



HISTORIC SCOTLAND CORPORATE PLAN 2012 -15

Consultative draft
October 2011

Foreword

Scotland's historic environment helps to tell our nation's story. We are surrounded and shaped by our past. It is at the very heart of our nation's cultural identity and has helped define our place on the world stage.

As we begin our second administration, the Scottish Government has embarked upon an ambitious and exciting programme, building on our performance since 2007. We have laid strong foundations for success and we remain committed to the single Purpose of sustainable economic growth.

We embark on this journey in a challenging economic climate, with a need to reduce public spending. This is a time therefore when we need to be at our most focused and creative.

This Government is committed to the historic environment, seeing it as a key building block for a successful future for Scotland. The historic environment of Scotland and the many who are contributing to its conservation and development are playing a major role in economic growth, tourism, sustainable development and regeneration. While we celebrate the historic environment, we must be ambitious in ensuring it continues to make a significant contribution to a better future for everyone in Scotland.

Managing our historic environment should act as a catalyst for regeneration and business development, and be a driver for improvements in rural and urban areas. We must and will champion a better understanding and sense of ownership of the historic environment, giving us all a strong sense of place. We will seek to ensure that our children not only enjoy their historic environment but also understand it. We will reach out to communities, ensuring that people of all ages and socio-economic groups value and enjoy their local historic environment, from prehistoric sites or the local medieval kirk or castle, to our maritime and industrial heritage, to the run of traditional cottages that make up the main street, or the 1930s cinema.

The historic environment is a legacy of our millennia long history, from the 'eco homes' at Skara Brae, to the post-war homes and churches built by Scotland's leading architects, and with a great deal in between. It is our pleasure and our privilege to ensure that we pass on to those who come after us the rich historic environment that we enjoy today.

We are committed to a Scotland which is a creative nation with a rich heritage contributing to the world as a modern dynamic country.

This Corporate Plan shows how, on behalf of Scottish Ministers, Historic Scotland will champion the historic environment as part of that commitment.

FIONA HYSLOP
Cabinet Secretary for Culture and External Affairs

Introduction

This draft plan sets out:

- ◆ The context for our work
- ◆ Our vision for the historic environment
- ◆ Working toward the vision over the next 3 years
- ◆ Implementing the plan and monitoring success
- ◆ Next steps

The plan has been subject to a Strategic Environmental Assessment. Details this can be found in Appendix A. Consultation responses will be used to inform an Equalities Impact Assessment. A Business and Regulatory Impact Assessment and Social and Economic Impact Assessment will be conducted following the outcome of the consultation.

How to take part

Tell us what you think by completing the response form and sending by email to Denise Mattison at denise.mattison@scotland.gsi.gov.uk or by post to Historic Scotland, Longmore House, Salisbury place, Edinburgh EH9 1SH. The form can be found on our website at:

www.historic-scotland.gov.uk/index/about/consultations/currentconsultations.htm

If you need help completing the response form, require the information in an alternative format or would prefer to talk to us on the telephone, please call 0131 668 8742.

The consultation ends on 16th November 2011.

Thank you

Context

The Historic Environment

The historic environment has been defined as “*all aspects of our surroundings that have been built, formed or influenced by human activities from earliest to most recent times*”.

The scale, reach and potential of Scotland’s historic environment is awesome. [Note: the following figures will be dotted about the final version of the Corporate Plan .]

- ◆ Scotland has 5 World Heritage Sites of outstanding universal value, 4 of them designated exclusively for their cultural heritage value
- ◆ At a conservative estimate, the historic environment supports 60,000¹ jobs in Scotland
- ◆ The historic environment has been assessed as directly contributing £2.3 billion² of Gross Valued Added to the Scottish economy
- ◆ Scotland has 460,000 buildings dating from before 1919 – most are in private ownership
- ◆ Around 47,650 buildings are listed of which 8% of them are A listed as buildings of national importance
- ◆ Over 8,200 monuments are scheduled as being of national importance
- ◆ Altogether 641 conservation areas, 389 gardens and designed landscapes, 28 battlefields and 15 wrecks are protected by law
- ◆ There were an estimated 15,250 dives carried out on the wrecks of the German High Seas Fleet in Scapa Flow, Orkney, in 2006
- ◆ There are 345 properties in the care of Scottish ministers – ‘our sites’ – which attracted 3.16 million visitors and generated nearly £27.8 million income in 2010/11
- ◆ Over 8 million people annually visit historic environment visitor attractions in Scotland and around 90% of them come from outside Scotland³
- ◆ Each year over 18,500 volunteers contribute to the historic environment representing an economic value of £28 million⁴

A sensitively managed historic environment benefits every person in Scotland. The historic environment provides a variety of services that are beneficial to the economy, society, health, education and recreation. It is therefore as vital as ever that we preserve the most culturally significant features of our historic environment in order that future generations can enjoy them as we do. The key information relating to the context for our Corporate Plan can be found in the 2010 [Heritage Audit](#) and in the 2009 [Scottish Historic Environment Policy](#).

