HISTORIC ENVIRONMENT SCOTLAND | ÀRAINNEACHD EACHDRAIDHEIL ALBA

CORPORATE BUSINESS PLAN 2016-17

Introduction

This business plan sets out what we will do to deliver in the first year of our 2016-19 Corporate Plan and how we shall deliver it. It articulates what resources will be deployed by which routes, and how we will measure our performance. This is a key corporate document which shapes our activity for the coming year. As Scotland's **lead public body for the historic environment** our **vision** is that Scotland's heritage is cherished, understood, shared and enjoyed with pride, by everyone. We shall support the Year of Architecture, Innovation and Design in 2016 and the Year of History, Heritage and Archaeology in 2017.

Our Corporate context

our **mission** is to

- enhance knowledge and understanding of Scotland's historic environment.
- protect, conserve and manage the historic environment for the enjoyment, enrichment and benefit of everyone – now, and in the future.
- share and celebrate our cultural heritage with the world.

our **functions** are

- Identifying and recording the historic environment,
- Understanding and interpreting the historic environment,
- Learning about, and educating others about, the historic environment,
- Protecting and managing the historic environment,
- Conserving and enhancing the historic environment.

our **values** are to be

- • Collaborative
- Professional
- Innovative
- Open
- Respectful

Our Corporate Plan adopts five strategic themes - **Lead, Understand, Protect, Value and Perform**. This Business Plan uses these same themes.

LEAD

Outcome : Scotland's historic environment makes a strong contribution to the cultural, social, environmental and economic wellbeing of the nation and its people.

What	What we will deliver	What success looks like
Regional collaboration	We will explore how we can work more effectively with our partners around Scotland in sharing resources, expertise and infrastructure. We will specifically consider the possibility of regional collections storage for properties in care.	Pilot projects and advances in partnership working.
Supporting cultural and economic development.	We will support Local Authorities in delivering their cultural heritage development projects. To include Stirling and Perth Councils in 2016-17.	Contribute to the Stirling development plan in relation to cultural heritage. Explore routes to collaboration with Perth Council.
Climate Change (national remit)	As a lead public body for Climate Change we will deliver on our commitments in relation to Climate Ready Scotland: Scotland's Climate Change Adaptation Programme. We will: undertake research to identify necessary resilience measures for existing buildings / heritage assets; develop and implement HES's Climate Change Action Plan; and work with The Scottish Environment Protection Agency (SEPA), Scottish Natural Heritage (SNH), Forestry Commission Scotland (FCS) to develop a joint climate action programme to help protect historic sites and property from the impacts of climate change.	Climate Change research programme delivered Climate Change Action Plan delivered. Scottish public body action programme deliver. Risk assessment methodology in place and partially delivered for properties in care.

What	What we will deliver	What success looks like
Community Empowerment	We will explore what community empowerment means for the historic environment sector and how this interrelates with all aspects of the historic environment including community ownership and community planning	Report and action plan produced.
Historic Environment Scotland Grant programmes	We will fulfil our current grant obligations and deliver support across our current schemes. We will complete our review of grant programmes and implement findings.	Assess and award grants of £15m per annum. Implementation of review.
National Heritage Festival	For the year of History, Heritage and Archaeology in 2017 we will deliver a national event to celebrate Scotland's history, heritage and archaeology. We shall lead the delivery of this event working in partnership with others for the benefit of the broader sector.	Developed and planned delivery of a national event to celebrate Scotland's heritage and support the sector to engage new audiences.
Designating and managing change in the historic environment	We will reflect on how designation and management of historic environment assets currently works in Scotland. In conversation with our stakeholders we will consider a range of issues to inform our thinking going forward. We will work with Scottish Government to replace the current SHEP.	Purposeful engagement with the sector. Delivery of Historic Environment Scotland Policy Statement (HESPS) to replace the SHEP.
Increase participation and engagement	In support of the Our Place in Time participation working group and our Access Policy in development we will focus on how we can extend engagement with and relevance of Scotland's historic environment to those we and the sector do not presently reach.	Engagement with both the sector and new partners.
Archaeology Strategy	We will agree the strategy delivery plan and commence work on delivery with the Strategic Archaeology Committee	Delivery Plan completed by end July 2016 with delivery following on in timetable set for each action in the plan.

