12	16
Disability	8	2	9	16
Race and ethnicity	6	-	13	16
Pregnancy and maternity	6	-	12	17
Marriage and civil partnerships	6	-	12	17
Religion or belief	6	1	12	16

4. Eleven respondents added comments in relation to this question. Most remarks were general in nature.

5. Four respondents perceived the plan as being too vague or lacking in detail to assess the impact on people with protected characteristics. Two respondents could not see how the plan would be relevant in affecting these groups; two others said impacts would depend on how the plan was implemented.

6. Two individuals urged a focus on the importance of inclusion and equality (e.g. in pricing). One organisation cited concerns over volunteering participation, in terms of barriers to the inclusion of certain groups (which were not specified). A charity or third sector organisation with a heritage purpose perceived potential benefits for deaf communities, through increased knowledge of British Sign Language (BSL).

7. The next question in the consultation asked respondents:

Q13: What impact do you think the plan might have on the competitiveness of Scottish businesses, the third sector or on the regulatory context?

8. As table 8 shows, of those respondents who felt there would be an impact on the competitiveness of Scottish businesses, the third sector or on the regulatory contact, the impact was felt to be positive. No respondents felt there would be a negative impact. However, most respondents felt there would be no impact or did not answer this question.

Table 8: Perceived impact on competitiveness of Scottish businesses, the third sector or in the regulatory context

	Positive impact	Negative impact	No impact	No response
Archaeology (2)	-	-	-	2
Built heritage (6)	2	-	-	4
Other organisation (7)	3	-	1	3
Total organisations (16)	5	-	1	10
Individual (19)	6	-	9	4
Total respondents (35)	11	-	10	14

9. Eleven respondents made comments. Three of these reiterated views from the first part of the question that there were no obvious direct impacts or that none could be foreseen. Four other respondents said that impacts depended on how the plan was implemented, with two individuals commenting that impacts on competitiveness can be positive if there is a clear plan to manage the economic value of heritage assets. One of these expanded on this by perceiving that *"Promoting the reuse of stunning heritage will help all local business as well as attracting new visitors and new businesses into the area"*.

10. Four respondents highlighted the benefits of partnership working and cross-sector collaboration. Positive impacts included advancements regarding climate action, education and heritage preservation, along with economic, social and environmental improvements.

11. The next question asked:

Q14: What impact do you think the plan might have on people in island communities?

12. As at the three previous questions, higher numbers of respondents perceived a positive (11 respondents) rather than a negative impact (5). Organisations and individuals felt there would be a positive impact, although only individuals felt there would be a negative impact. Only one of the respondents who answered 'negative impact' gave a reason. As at the previous question, greater numbers of respondents either felt there would be no impact or did not comment (19).

Table 9: Perceived impact on island communities

	Positive impact	**Negative impact**	**No impact**	**No response**
Archaeology (2)	-	-	-	2
Built heritage (6)	2	-	-	4
Other organisation (7)	3	-	1	3
Total organisations (16)	5	-	1	10
Individual (19)	6	5	5	3
Total respondents (35)	11	5	6	13

13. Sixteen respondents added comments. Three of these found the impact difficult to assess, while two others could not see how the impact would differ for islanders from anywhere else.

14. Five respondents said the impact would depend on how well HES worked with island communities, amid mentions of understaffing, frequent site closures, poor employment conditions, the expense of membership and entry fees and poor facilities for the disabled and elderly. Similarly, two individuals said the impact would depend on the level of community engagement. A government / public body urged that the plan should mirror the *"inclusive approach taken by HES in the development of the Our Past, Our Future strategy"*, acknowledging the particular challenges faced by island communities in engaging with the historic environment.

15. Four respondents viewed the impact as being dependent on the level of support and assistance provided by HES. This was cited as being in terms of funding, skills and material costs. A charity or third sector organisation with a heritage purpose urged the provision of BSL access for deaf BSL users in islands.