¹ “Economic Impact of the Historic Environment in Scotland”. A Final report by ECOTEC for the Historic Environment Advisory Council for Scotland, 2008

² Ecotec 2008

³ Visitor Attraction Monitor, 2010

⁴ “Volunteering and the Historic Environment”, A Research Report by Volunteer Development Scotland on behalf of the Historic Environment Advisory Council for Scotland, 2008.

The Role of Historic Scotland

Historic Scotland is an Executive Agency of the Scottish Government. We sit within the Portfolio of the Cabinet Secretary for Culture and External Affairs to whom the Chief Executive is directly accountable. Our programme and priorities are firmly aligned to the Government’s Purpose, strategic priorities and [National Performance Framework](#). The table below summarises the contribution of our strategic priorities to the Scottish Government’s National Outcomes.

Historic Scotland Strategic Priority	Scottish Government National Outcome														
Championing Scotland’s Historic Environment	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Contributing to Sustainable Economic Growth	1	2	3	4		6	7		9	10	11	12	13		15
Managing our Historic Environment Creatively	1	2	3	4	5		7	8	9	10	11	12	13		15
Supporting the Transition to a low Carbon Economy	1	2	3							10		12	13	14	15
Delivering our Business	1	2										12	13	14	15

Historic Scotland’s role is to act as leader and enabler to ensure that the historic environment delivers economic, social, cultural and environmental benefits for Scotland. We do this through historic environment legislation, our people and our resources.

The Agency’s work is embedded in primary legislation⁵ where our statutory functions relating to the historic environment include:

- ◆ scheduling sites of national importance
- ◆ taking sites of national importance into state care
- ◆ listing structures for their architectural or historical significance.

Our people are our key resource with 1,100 staff distributed widely across Scotland delivering a broad remit covering tourism, construction and development, and education.

Our business activity generates around £30million of income in addition to the funding received from the Scottish Government which we invest to support the delivery of sustainable economic growth. We have achieved a huge amount over our last corporate planning period, including delivering all but one of our Key Performance Indicators [Note: a sample of our achievements over the last corporate planning period will be included in the published Corporate Plan].

⁵ There are over twenty pieces of legislation which cover the work of Historic Scotland. The key pieces are: Ancient Monument and Archaeological Areas Act, 1979; Historic Environment (Amendment) (Scotland) Act, 2011; Listed Building and Conservation Areas (Scotland) Act, 1997; Marine (Scotland) Act, 2010; Town and Country Planning Act (Scotland) 1997

Spending review

Our funding from the Scottish Government over the corporate planning period is planned to reduce from £45.3 million in 2012-13 to £35.7 million in 2014-15 as set out in the table below ⁶.

Historic Scotland Funding from Scottish Government to 2014-15

	£m			
	2011-12 Budget	2012-13 Draft Budget	2013-14 Plans	2014-15 Plans
Total	47.0	45.3	40.3	35.7

The funding we receive allows us to protect and promote Scotland’s historic environment. We do this through the conservation of 345 nationally significant historic properties and monuments in the care of Scottish Ministers, and by providing advice on the special interest and management of Scotland’s wider historic environment, including listed buildings, scheduled monuments, wreck sites, gardens and designed landscapes and battlefields. It will also help us, as Scotland’s largest operator of paid-for visitor attractions, to maintain Scotland’s position as a world class tourist destination.

Our resources will enable us:

- ◆ to increase our commitment to supporting traditional skills through employing 30 additional apprentices and progress work on establishing the National Conservation Centre
- ◆ to enhance Scotland’s reputation for innovation and excellence laser scanning of five international sites as well as the 5 World Heritage Sites in Scotland
- ◆ to progress key projects such as the Battle of Bannockburn Project.

Like all of our partners and customers we will face challenges but we are confident that we can continue to build on our current performance and set even higher standards over the next 3 years. We will be adopting the following approach, in line with our Building for Success strategy:

- ◆ exploring every opportunity to generate more income from existing and new sources
- ◆ becoming ever clearer about what we are trying to achieve and testing everything we do and spend, all our priorities and policies, against a clear Vision that is set out in this Plan
- ◆ reviewing all our processes and systems and ways of working exhaustively to see if we can become more efficient, investing in the short term to deliver long term savings
- ◆ working even more closely with our partners in the historic environment sector, local government and elsewhere to try to reduce unnecessary duplication and simplify the landscape.

