

Historic Scotland and RCAHMS

Stakeholder and Population Research

November 2014



Historic Scotland and RCAHMS
2014

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Summary

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- While 4 in 5 adults living in Scotland are aware of Historic Scotland (79%), less than a third (29%) are aware of RCAHMS.
- At an overall level, both organisations have a positive reputation amongst the stakeholders who they have most regular dealings with - both in terms of how competent they are (success, quality) and more emotional measures of the strength of relationship (favourability, trust).
- Both organisations receive less positive reputation ratings from the wider Scottish population – this may reflect the lower levels of engagement and awareness of the organisations amongst the wider population.
- However, it is important to note that the Corporate Reputation indices obtained for both organisations, amongst both their close stakeholders and the wider population, are above the benchmarks indices for similar organisations and relationship types.
- For both organisations, stakeholders provide the most positive ratings in relation to knowledge, expertise, passion and commitment. Supporting these results, some of the most positive verbatim feedback relates to the people who work at HS and RCAHMS.
- However less positive ratings are provided in relation to creativity, innovation, collaboration and listening to the views of stakeholders in consultations. A number of specific comments have focused on how improvements could be made in these areas.
- There also appears to be scope to improve both organisation’s websites, especially their accessibility, look and search functions. This is particularly important as the websites are one of the most used sources of information.

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The study

The study

- TNS was commissioned to undertake a study to measure opinions amongst Historic Scotland and Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS) stakeholders and the wider Scottish adult population.
- Stakeholders surveyed included Historic Scotland members, representatives of organisations in the public and private sector, and individuals with regular dealings with each organisation.
- Specific areas covered included

Engagement

- Awareness of organisations
- Views on each organisation's role
- Frequency of dealings

Reputation

- Corporate reputation
- Favourability of opinion
- Trust
- Success
- Quality of services/products

Performance

- Rating organisations against key areas

Communication

- How stakeholders find out what the organisations are doing
- Website content and ease of use

- This report contains the results of the first of two survey waves undertaken in October and November 2014, prior to the integration of Historic Scotland and RCAHMS. The second wave will take place in late 2016 following the formation of HES, to measure any changes in perceptions and satisfaction levels.



Research methods

The study comprises of two survey elements as follows:



250 online interviews with members (N=115) and other key stakeholders (N=135)

Email invite sent to organisations and individuals. Members invited to click on weblink in newsletter.

c.5 minute questionnaire to obtain measures and ratings on either HS (N=199) or RCAHMS (N=51)



Population survey with 1,000 interviews

Conducted using TNS in-home omnibus survey

Representative of the adult population of Scotland (16+)

Headline measures only.

Results

Engagement

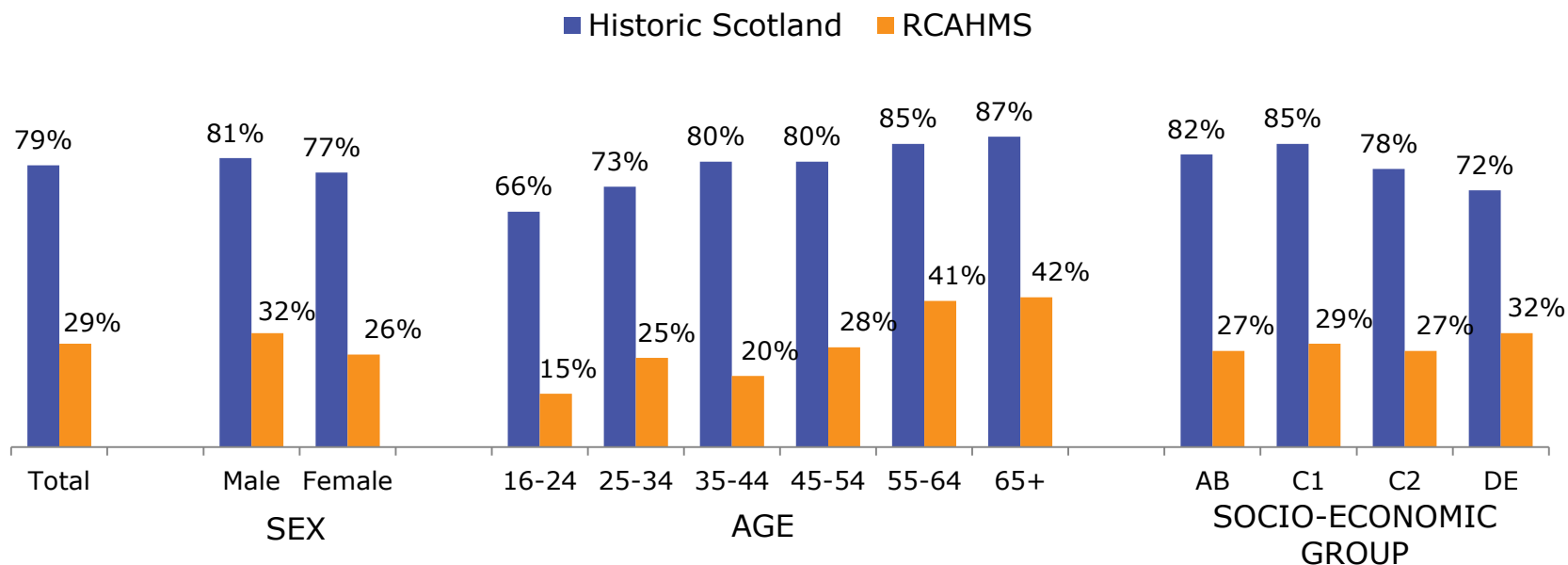


Awareness of organisations amongst population



- Overall 79% of the Scottish adult population had heard of Historic Scotland and 29% had heard of the Royal Commission on the Ancient and Historical Monuments of Scotland or RCAHMS.
- Awareness of both organisations was higher amongst men than women and highest amongst the oldest age groups. While awareness of Historic Scotland was highest amongst the more affluent ABC1 socio-economic groups, awareness of RCAHMS did not vary significantly by socio-economic group.

Awareness of HS and RCAHMS amongst Scottish adult population – Population Survey



Base: Population survey – all respondents (1,018)



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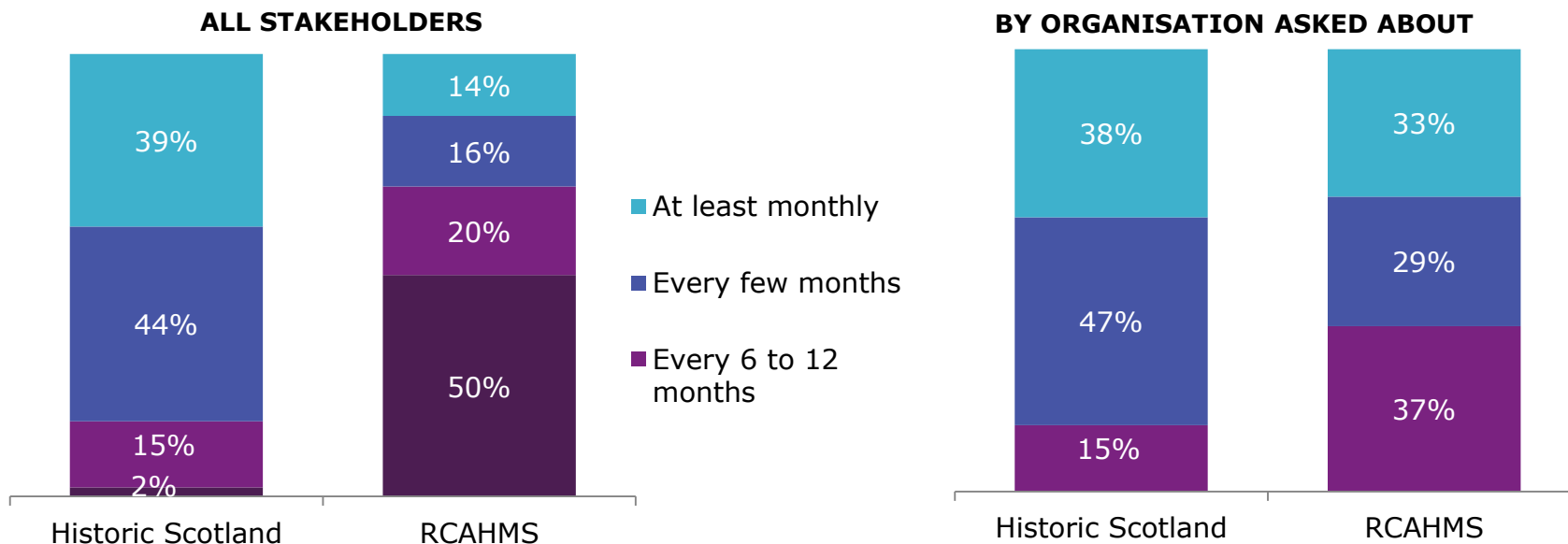