16. Two individuals perceived infrastructural or economic improvements such as increased tourism and better connectivity.

17. Island residents and businesses attending an online consultation event felt that they have a unique socio-economic landscape which needs to be addressed by the plan. They also noted that they face barriers when engaging with HES and how HES can offer skills and grant support to them.

18. The next question asked respondents:

Q15a: Has our environmental impact assessment identified the likely environmental effects of the new plan?

19. As table 10 shows, views on the environmental impact assessment were more positive than negative, with 15 organisations and individuals considering this has identified the likely environmental effects compared to 6 (all individuals) who felt this has not identified the likely environment effects. Not all these individuals commented further. Again, a significant number of respondents (14) did not respond to this question.

Table 10: Whether the environmental impact assessment has identified the likely environmental effects of the new plan

	Positive impact	Negative impact	No impact	No response
Archaeology (2)	-	-	2	-
Built heritage (6)	2	-	4	2
Other organisation (7)	4	-	3	4
Total organisations (16)	6	-	10	6
Individual (19)	9	6	4	9
Total respondents (35)	15	6	14	15

20. Only seven respondents added comments, with two of these saying they could not answer properly, alluding to a lack of detail in the plan. An individual thought the Strategic Environmental Assessment (SEA) was too simplistic, while a charity or third sector organisation with a heritage purpose pointed out accessibility issues to the information for the deaf BSL community. There was also a query as to whether the SEA met the threshold of global standard measures verifiable through environmental experts.

21. A charity or third sector organisation with a heritage purpose welcomed the references to biodiversity while urging a commitment to further biodiversity conservation.

22. The next question asked:

- Q15b: Do you think there are any additional environmental mitigation, enhancement or monitoring measures that should be considered?

- Ten respondents made additional comments. Four respondents repeated their answers to the first part of the question. Other measures or considerations were each suggested by a single respondent:

- GRI Global Sustainability Standards Board (GSSB) engagement.

- Land ownership issues.

- Maintain state of the art technology watch.

- Monitoring and mitigation for climate and weather risks (e.g. flooding, coastal erosion).

- Development of HES's role in relation to Scotland's landscapes in the corporate plan.

- A need for SMART goals throughout the plan, creating a need for additional monitoring.

23. Respondents were then asked if they had any other comments on the environmental assessment. Only one response was received at this question. This criticised the document as being too long and in need of summarising.

24. The consultation paper then went onto ask:

Q16: What impact, if any, do you think that the Plan might have on Children's Rights and Wellbeing?

25. Thirteen respondents answered this question. Five of these saw no impact, mainly because the Plan was not considered relevant. One further individual respondent maintained that the impact would depend on how the Plan was implemented.

26. Other single views were expressed as follows:

- If deaf young people had access to BSL in order to learn about Scottish heritage, it would improve their wellbeing.

- Strengthening the use and appreciation of heritage more broadly will be beneficial to health and wellbeing.

- Concerns over a lack of HES educational staff and educational provision.

- "Locally … is on the National curriculum in the UK and has no educational facilities or staff. Subsidising pensioners with cheaper tickets but making adults pay full price hurts the wellbeing of children who generally visit with 'Adult' parents." (Individual)

- "We note that the HES Corporate Plan can establish a trajectory to create pathways for future skills in an adapted climate, protection of places and Cultural Heritage. This can include intangible cultural heritage for future generations, Scotland's 2045 Net Zero targets and adapting to the future climate." (Government / Public Body)

FINAL COMMENTS

1. Finally, the consultation paper provided an opportunity for respondents to offer any additional comments on the draft plan and 15 respondents did so. Overall, positive comments about the plan were made in roughly equal numbers to negative comments.