What	What we will deliver	What success looks like
Heritage Tourism	As a key contributor to the Heritage Tourism Group, we will work to achieve growth in the volume and value of heritage tourism by engaging with VisitScotland, Scottish Government and other partners to promote Scotland as a tourist destination; and by undertaking activities to encourage the heritage tourism sector to work together.	Established and achieved our targets to contribute to the shared indicator that has been developed by the Heritage Tourism Group that "By 2020 to grow (increase) the actual heritage tourism expenditure from £800m in 2013 to c£1.2bn
International	We will contribute to maintaining and enhancing Scotland's international standing in cultural heritage, supporting cultural diplomacy and delivering benefits for Scotland. Collaborative activity under MOU with Stirling University and the Royal Palace, Forbidden City, Peoples Republic of China. Ongoing collaborative work with UK and key international partners including UNESCO, ICOMOS, TICCH.	Commenced US National Archives and Records Administration Partnership. Digitised 100,000 aerial images and made them available online. Major international conference and research centre in 2017 under MOU. Delivered the exhibition 'A Tale of Two Cities: Edinburgh & Lisbon', June 2016. AHRC funded Romantic Scotland research partnership in China and the associated exhibition in Nanjing Museum prepared for April 2017
Our Place in Time - Scotland's national historic environment strategy.	We will assist in assessing the Historic Environment Strategy delivery models to see whether this remains the most efficient and effective means of mainstreaming and accounting for delivery of the strategy.	Reviewed and reported on recommendations to Historic Environment Strategy Forum

UNDERSTAND

Outcome: Scotland's historic environment is better known and understood

What	What we will deliver	What success looks like
Identification, survey and recording	We will enhance the National Record through programmes of field investigation, survey, research and scientific studies to improve the quality and extent of our knowledge and understanding of the historic environment and provide the foundation for a high quality public service.	A survey programme that will deliversnational thematic record enhancements through, for example, Aerial, Industrial and statutory Threatened Building surveys
The National Record	A targeted enhancement of the record to meet international standards and develop and implement technical redevelopment of the database. Maintain and enhance access to users.	Increased access to our data. An improved online database. Enhanced quality and accessibility of data to our users.
Research	We will publish our Corporate Research Strategy and deliver Operational Research Plans for : Technical and Scientific Research Properties in Care Research - significance and archaeology Historic Environment Socio Economic Research National Record Support research collaborations with others with focused outcomes. We will work to expand our Independent Research Organisation (IRO) status. Dissemination of our research work on our own and with others through publication, digital, conferences and seminars.	Research Strategy published. Operational Research Plans published and delivered. Research showcase delivered. Applied to research councils for IRO status Supported formal research partnerships. Lever external research resources from third parties.

What	What we will deliver	What success looks like
Scotland's Historic Environment Data (SHED) Strategy	We will collaborate with the Sites and Monuments Record Forum to deliver the SHED strategy to improve public access to information about Scotland's historic environment and work towards compliance with European Union's INSPIRE Directive.	Agreed and delivered prioritised list of HES-led activities based on the SHED Implementation Plan.

PROTECT

Outcome: Scotland's historic environment is cared for and protected

	What	What we will deliver	What success looks like
	Properties in Care (PiCs) Scheme of Delegation - physical assets	The Estates Asset Management Plan, including: the completion of a Resource Needs Assessment; development of PiCs Asset management System (PICAMS); roll out pilot for new Condition monitoring system; and the establishment of peer review process. To deliver an ongoing works programme, routine conservation works and funded projects across the estate.	EAMP published Supporting policies delivered SIGMA tool live. PICAMS in development Peer review in place and working. Deliver 2016-17 Works Programme
	Properties in Care (PiCs) Associated Collections Scheme of Delegation	The SoD, including HES Museums Accreditation status, report on current management status of collections and agreement on the methodology for condition assessment programme.	Museums accreditation delivered. Assessment of Collections delivered. Condition reporting system in place.
	Archives & Collections	We will undertake a review of the management of our collections and archives with a view to improving collections care, management and access. We will complete the implementation of the digital preservation system so that all HES digital archives can be protected for the future. Archive accreditation completed	Review of storage needs and development of project proposal and options appraisal to HESB.
	Statutory regulation functions for Scotland's historic environment - managing change	Statutory functions within the planning system and feed into the review of the planning system to ensure that policies and decisions reflect historic environment priorities.	Contributed to the planning system review. Met 80% of our statutory timescales. Issued 82% of scheduled monument consent decisions with 8 weeks