Frequency of dealings



- As shown below left, the majority of stakeholder survey respondents had fairly regular dealings with Historic Scotland while around half normally engaged with RCAHMS less than once a year or never.
- The survey questionnaire was designed so that respondents only answered the detailed questions reported on the pages that follow about the organisation they were more familiar with. As such HS members provided responses about Historic Scotland and only those with the most regular dealings with RCAHMS responded in relation to this organisation. The chart below right illustrates the frequency of dealings amongst those who answered these questions.

Frequency of dealings with HS and RCAHMS amongst Stakeholders – Stakeholder Survey



Q1 During the last 12 months, how often if at all have you had any dealings with the following organisations?

Base: All stakeholders Wave 1 2014 (250)

Base: HS assigned stakeholders (199), RCAHMS assigned stakeholders (51)



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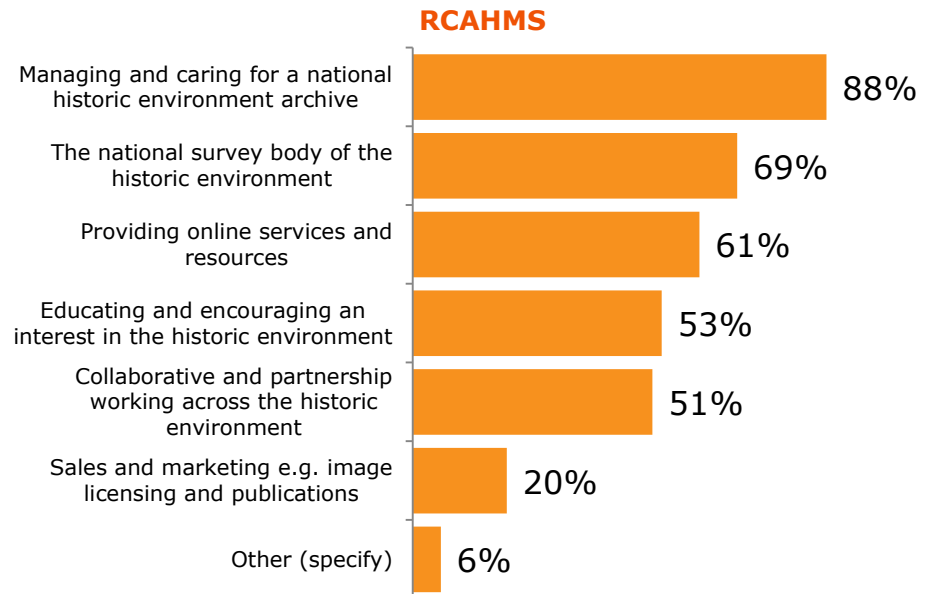
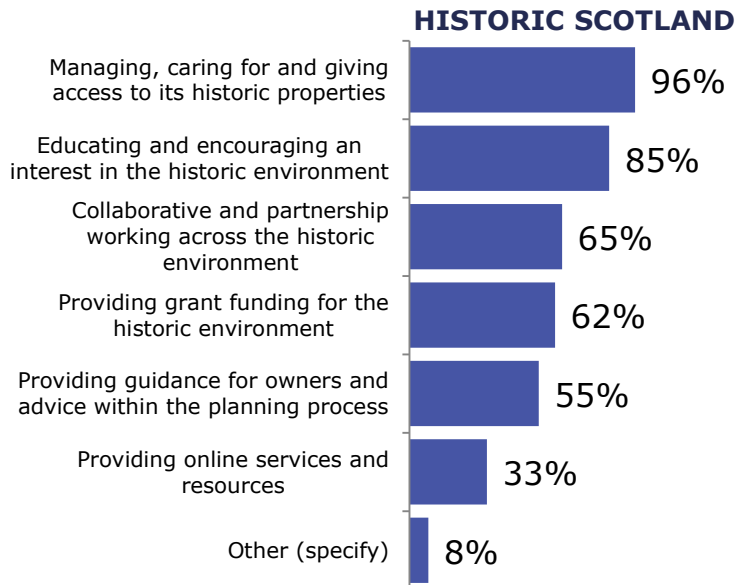


Understanding of organisation roles



- When asked what they consider as the primary roles of each organisation, most stakeholders of both organisations selected a number of the options provided.
- Nearly all Historic Scotland stakeholders selected roles relating to managing and caring for Historic properties and educating and encouraging an interest in historic environment while nearly all RCAHMS stakeholders selected the role relating to managing and caring for the national historic environment archive.

Understanding of the roles of HS and RCAHMS amongst Stakeholders – Stakeholder Survey



Q7 What do you consider the primary roles of <ORGANISATION> to be?

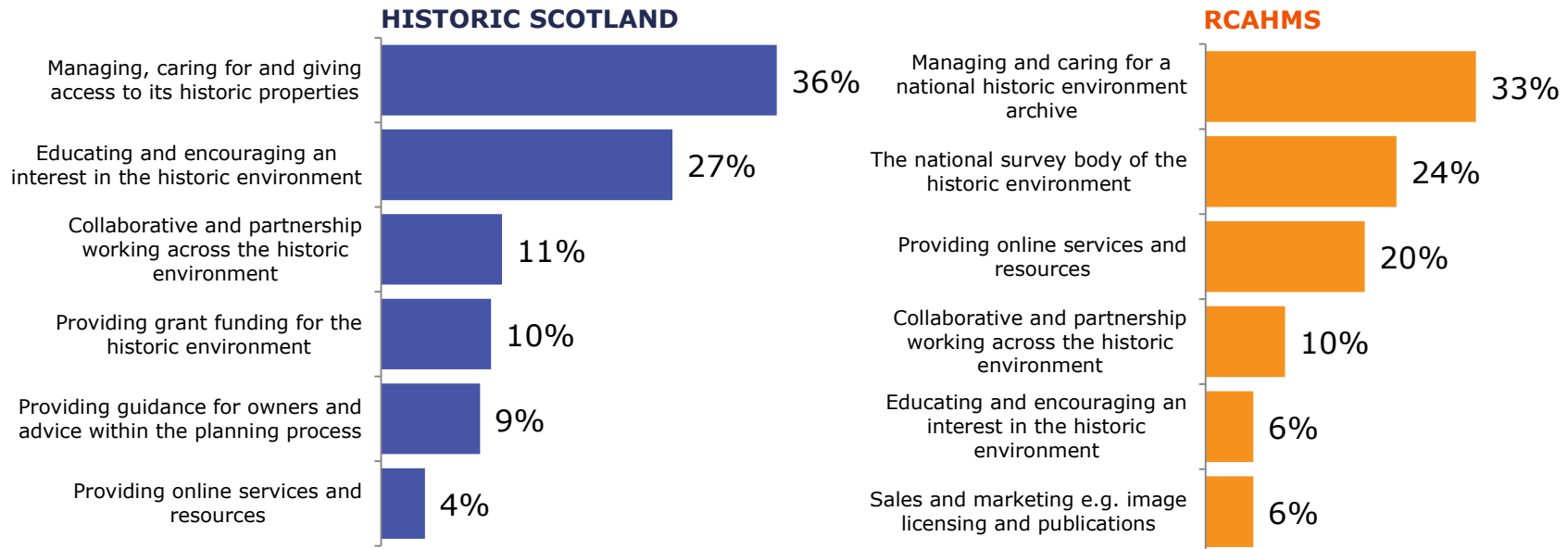
Base: HS assigned stakeholders (199), RCAHMS assigned stakeholders (51)

Reasons for most dealings



- When asked to specify their most common reason for engaging, almost two-thirds of Historic Scotland stakeholders selected answers relating to the organisation's work looking after and providing access to historic properties or their work educating and encouraging an interest in the historic environment.
- The largest proportion of RCAHMS stakeholders engaged most often with the organisation in relation to their work managing and caring for the national historic environment archive.