2. Six respondents made positive comments about the document and the consultation, in terms of these being clear, succinct and offering the opportunity to contribute. The same number, however, commented that these lacked detail, criticised the font size (*"feels like a high school paper being made to cover a required number of pages"*), and intimated that they were made available too late for the 2025/2028 period. An individual thought the questions in the consultation were not specific enough and needed more 'don't know' options. Other suggestions involved the use of graphics to help with engagement and clarity, and to widen the survey's inclusion and reach.

3. Further remarks tended to mirror respondents' opinions and suggestions expressed earlier in the consultation.

4. Three respondents urged the plan to show that HES can find more efficient or engaged ways of working. One commented: *"Look after the pennies & the pounds* will *look after themselves - we have people on the island who are perfectly able to cut grass at … - instead HES are sending 2 or 3 highly skilled workers over … for a whole day…. There are several grass cutting contracts successfully undertaking locally for other organisations such as the Local Authority."* On a related point, two respondents said the plan needs more on how to integrate or engage HES with communities.

5. Two organisations thought there should be a statement in the plan for HES to act as a leader and enabler of sector activity, committing to sector support and partnership working. Examples included in archaeological research, providing guidance and support in consideration of local governments' role in planning and advice, and providing historic environment advice regarding development management (especially since local authorities are cutting support for this). Maintenance of the databank function of the Buildings at Risk Register was also suggested for partnership working given the constrained public sector funding environment. On top of this, there was a perception of insufficient stated commitment by HES to its role as the lead advisor to government on the historic environment.

6. Two respondents thought there was a need to show how to prioritise aspects of heritage to get maximum value from minimum investment. A charity or third sector organisation with a heritage purpose offered to contribute data on the impact of investment in Scotland's places.

7. An organisation urged that recognition be given that HES is not simply responsible for achieving the best in its core roles, but also for achieving the best for the entirety of the historic environment. However, another organisation stated that the corporate plan must focus on the HES core mission and protection functions.

8. Finally, single alterations to the plan were suggested as follows:

   - Giving explicit mention to volunteering, given its important role in operational delivery and challenges experienced by volunteers at present.

- Further integration of biodiversity considerations alongside climate.

- Under each priority, to sharpen the narrative on the current issues and challenges that HES is seeking to respond to over the next three year period. This would help tie the proposed outcomes to the challenges the organisation (and sector) faces.

APPENDIX 1

INDICATIVE ACTIONS FOR EACH OUTCOME

Scotland's Heritage

Outcome 1: we will have built strong foundations for the long-term future of the properties, collections, records and archives in our care

- Action a: Develop and begin implementing a new strategy for the properties and associated collections in our care

- Action b: Find a sustainable solution to the care and preservation of our archive collections

- Action c: Continuously improve and respond to user feedback for our Trove.Scot project, ensuring more people can access the records and information we hold about Scotland's historic environment

Outcome 2: we will have the right evidence to inform policy and decision-making

- Action a: Deliver our Research Strategy to address our priority evidence needs

- Action b: Carry out a major engagement campaign to inform what we record and designate, and how we manage change in the planning system

- Action c: Build on and grow existing data and evidence to establish a baseline to support delivery of the Skills Investment Plan for Scotland's historic environment, and to help us advocate for sector skills

- Action d: Advance our digital systems, processes and skills to collect, analyse, and share the data required to sustainably manage our historic assets

Outcome 3: we will have developed advice and guidance to support people seeking to reuse existing buildings

- Action a: Continue to review our approach to designation and heritage management policy, to ensure it supports the delivery of national outcomes

- Action b: Develop a sector-leading training course for planning authorities to support their handling of historic environment cases

- Action c: Develop a hub on our website which champions accessible and affordable solutions to the retrofit of Scotland's buildings

Skills and Learning

Outcome 4: we will have improved pathways across Scotland for key historic environment skills

- Action a: Work with partners to deliver the Skills Investment Plan for Scotland's historic environment

- Action b: Co-ordinate national efforts to address shortages of priority traditional skills