What	What we will deliver	What success looks like
Skills Initiatives	We will work in partnership to deliver the Scottish Government Traditional Skills Strategy. Thehe HLF Skills for the Future programme. Progress training routes for vocational training in archaeology in partnership with others.	Continued Traditional Skills Strategy delivery. Complete delivery of Skills for the Future programme. Managed and delivered the training for 9 Modern and 33 Traditional Skills Apprenticeships
Traditional Building Materials	We will develop a Traditional Materials Strategy. We will undertake a 'state of the nation study' and articulate the importance of and benefits associated with using traditional materials.	Delivered the Traditional Materials Strategy. Published a 'state of the nation' study Delivered the Engine Shed
The Engine Shed.	Scotland's national building conservation centre and an engagement programme.	Developed and delivered a training programme for internal & external stakeholders. Established Building Conservation Network Tripartite agreement with Forth Valley College and Stirling University. Delivered Scottish Ten benefits
Statutory regulation functions for Scotland's historic environment - designation	A transparent designation programme by publishing on the HES Portal all our decisions on listing and scheduling, including where those decision have been challenged and survey users to assess the effectiveness of this service.	Survey undertaken after 12 months of Portal use and action plan in place to respond to feedback.

VALUE

Outcome: People value, celebrate and enjoy the historic environment

	What	What we will deliver	What success looks like
	Properties in care of Scottish Ministers and associated collections - visitor facing tourism and commercial activity.	We will welcome visitors to enjoy our properties and collections across Scotland, providing a high quality experience.	St Andrews day free weekend. Achieved 92% of HES staffed sites with a Visit Scotland rating of 4 stars or above. Achieved 80% service rating across our sites from the Mystery Visit programme. Attracted over 3.7 million visitors. Achieved 169,000 members.
	Opening up and improving access	In accordance with statutory duties for promoting diversity and tackling inequalities we will seek new ways to provide improved access to the historic environment, associated collections and archives, and to our specialists. We will give added value to our members.	Identifying opportunities for improving access to the properties and collections in our cares; outreach and community engagement programmes; and by improving online access to our services. Exhibition programme at the Engine Shed. Archives week. Insight tours.

What	What we will deliver	What success looks like
Engagement	A new Engagement Strategy. A programme of engagement across our corporate areas encouraging engagement, participation and education. This will include activities at our properties, the Engine Shed, thematic projects like Scotland's Urban Past and online services	Supported 100k learners to engage with the properties in our care (through education visits and programmes) Produced development plan for Learning at Properties in Care Delivered 30 learning projects focused on young people and community groups Established a baseline measure for online databases and website usage from which to measure improvement in future years. Achieved an annual increase in our main social media audiences (Facebook and Twitter) by 15%.
Digital Strategy	A Digital Strategy for Historic Environment Scotland.	Published the Strategy
Historic Environment Scotland Website	A new and engaging website to meet the aspirations of our new body.	Launched the website.
Gaelic	We will fulfil our current aspirations for Gaelic and set out our future ambitions.	Delivered the 2012-17 Gaelic Language Plan. Developed new HES Gaelic Language Plan for publication in 2017.

PERFORM

Outcome: We are a high performing organisation

	What	What we will deliver	What success looks like
	Our people	An HES People strategy which supports leadership style, empowerment, sets standards and behavioural expectations, supports effective leadership, empowers staff and with the objective of making HES a lead public body in its approach to investing in our people.	HES People Strategy completed. Developed structured and accredited training programmes for staff. Training and development plans in place for corporate and Directorates
	Our Assets	An HES Investment Plan	Published the Asset Management Plan as part of the broader plan.
	Records Management	A Records Management Plan and, thereafter, our implementation plan in order to comply with legislation, improve information and records management practices throughout the organisation, and reduce duplication, cost, complexity and risk.	Produced Records Management Plan in 2016
	Health and Safety	An assessment of our H&S management in HES and implement improvements for our staff and visitors. We shall continue to share our experience with and learn from others. Design and implement a wellbeing initiative that will be managed through the Health Working Lives framework.	Implemented findings of review in 2016. Continued to partner in the Visitor Safety initiative. Visitor Safety Action Plans in place for key sites.
	Historic Environment Scotland Enterprises (HESe)	We will establish and operate a new trading arm for HES. We will maintain and increase income base.	Established appropriate governance arrangements for the trading company and commence trading activity. Explored opportunities for enterprise. Delivered 1.8% increase in income generated from the Properties in Care and commercial activities on 2015/16 baseline.