Areas Stakeholder have most dealings with HS and RCAHMS – Stakeholder Survey



Q9 In which of these areas have you had most dealings with <ORGANISATION>?

Base: HS assigned stakeholders (199), RCAHMS assigned stakeholders (51)



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Reputation

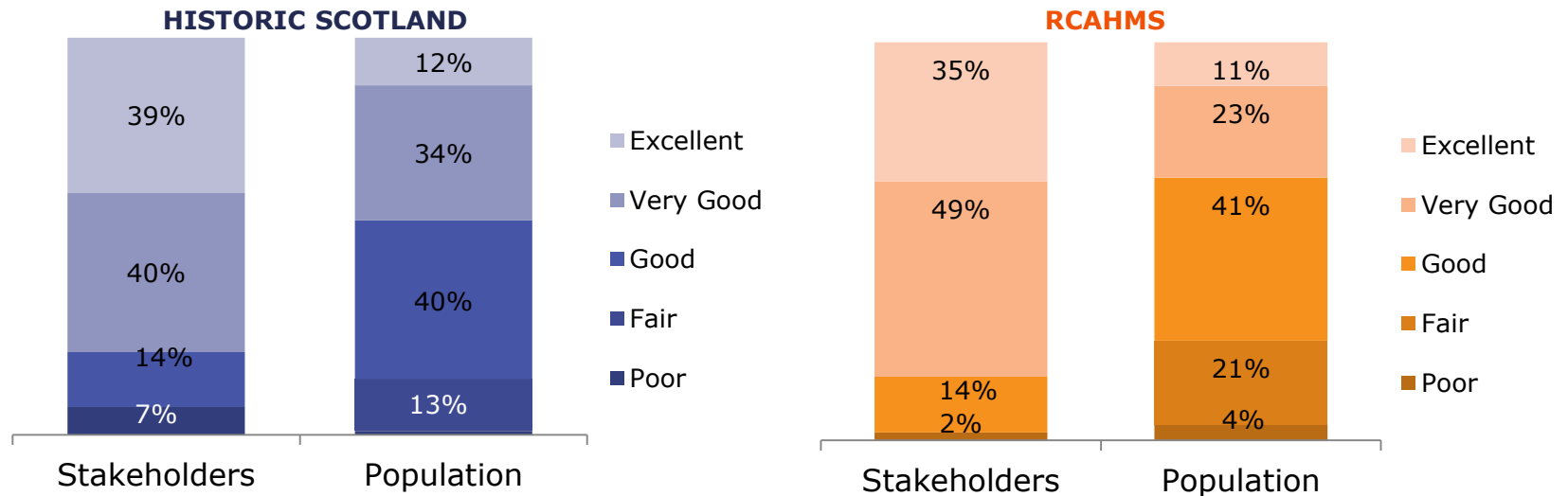


Overall reputation



- Both members of the public and stakeholders were asked to rate the overall reputation of each organisation on a 5 point scale.
- For both organisations, the responses provided by stakeholders were generally very positive with the vast majority providing the highest ratings of 'Excellent' or 'Very Good'. However responses provided by the Scottish population were less positive with the largest proportions providing ratings of 'Good' or 'Very Good' for both organisations.

Rating of reputation of HS and RCAHMS – Stakeholder Survey and Population Survey



How do you rate the overall reputation of <ORGANISATION>?

Base: HS assigned stakeholders (199), RCAHMS assigned stakeholders (51), Population aware of HS (811), Population aware of RCAHMS (314)



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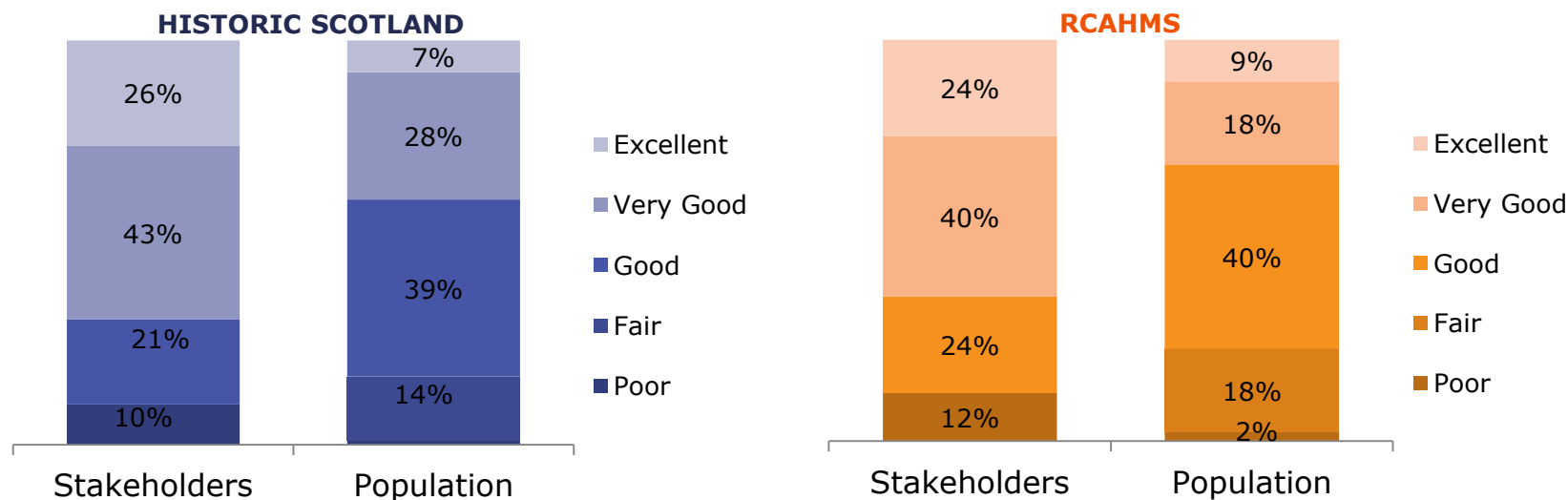


Quality of products and services



- Members of the public and stakeholders also rated the quality of the products and services provided by HS and RCAHMS using a 5 point scale.
- The responses provided by the stakeholders of each organisation were generally positive with around two-thirds providing the highest ratings of 'Excellent' or 'Very Good'. However a larger proportion of members of the public provided each of the organisations with the middle rating of 'Good'.

Rating of quality of products and services provided by HS and RCAHMS – Stakeholder Survey and Population Survey



How do you rate the quality of products and services provided by <ORGANISATION>?