- Action c: Work with national partners to develop support for intangible cultural heritage in Scotland, so that we can better recognise and safeguard the skills and knowledge associated with the historic environment

Outcome 5: we will be a sector leader for delivering heritage skills

- Action a: Develop a centre of excellence to support traditional skills training across Scotland

- Action b: Deliver our UKRI-funded Retrolab project, to support innovation and training around the retrofit of traditional buildings

Outcome 6: we will have made Scotland's historic environment a valued national resource for lifelong learning

- Action a: Deliver our Making Sense of Scotland learning framework

- Action b: Pilot new Learning Hubs at key Properties in Care, to develop, enhance, and widen our learning offer

- Action c: Deliver our Gaelic Language Plan, focused on supporting key gaelic communities

People and Places

Outcome 7: we will have increased and broadened our contribution to a growing Scottish economy

- Action a: To deliver a new community wealth building framework, to enhance the local economic impacts of our operations

- Action b: Attract visitors to our sites across the country to benefit local tourism economies, balancing social, economic, and environmental factors

- Action c: To collaborate with organisations leading economic development activities to grow public investment in the historic environment

- Action d: Catalyse area regeneration using our grants programmes, role in the planning system, and technical research to encourage private investment in the use and re-use of traditional stock

- Action e: Target our procurement to support Scottish businesses

Outcome 8: we will have used our grants and influence to build a more resilient historic environment sector

- Action a: Drive the advancement of the outcomes in Our Past, Our Future through facilitating sector action, collaboration, and reporting

- Action b: Develop a sector strategic development framework to improve and target HES role in lead and support for the sector

- Action c: Implement the Historic Environment Grants Programme, to ensure we're responding to the needs of the sector and the assets they care for

Outcome 9: we will have developed authentic and memorable visitor experiences at the properties in care

- Action a: Develop our masterplan for Edinburgh Castle, to offer a world-class visitor experience while managing visitor pressures on the site

- Action b: Develop and deliver our Visitor Experience Strategy to sustain and enhance our visitor offer at key sites

Climate Action

Outcome 10: we will have reduced carbon emissions from historic environment assets across Scotland

- Action a: Deliver our Carbon Management Plan

- Action b: Use our technical research findings to develop the knowledge and skills required to implement energy efficiency measures in traditionally constructed buildings

- Action c: Lead production of a Historic Environment Route Map for Net Zero, to drive advancement of the net zero outcomes in Our Past, Our Future

- Action d: Through our advice and policy making, champion the role the historic environment can play in reaching net zero and the sustainable development of communities and places

- Action e: Produce new guidance to support retrofit solutions, to support the long-term, sustainable use of Scotland's traditional buildings

Outcome 11: we will have supported Scotland's historic environment to adapt to the changing climate

- Action a: Deliver our Climate Action Plan

- Action b: Use our grant funding to support and develop climate resilience across Scotland's historic environment

Inclusion and Resilience

Outcome 12: we will have generated the financial resources to deliver our priorities

- Action a: Deliver our Financial Strategy, to manage our costs and grow our income

- Action b: Deliver our Commercial Strategy, to increase and diversify our commercial income

- Action c: Deliver our Fundraising Strategy, building on existing activity and exploring new opportunities and income sources

Outcome 13: we will have cultivated the environment for a safe and welcoming workplace

- Action a: Deliver our People Strategy, to ensure we have the right skills to deliver our priorities

- Action b: Create and maintain safe and inclusive working environments

- Action c: Deliver our Digital Transformation Plan, driving and embedding digital innovation across our work

Outcome 14: have made our work and services accessible to everyone in Scotland

- Action a: Deliver the 'Equity in Access' strand of our Equality Outcomes, to ensure everyone can access our sites and services

- Action b: Implement the commitments of our Grants Funding Report, to broaden the range of organisations seeking and accessing our funding

- Action c: Through our Communities Framework, embed community engagement and empowerment principles and approaches across our work