What	What we will deliver	What success looks like
Information Systems	Following the transfer to new HES infrastructure we will focus on improving performance and stability of our system and improving the user experience for our users across Scotland.	Completed migration of staff onto new HES infrastructure, rollout the Scottish Wide Area Network (SWAN) to all sites and migrate all commercial servers and services from ATOS to new HES infrastructure.
Resource planning	The focus for this work will be to maximise efficient use of paybill while ensuring that we have the right resources in place to deliver the core functions of the body. Particularly in 2016-17 it will also be about working to create the structure that supports the central and core objectives of HES, ensuring that it is aligned to the Corporate Plan and is affordable within the spend provision available to us.	Delivered new Corporate Structure
Equalities	A new approach to delivering equalities outcomes and produce our first Equality Outcomes and Mainstreaming Report.	Published first Equality Outcomes and Mainstreaming Report in April 2017.
Climate Change (Corporate)	Our Climate Change Action Plan for 2015-2017 in order to fulfil our public bodies duties under the Climate Change (Scotland) Act 2009.	Published new Carbon Management Plan for 2015-2020
Procurement	We will pursue our corporate objectives fully through the procurement process, adding value at every opportunity. A review of procurement within HES to ensure we meet good practice , embracing ethical standards, sustainability and efficiency.	Enhanced sustainable procurement policy.

How we will deliver

The Chief Executive is responsible for delivery of the Corporate Business Plan through operational Directors. Each Directorate has its own operational plan which details specific work programmes for teams which are delivered by our own staff or in partnership or through contractual relationships or via our grants programmes with external partners.

In order to manage our resources effectively and to ensure line of sight from our Corporate Plan to individual objectives for our people, we follow the following hierarchy;

Accountability for performance for operational delivery is held by the Chief Executive and the Senior Management Team. Directors are responsible for delivering against Operational Plans through their Departmental Heads. Deviations from operational plans require formal approvals. Resource management follows the same principal.

Corporate performance monitors delivery of objectives at Corporate Plan, Business Plan and Directorate Operational Plan level. Directors are responsible for managing internal work programmes to deliver objectives.

Our internal scheme of delegation cascades delegated authority to deploy resource and reflects resource accountability and responsibility for key compliance functions.

Resourcing our Business Plan

Historic Environment Scotland is committed to achieving best value with our resources. Our resource allocations are approved by by our Board in order to meet the aspirations of our corporate plan and fulfil our statutory obligations. In this first year we have prioritised our financial resources against an internal budget bidding process.

Our objective is to be transparent about the resource allocations we make to pursue specific outcomes.

In 2016-17 we shall increase the granularity of our resource analytics to support effective resource deployment and improve our ability to report expenditure against specific outcomes . We shall also move towards an enhanced understanding of our people resources and how they are most effectively employed to deliver our objectives. This includes prioritisation of activity, but also ensuring that we have the required knowledge, skills and expertise and invest in our people accordingly to deliver and meet our aspirations as a high performing organisation.