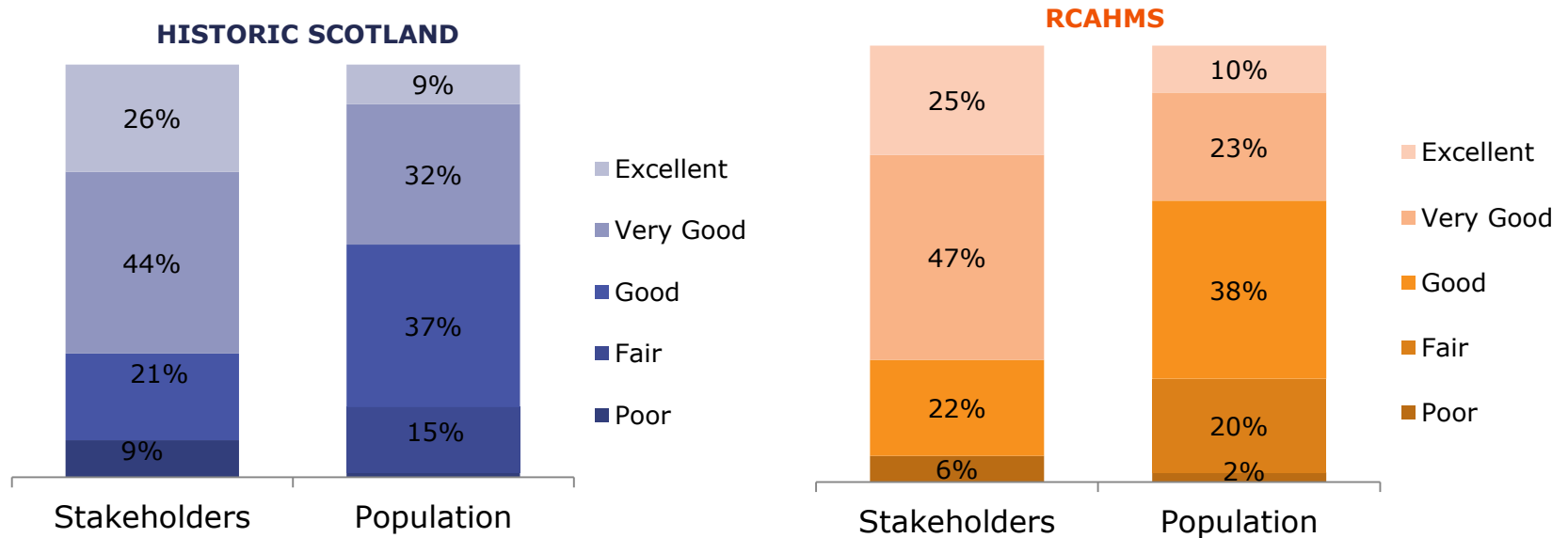
Base: HS assigned stakeholders (199), RCAHMS assigned stakeholders (51), Population aware of HS (811), Population aware of RCAHMS (314)

Success



- Members of the public and stakeholders also rated the success achieved by HS and RCAHMS using a 5 point scale.
- Reflecting the other competency measures, responses provided by the stakeholders of each organisation were positive with most providing the highest ratings of Excellent or Very Good. While members of the public were more likely to provide more mid-scale responses.

Rating of success achieved by HS and RCAHMS – Stakeholder Survey and Population Survey



How much do you rate the success achieved by <ORGANISATION>?

Base: HS assigned stakeholders (199), RCAHMS assigned stakeholders (51), Population aware of HS (811), Population aware of RCAHMS (314)



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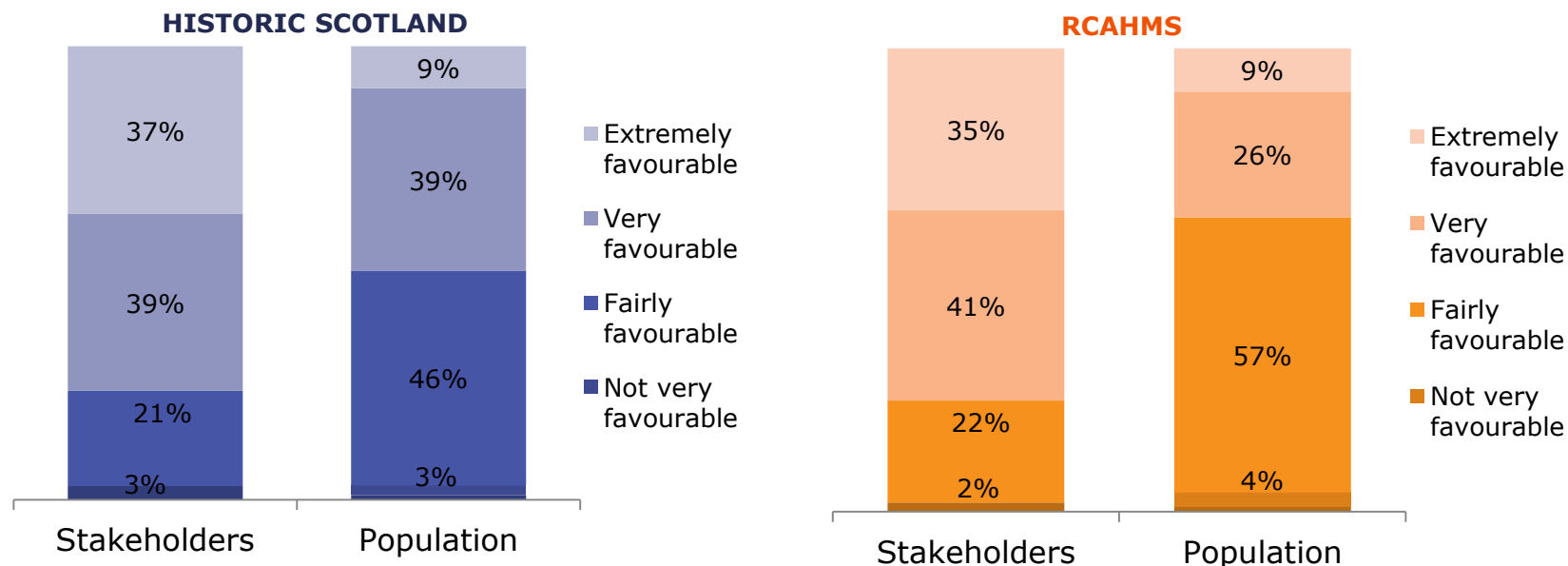


Favourability of opinion



- All respondents in the public and stakeholder surveys also rated HS and RCAHMS on the basis of how favourable they felt towards each organisation.
- Once again, responses from the Stakeholder survey were the most positive with most providing the highest ratings of 'Extremely' or 'Very' favourable for both organisations. However the largest proportion of members of the public provided a lower rating of 'Fairly' favourable for both organisations.

Favourability of opinion of HS and RCAHMS – Stakeholder Survey and Population Survey



How favourable is your opinion of <ORGANISATION>?

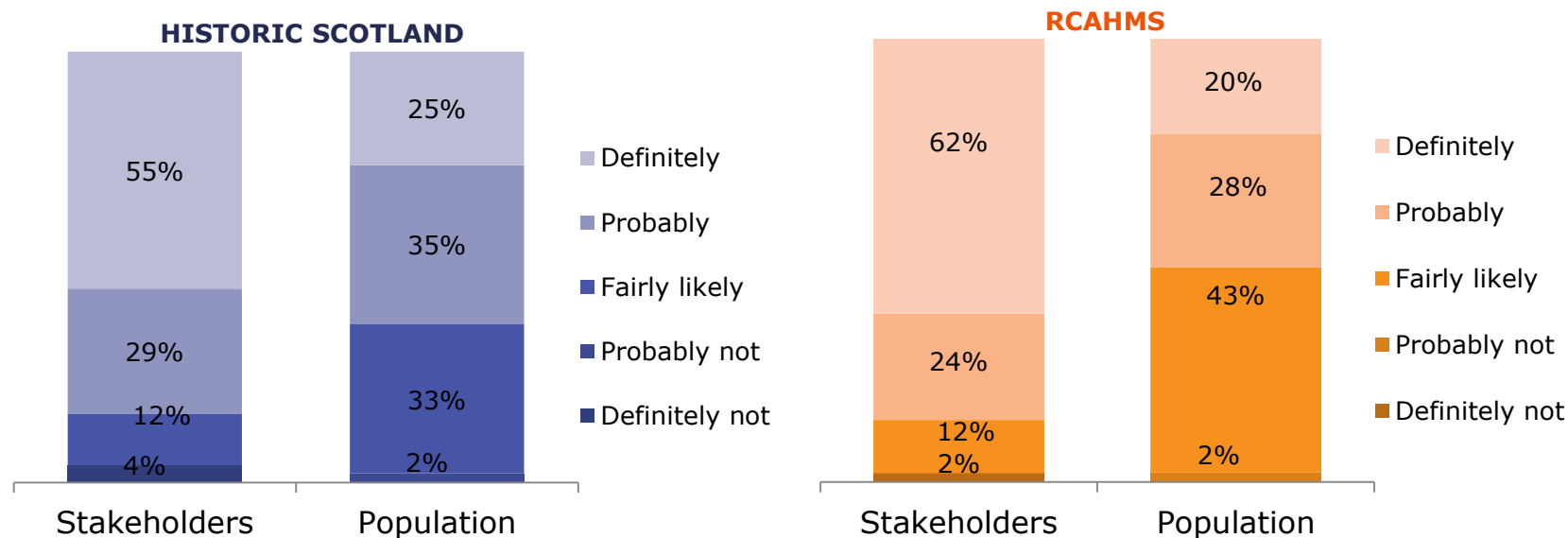
Base: HS assigned stakeholders (199), RCAHMS assigned stakeholders (51), Population aware of HS (811), Population aware of RCAHMS (314)

Trust



- The majority of the stakeholders of both organisations provided the top rating ('Definitely') when asked how much they believe that they can trust Historic Scotland or RCAHMS.
- Responses amongst the public were more varied, with the largest proportions providing responses of either 'Probably' or 'Fairly likely'.

Trust in HS and RCAHMS – Stakeholder Survey and Population Survey



How much do you believe you can trust <ORGANISATION>?

Base: HS assigned stakeholders (199), RCAHMS assigned stakeholders (51), Population aware of HS (811), Population aware of RCAHMS (314)



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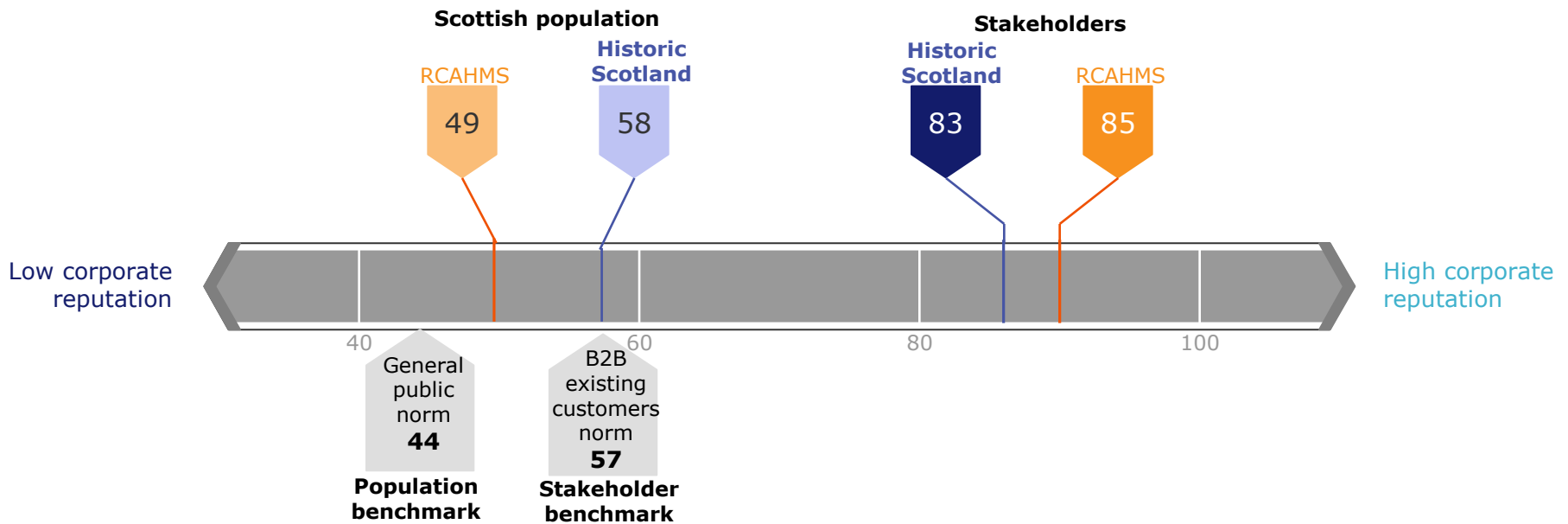
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Corporate reputation TRI*M index



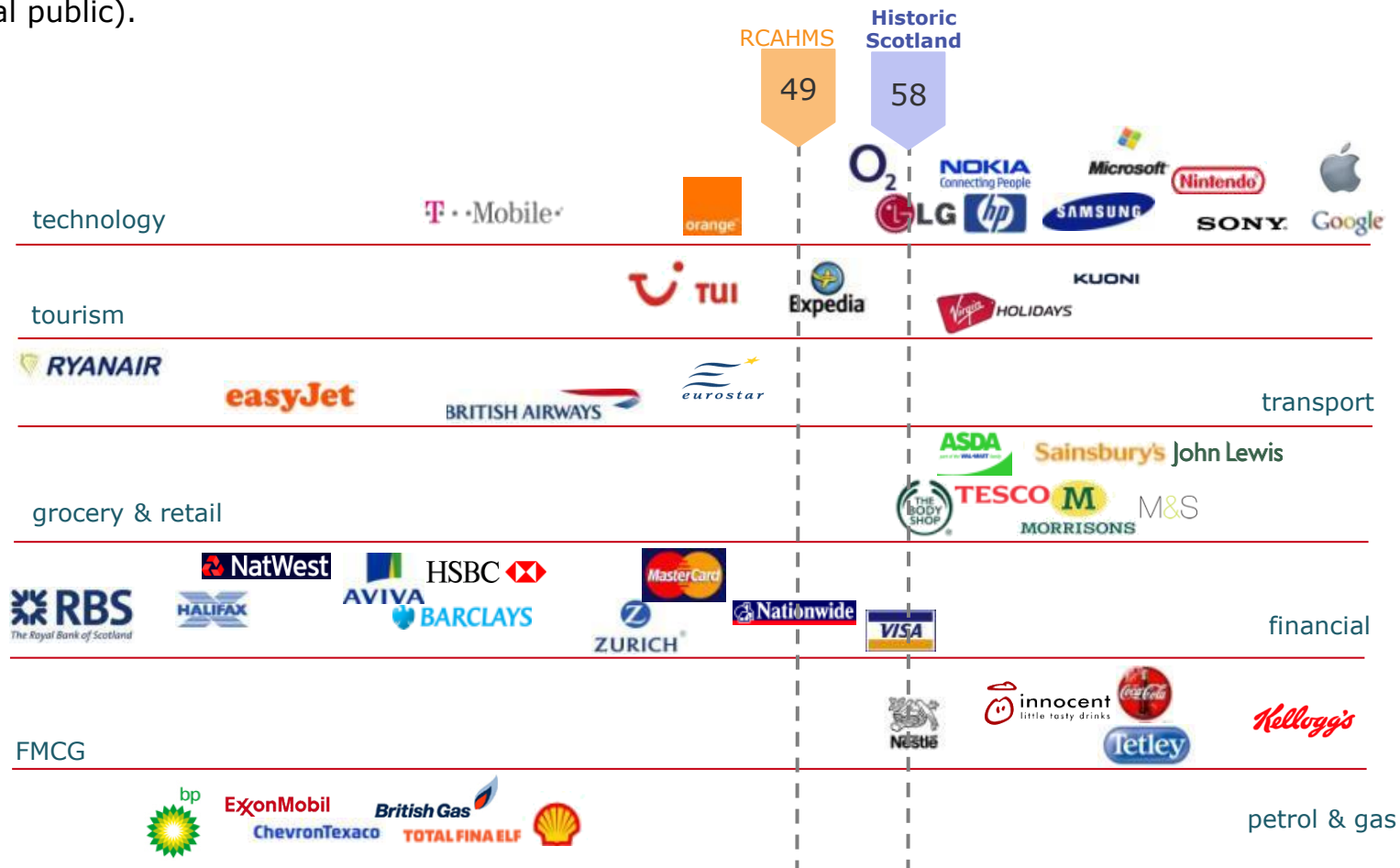
- The Corporate Reputation TRI*M Index is a single number index based on responses to the 5 questions reported on the previous pages. Together these questions provide a single metric which reflects views on an organisation's functional competence (success, quality) and strength of relationship (favourability, trust).
- The indices amongst stakeholders are 83 for Historic Scotland and 85 for RCAHMS. These are significantly higher than the norm for B2B customer relationships (57) with both organisations in the top 33% of the TNS database of benchmarks.
- The indices amongst the Scottish population are 58 for Historic Scotland and 49 for RCAHMS. While these are much lower than the stakeholder indices they are higher than norm for general public relationships with companies (44).