Expenditure by Strategic Theme

Theme	£
LEAD	15.3
UNDERSTAND	11
PROTECT	20.6
VALUE	21.3
PERFORM	20.9
Total	**89.2**
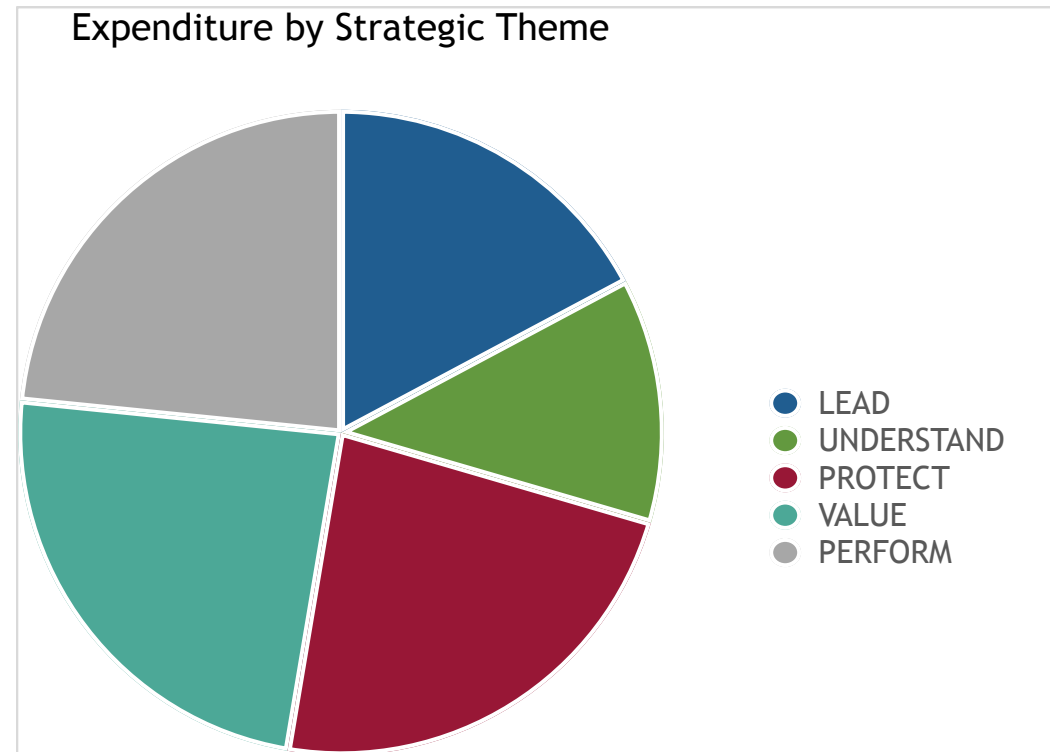
Income and expenditure for 2016-17 for Historic Environment Scotland

Income	£m
Grant in Aid (unrestricted)	23.6
Grant in Aid (restricted)	14.5
Capital (non-recurring)	3.4
Capital charges	3.5
Admission income	31.3
Commercial income	9.7
Other income	6.6
Total income	**92.6**

Expenditure	£m
Staffing	39.4
Running costs	26.8
Cost of sales	5.0
Grants	14.5
Capital	3.4
Capital charges	3.5
Total expenditure	**92.6**

Staffing resources

The total Full Time Equivalent (FTE) number of staff for HES is 1090.5 (60.3% male and 39.7% female) based on the figure in March 2016. The figure does not include seasonal staff and assumes all posts are filled. It will fluctuate during the year. In our first full year of operation our staffing resource position is being analysed to ensure appropriate deployment to deliver our corporate objectives. We are currently in the process of reevaluating our structure which will by implemented by July 2016.

Measuring performance

A set of Key Performance Targets measures progress towards delivering the strategic outcomes set out in the Corporate Plan. These are summarised in the table below and in more detail in Annex B. Data relating to Equalities, Health & Safety, Sick Absence, Staff training, Supplier Payment and Freedom of Information performance is also reported in our Annual Report and Accounts.

Monitoring and Reporting

1. Progress towards achieving the Key Performance Targets is closely monitored throughout the year.

2. **Senior Management Team** – monitors progress through regular reports on Corporate Plan, Corporate Business Plan and Directorate Operational Plan delivery. In addition, health and safety, key performance indicators, financial performance, human resource, waste management and carbon management. HES operates a formal risk management system.

3. **Historic Environment Scotland Audit and Risk Committee** –receives assurance on the processes through which we manage performance and the risks to the delivery of our strategic outcomes and objectives.

4. **HES Board** – meets monthly as per Audit Scotland recommendations and will receive reports on progress towards the delivery of this Plan.

5. **Culture and Historic Environment Division (Scottish Government)** – meets with the CEO quarterly to review progress towards delivery of this Plan.

6. **Cabinet Secretary for Culture and External Affairs** – Meets annually with the Chair and Chief Executive and receives assurance on progress from the HES Board and CEO through the Culture and Historic Environment Division.

2016-17 Key Performance Targets

The table below provides an at a glance view of our Corporate Plan's key performance indicators (KPIs). These are high level KPIs and achievement against them is reported across a range of programmes, projects and activities.

Strategic Theme	Key Performance Indicator
LEAD	KPI 1: Championed the historic environment - by taking the lead role in the delivery of *Our Place in Time* (OPiT)
	KPI 2: Increased the overall contribution of heritage tourism to the Scottish economy
	KPI 3: Managed the impact of climate change by improving knowledge and understanding
	KPI 4: Created an organisation that earns respect as the lead public body for the historic environment
UNDERSTAND	KPI 5: Increased knowledge and understanding of the historic environment
PROTECT	KPI 6: Improved the condition of Scotland's historic environment
VALUE	KPI 7: Enhanced engagement with the historic environment
	KPI 8: Provided excellent service to our visitors and service users
PERFORM	KPI 9: We are an efficient, resilient and sustainable organisation
	KP 10: Our staff are fully engaged in the transformation
	KPI 11: We actively promote equalities

ANNEX A

KEY PERFORMANCE INDICATORS

LEAD		How we will measure success
KPI 1	Championed the historic environment - by taking the lead role in the delivery of Our Place in Time (OPiT)	KPI 1 measures how effectively we are championing the historic environment through our leading role in the delivery of OPiT. In 2016-17 we will: • Publish our Corporate Plan 2016-19 with objectives aligned to OPiT. • Take the lead in enabling and facilitating delivery of Our Place in Time in collaboration with partners. • Deliver Scotland's Historic Environment Audit (SHEA) 2016 to provide evidence for the HE sector and for measuring the delivery of OPiT.
KPI 2	Increased the overall contribution of heritage tourism to the Scottish economy	KPI 2 measures our activities to lead, do and enable an increase in the overall contribution of heritage tourism to the Scottish economy. We aim to achieve growth in the volume and value of heritage tourism by engaging with VisitScotland, Scottish Government and other partners to promote Scotland as a tourist destination; and by undertaking activities to encourage the heritage tourism sector to work together. In 2016-17 we will establish and achieve Historic Environment Scotland's targets that will contribute to the shared indicator that has been developed by the Heritage Tourism Group that "By 2020 to grow (increase) the actual heritage tourism expenditure from £800m in 2013 to c£1.2bn".
KPI 3	Managed the impact of climate change by improving knowledge and understanding	KPI 3 measures our effectiveness in delivering against the Scottish Government's Scottish Climate Change Adaptation Programme (SCCAP) and Energy Efficiency Action Plan (EEAP), which mandates HES to conduct and disseminate research into managing the impacts of climate change in the historic environment. In 2016-17 we will improve knowledge and understanding about climate change mitigation and adaptation in the HE by: • Undertaking a range of research and pilot studies. • Establishing standards, publishing guidance and promoting good practice across the sector. • Undertaking work to measure the impact of our technical research activities.

KPI 4	Created an organisation that earns respect as the lead public body for the historic environment	KPI 4 tracks increases in our corporate reputation using the TRI*M index. The TRI*M index is calculated based on feedback to external surveys from stakeholders and a sample of the Scottish population via an omnibus survey. The survey work is undertaken independently consultants and scores can be benchmarked with a wide variety of organisations. In 2016-17 we will establish and report a baseline TRI*M score for Historic Environment Scotland.
UNDERSTAND		**How we will measure success**

KPI 5	Increased knowledge and understanding of the historic environment	KPI 5 measures a range of our activities which are designed to improve knowledge and understanding of the historic environment.
		
		In 2016-17 we will:
		• Establish the quality of our records of known/identified sites.
		• Establish a baseline of the number of Collections items which are digitally accessible online.
		• Undertake an analysis of the National Collection to assess:
		• The utilisation of collections and their significance
		    ○ The use of data HES holds
		    ○ The profiles of user groups
		• Publish a Research Strategy for HES.