Corporate Reputation TRI*M Index – comparison with consumer brands

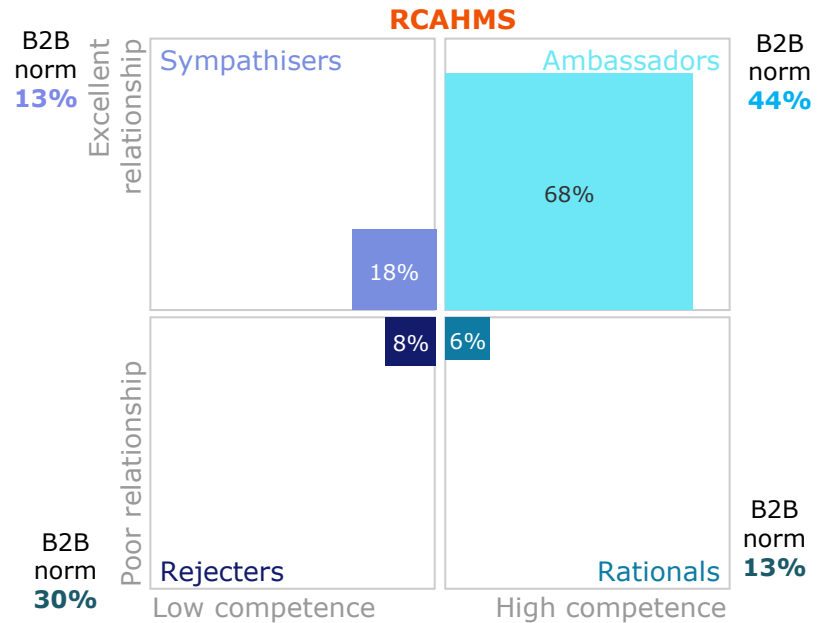
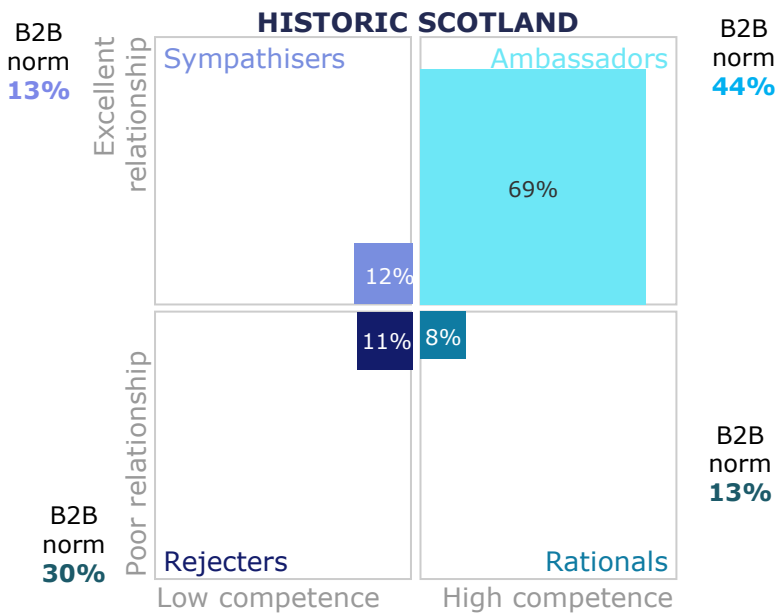
- It is also useful to compare the Historic Scotland and RCAHMS Scottish population indices against those obtained in relation to the GB population's views regarding a number of well known corporations.
- The index ranges from 2 (RBS and Ryanair) to 86 (Google). Historic Scotland achieved a similar index to Nestle, O2 and LG while the index for RCAHMS was similar to Vodaphone, Pepsi and Expedia.
- Note that the stakeholder indices for Historic Scotland RCAHMS are not shown as they are not directly comparable to the benchmarks below due to the different audience type (i.e. close stakeholders v general public).



Corporate reputation TRI*M Typology - Stakeholders



- Using responses to the five questions, it is also possible to segment each organisation's stakeholders based on their relationship and competence rating.
- The majority of each organisations stakeholders are 'Ambassadors' who provide positive ratings in terms of both competence and relationship (see detailed description below).
- Compared to benchmarks for B2B customer relationships, the proportion of stakeholders classified as Ambassadors is much larger than normal.



Ambassadors truly admire the organisation: They like or even love it, highly trust it and think it does a great job through offering a good service and being successful. Spread of positive Word of Mouth is possible.

Sympathisers show fairly strong emotional affinity towards the organisation, but don't think it does a good job in its core business, as quality and/or success is rated on low level.

Rationals respect the organisation, but are emotionally distanced. They attribute a good job through offering good service and being successful to the organisation, while not really liking and trusting it.

Rejecters disrespect and dislike the organisation. They are emotionally very distant and also don't think it does a good job in offering good products and being successful. Spread of negative Word of Mouth is likely.



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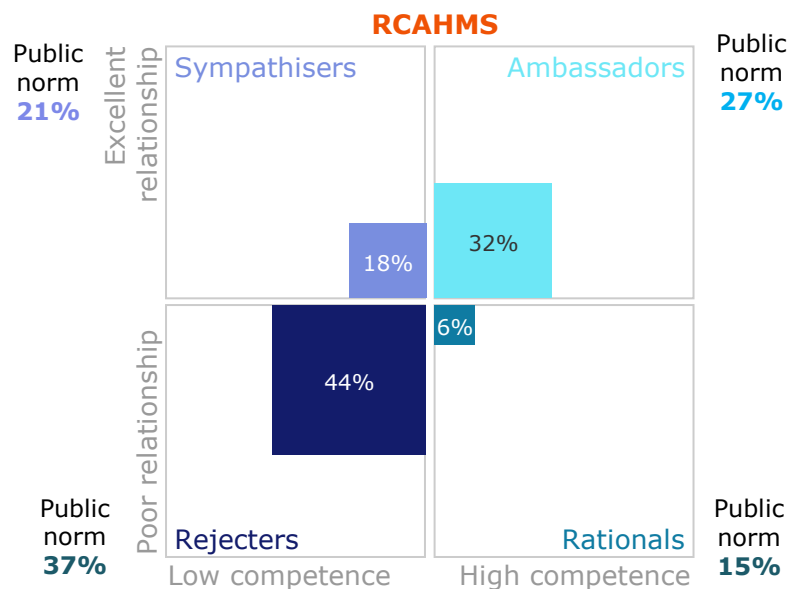
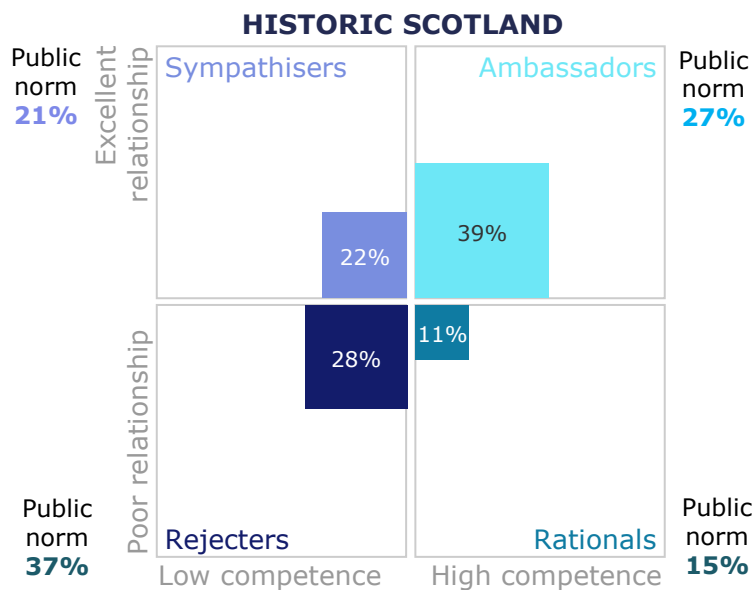
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Corporate reputation TRI*M Typology - Population