PROTECT		How we will measure success
KPI 6	Improved the condition of Scotland's historic environment	KPI 6 measures our progress in delivering the requirements of the Schemes of Delegations (SoD) with Scottish Ministers and how our activities are improving the condition of Scotland's historic environment. In 2016-17 we will: • Conserve the monuments and historic buildings managed by HES on behalf of Scottish Ministers. We will publish our Estate Asset Management Plan. • Establish a baseline measure of the condition of our Collections. • Seek Museums Accreditation. • Seek Archive Accreditation. • Publish how we will evaluate our grants' programme, which will lead to a better understanding of the impact of grants. • Establish a public access web-based portal and publish every decision on scheduled monument consent, listed and scheduling proposals. This demonstrates our delivery of enabling and transparent regulation which contributes to Government's better regulation agenda. • Open the new national conservation centre (the Engine Shed) at Stirling
VALUE		How we will measure success

KPI 7	Enhanced engagement with the historic environment	KPI 7 demonstrates how effectively we are enhancing engagement with the historic environment.
		
		In 2016-17 we will:
		• Attract over 3.7 million visitors to the properties in our care.
		• Achieve 169,000 members.
		• Achieve an annual increase in our main social media audiences (Facebook and Twitter) by 15%.
		• Support learning access to the historic environment by
		    ○ Achieving an agreed uptake of Free Education Visits and Travel Subsidies.
		    ○ Delivering learning programmes for formal, informal and community audiences.
		    ○ Providing online and printed resources to support learning and widen access (examples?) places?
		• Establishing a baseline measure for online databases and website usage.
		
		Our 2016-17 targets focus on our activities to attract visitors; to continue to build membership; to attract online users; to offer education and learning activity targeted at broadening access.

KPI 8	Provided excellent service to our visitors and service users	KPI 8 measures the quality of our customer service. In 2016-17 we will: • Achieve 92% of HES staffed sites with a Visit Scotland rating of 4 stars or above • Achieve 80% service rating across our sites from the Mystery Visit programme
PERFORM		**How we will measure success**
KPI 9	We are an efficient, resilient and sustainable organisation	KPI 9 measures our efficiency, resilience and sustainability by tracking: changes to the efficiency of our operations in line with SG Efficient Government programme targets; increases in the income we generate from our sites and commercial activities; and our energy consumption in line with our Carbon Management Plan 2015-19. In 2016-17 we will: • Deliver annual efficiency savings in line with Scottish Government Efficient Government programme targets • Deliver 1.8% increase in income generated from the Properties in Care and commercial activities on 2015/16 baseline.
KP 10	Our staff are fully engaged in the transformation	KPI 10 measures HES commitment to develop its staff, levels of staff engagement and staff morale. In 2016-17 we will: • Develop and deliver a workforce plan, career and talent management programmes. • Increase staff engagement to 62% (from 60% - 2015 baseline). The level of staff engagement is based on and is taken from the Engagement Index (which is expressed as a percentage) that is calculated on the basis of responses to the annual Civil Service-wide People Survey which HES will take part in. • Reduce Average Working Days Lost (AWDL) to 5 (from baseline of 7.37 in 2015/16). Reducing average working days lost (AWDL) is an indicator of increased staff resilience. It is intended as a proxy for staff morale and satisfaction.
KP1 11	We actively promotes equalities	KPI 11 provides information about how well HES are performing in terms of mainstreaming equalities across the organisation, including monitoring and the publication of an Equality Outcomes and Mainstreaming Report. In 2016-17 we will prepare and present Equality Outcomes and a Mainstreaming Report to HES Board which will then be published in April 2017.

Scottish Government Objectives

As an NDPB Scottish Ministers expect Historic Environment Scotland to support the Scottish Government's Purpose, the Programme for Government and Government Economic Strategy. These expectations are specifically laid out in the Annual Letter of Guidance from the Cabinet Secretary for Culture, Europe and External Affairs to the Chair of Historic Environment Scotland. Historic Environment Scotland is key to delivering Our Place in Time, the national strategy for Scotland's Historic Environment.

In addition, the broad ranging remit of Historic Environment Scotland means that it has identified responsibilities in relation to policy areas as diverse as tourism, climate change and traditional craft skills.

These expectations are identified in both our Corporate Plan, this Corporate Business Plan and our Directorate Operational Plans.

Our Corporate Plan may be found at https://www.historicenvironment.scot/about-us/who-we-are/corporate-information/

Historic Environment Scotland is a registered Scottish Charity No: SCO45925

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