- While the largest proportion of the Scottish population who are aware of HS are classified as Ambassadors, those aware of RCAHMS are more likely to be Rejecters.
- Comparing these results with the benchmarks for the public perceptions of organisations, HS has a higher proportion of Ambassadors than the norm and fewer Rejecters. However RCAHMS has a more polarised result with more Ambassadors and Rejecters but fewer in the other groups.



Ambassadors truly admire the organisation: They like or even love it, highly trust it and think it does a great job through offering a good service and being successful. Spread of positive Word of Mouth is possible.

Sympathisers show fairly strong emotional affinity towards the organisation, but don't think it does a good job in its core business, as quality and/or success is rated on low level.

Rationals respect the organisation, but are emotionally distanced. They attribute a good job through offering good service and being successful to the organisation, while not really liking and trusting it.

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Performance



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Rating of HS and RCAHMS performance



- Stakeholder provided both organisations with the most positive ratings in relation to 'knowledge and specialist expertise' and 'passion and commitment with over three quarters rating these aspects as Excellent or Very Good.
- However smaller proportions provided such positive ratings for 'collaboration and partnership working' or 'listening to and taking account of stakeholders views in consultations'. Full results from these questions are provided on the next page.

Percentage rating each organisation's performance as Excellent or Very Good on each measure – Stakeholder Survey



Q10 How would you rate <ORGANISATION>'s performance in each of the following areas?

Base: HS assigned stakeholders (199), RCAHMS assigned stakeholders (51),

Rating of HS and RCAHMS performance



HISTORIC SCOTLAND

	Excellent	Very good	Good	Fair	Poor
Knowledge and specialist expertise	49%	35%	13%	3%	0%
Passion and commitment	41%	34%	17%	8%	1%
Promotion and support of the historic environment	28%	45%	19%	7%	2%
Transparency and clarity of role	15%	40%	29%	12%	5%
Responsiveness to enquiries or requests	17%	36%	37%	8%	3%
Creativity and innovation	17%	32%	27%	19%	6%
Collaboration and partnership working	14%	31%	40%	11%	4%
Listening to and taking account of stakeholders views in consultations	11%	24%	45%	14%	6%

RCAHMS

	Excellent	Very good	Good	Fair	Poor
Knowledge and specialist expertise	49%	35%	16%	0%	0%
Passion and commitment	45%	31%	18%	4%	2%
Promotion and support of the historic environment	22%	41%	29%	6%	2%
Transparency and clarity of role	14%	43%	25%	16%	2%
Responsiveness to enquiries or requests	18%	33%	35%	10%	4%
Creativity and innovation	18%	31%	29%	14%	8%
Collaboration and partnership working	16%	33%	27%	20%	4%
Listening to and taking account of stakeholders views in consultations	8%	35%	35%	14%	8%

Q10 How would you rate <ORGANISATION>'s performance in each of the following areas?

Base: HS assigned stakeholders (199), RCAHMS assigned stakeholders (51),

Communications



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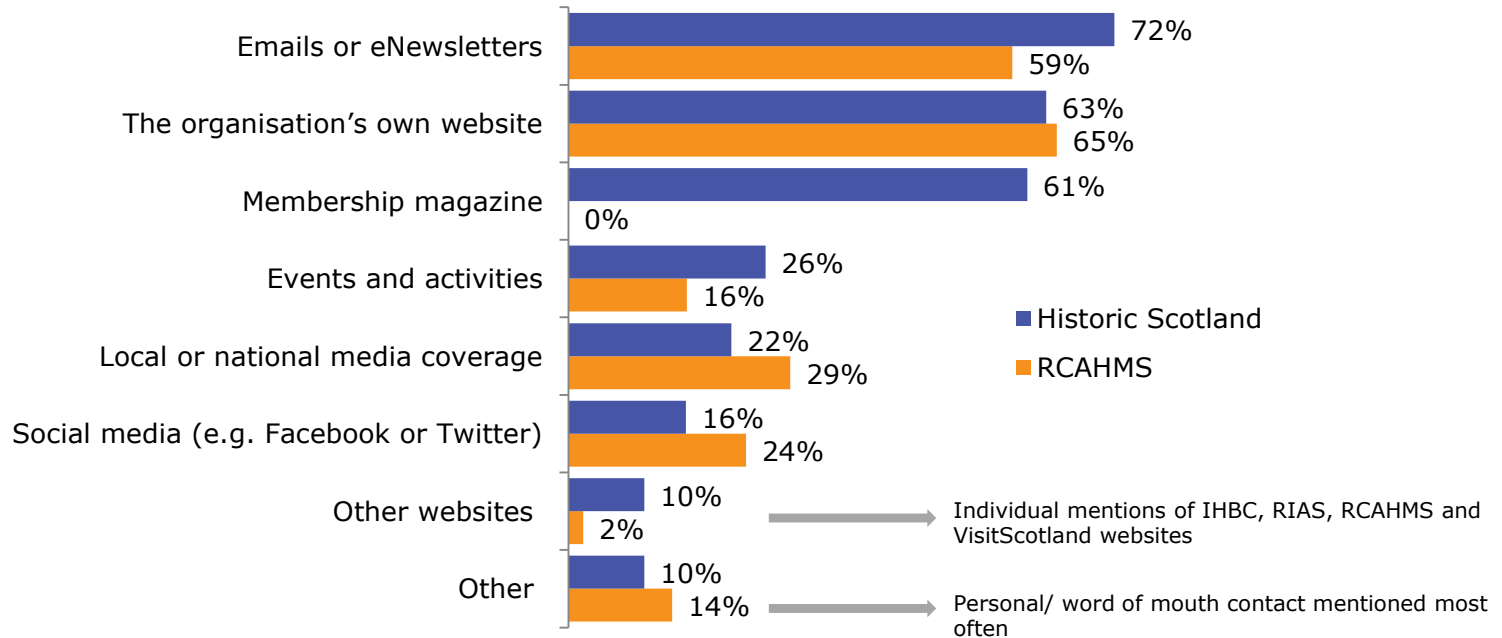


Information sources



- The information sources used most often by Historic Scotland stakeholders were E-mails and eNewsletters, followed by the website and Membership magazine.
- Similarly, the RCAHMS website and emails were the most common information sources for RCAHMS stakeholders.

Information sources used to find out about what organisations are doing – Stakeholder Survey



Q11 In which of the following ways, if any, do you normally find out about what <ORGANISATION> is doing?

Base: HS assigned stakeholders (199), RCAHMS assigned stakeholders (51),



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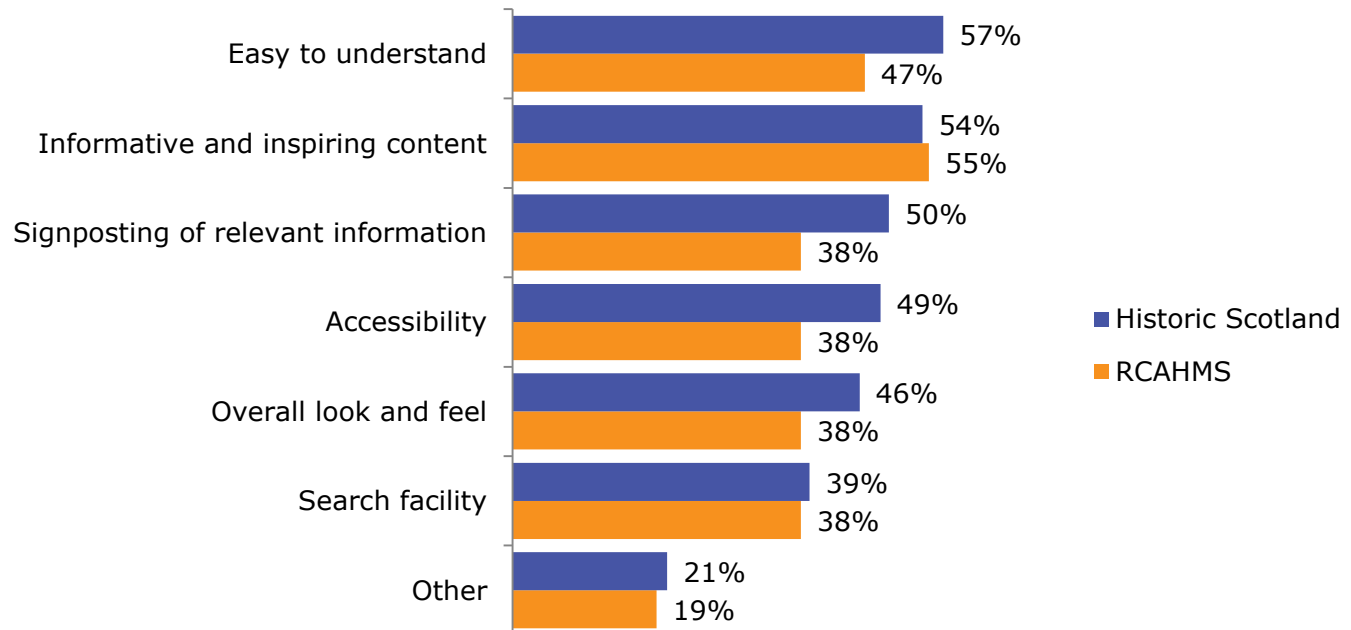


Rating of HS and RCAHMS websites



- While just over half of Historic Scotland stakeholders provided ratings of 'Excellent' or 'Very Good' in relation to how easy the website was to understand and whether the content was informative and inspiring, other aspects received less positive ratings. As shown overleaf, a significant minority provided a ratings of just poor or fair for a number of the areas asked about.
- Ratings for the RCAHMS website were less positive with fewer than half of stakeholders providing the top ratings for most aspects of the website.

Percentage rating each organisation's website as Excellent or Very Good on each measure



Q12 How would you rate the <ORGANISATION> website on the following aspects?

Base: HS assigned stakeholders (199), RCAHMS assigned stakeholders (51),

Rating of HS and RCAHMS websites

HISTORIC SCOTLAND

	Excellent	Very good	Good	Fair	Poor
Easy to understand	22%	36%	32%	8%	3%
Informative and inspiring content	17%	38%	33%	10%	2%
Accessibility	16%	37%	30%	13%	4%
Signposting of relevant information	14%	37%	31%	14%	4%
Overall look and feel	14%	32%	32%	18%	3%
Other	14%	29%	39%	14%	4%
Search facility	11%	31%	30%	20%	7%

RCAHMS

	Excellent	Very good	Good	Fair	Poor
Informative and inspiring content	9%	47%	32%	9%	4%
Easy to understand	13%	33%	31%	19%	4%
Accessibility	15%	23%	36%	17%	9%
Signposting of relevant information	9%	30%	36%	17%	9%
Search facility	17%	21%	29%	25%	8%
Overall look and feel	8%	29%	37%	20%	6%
Other	12%	24%	36%	20%	8%

Q12 How would you rate the <ORGANISATION> website on the following aspects?

Base: HS assigned stakeholders (199), RCAHMS assigned stakeholders (51),

Other feedback



Further feedback on Historic Scotland

- A selection of the comments provided by Historic Scotland Stakeholders are provided below. A full list is available separately. In general, the most positive feedback was provided regarding membership, visit experiences and staff. However, a number of specific issues were raised in relation to communications, some specific experiences of working with HS and the organisation's role.

Role and remit

"I do wonder at times if their remit is too broad and they become involved in areas where they might clash with private enterprise."

"HS has some outstanding people working for it with exceptional knowledge of the historic environment. Its overall focus seems however to have moved away from protecting, preserving and enhancing towards restoring its own properties with a focus almost entirely driven by tourism and economic pressures from government. It has and continues to invest huge sums in its own properties and projects while offering little to support the local heritage at risk. I have the impression that the Civil Service side of the organisation is now driving the functional side, to its detriment, and have become very disappointed in its recent performance."

"Historic Scotland on the whole do a pretty good job. The retention of grant funding in the present difficult financial climate is appreciated and valued. I do have a concern that increasingly Historic Scotland is failing to oppose developments that it would previously have firmly opposed and that it appears to be under an instruction not to oppose certain types of developments such as wind turbines."

Membership and visits

"Historic Scotland do a sterling job, I love my membership!"

"Always find staff at properties friendly and helpful. Properties appear well cared for. I feel more integration with National Trust Scotland would be beneficial for customers."

Communications

"Changes to website have left links from other sites giving 404 errors - pages should forward to new locations and not just fail when you rejig your website or backend."

"Dealing with HS regarding a shared interest in a Historic Building is frustrating as personnel change, meetings get cancelled and the budget is inadequate. Previously we lived in a house which you listed but were then unable to provide assistance with dealing with an outbreak of dry rot which was endangering the building. In many ways your organisation gives the impression of dysfunction and is frustrating to deal with."

People

"HS is modernising with the times. This approach is required to safeguard the future of the historic environment. Staff are always very helpful and willing to identify solutions to ensure delivery of projects that save buildings."

"In my experience, all people I've met in HS do really care about the built environment, about the historical heritage they have in their hands and about how to make things better. Good people working there, no doubt."

Q13 Finally, please use the space below to type in any other feedback you have on <ORGANISATION>, the services they provide, recent positive or negative experiences and possible improvements.

Further feedback on RCAHMS

- Comments provided by RCAHMS Stakeholders are provided below. A full list is available separately. In general, the most positive feedback was provided in relation to the overall value of the organisation. However feedback regarding staff, the website and the organisation's collaboration was varied.

Role and remit

"I think the RCAHMS is an incredibly valuable and effective organisation, I have used it regularly and often since I was a student and consistently over the last 17 of my professional career as an archaeologist."

"RCAHMS have worked very hard in the role of creating a secure home for archaeological archives."

"While our professional work with RCAHMS has been only periodic, the Commission has an excellent reputation within the sector."

Website

"On the RCAHMS website, it is very hard to find particular pieces of guidance, for example the digital archiving policy, and the search facility only seems to search Canmore and not the website contents."

"Website is not ideal for professional users."

Collaboration

"Non-existent collaboration with commercial units, which is surprising given that most archaeological fieldwork is undertaken by commercial archaeologists."

"The RCAHMS must continue to collaborate widely with academic and other partners."

"Think there is scope for further collaborative and integrated working between RCAHMS and local authorities when trying to source information and assistance for dealing with development in historic areas."

People

"Friendly helpful staff, although turnover of trainees can sometimes mean lengthy explanation of requirements."

"I have a very high regard for some (but not all) members of RCAHMS staff. However, I have a concern that the academic quality of their output is sometimes forfeited in attempt to produce saleable material. I also sometimes feel that the rate at which they work and respond to situations can be rather leisurely."

Staff are unfailingly helpful and friendly. RCAHMS also has an important educational role.

Q13 Finally, please use the space below to type in any other feedback you have on <ORGANISATION>, the services they provide, recent positive or negative experiences and possible improvements.