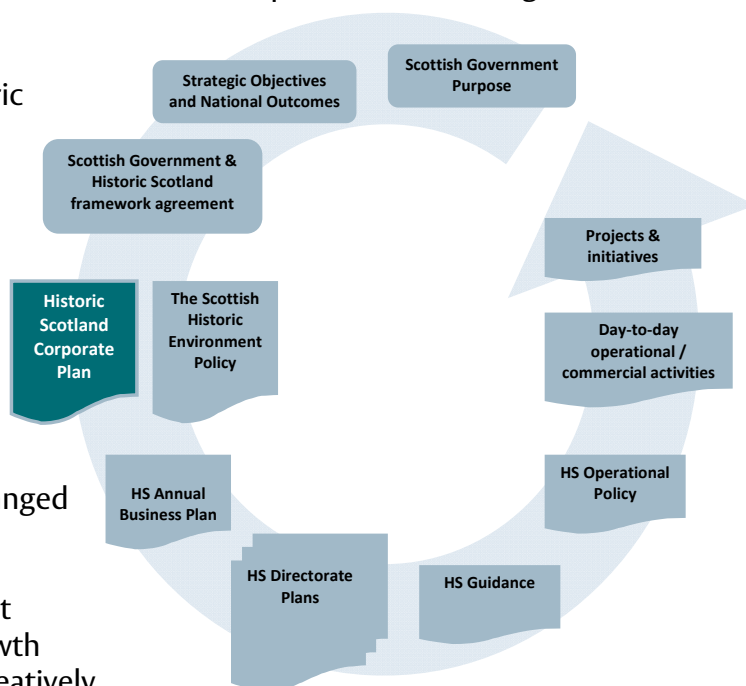
We believe that by the end of the spending review period we will be a fitter and more effective organisation. We will be earning by our own efforts a much higher proportion of our funding. We will also be ensuring that a much higher proportion of our resources is channelled to the front line so that we can continue to deliver exceptional service with and through our partners to our customers – to the people of Scotland.

⁶ This table was included in the Culture and External Affairs chapter of the Scottish Spending Review 2011 and Draft Budget 2012-13 www.scotland.gov.uk/Resource/Doc/358356/0121130.pdf

The Role of the Corporate Plan

The Corporate Plan forms the top tier of the Historic Scotland performance management framework.

This Plan sets out our Vision for the historic environment and key commitments. We show how we support the national outcomes of the [National Performance Framework](#) and the strategic priorities of the Scottish Government’s [Economic Strategy](#) which aims to accelerate economic recovery and drive sustainable economic growth, the Purpose of the Scottish Government.



The Vision and key commitments are arranged under 5 strategic priorities:

- ◆ Championing our historic environment
- ◆ Supporting sustainable economic growth
- ◆ Managing our historic environment creatively
- ◆ Supporting the transition to a low carbon economy
- ◆ Delivering our business

The Corporate Plan is not intended to set out everything we do. The Vision and key commitments set out in this Plan will be underpinned by annual business plans, action plans, policies and strategies which will articulate the operational details of delivery. Successful delivery of the Vision will be measured, monitored and demonstrated through SMART targets.

Our vision for the historic environment

We care passionately about our historic environment and also about the well being and prosperity of Scotland and all its people. That is why we believe that:

Our historic environment provides a strong foundation in building a successful future for Scotland

Our Vision is of a well managed, well understood and appreciated historic environment. We believe that the historic environment should be shared and enjoyed by all, make a significant economic contribution, and be handed on with pride and confidence to the next generation. We are already leading the historic environment in the delivery of a number of outcomes and have achieved a great deal. However, we believe that the historic environment can deliver so much more.

Our aspirations and the outcomes we want to help to achieve, working with our partners and customers, are set out below.

Championing Scotland's historic environment	Enhancing the national and local sense of place through building the quality of our cities, towns and rural areas and celebrating anniversaries and major events to showcase the historic environment
	Growing awareness, consensus and ownership across Scotland's population of all the benefits of conservation, protection and promotion of the historic environment
	Growing understanding and appreciation of the value of the historic environment through optimising public access to the most significant buildings and sites
	Increasing levels of collaboration and partnership between organisations and individuals with an interest in the historic environment, in the public, private and voluntary sectors with Historic Scotland taking a major enabling role towards a common purpose
	Growing opportunities for all people to use, enjoy and contribute to the historic environment, now and in the future
Contributing to sustainable economic growth	Increasing Scotland's attractiveness as a place for doing business through effective and sustainable management of the historic environment thus helping Scotland realise its full economic potential
	<p>Increasing Scotland's economic potential through growing the number of jobs and value added by the historic environment as follows:</p> <ul style="list-style-type: none"> ◆ growing Scotland's tourism industry through increasing the numbers of visitors to historic environment attractions in every part of Scotland, including broadening the proportion of Scotland-based visitors from all socio-economic groups and age-bands ◆ growing Scotland's construction industry through increasing availability and quality of traditional skills and developing demand in the construction repair and maintenance sector ◆ stimulating capital growth for small and medium size businesses through our procurement activity
Managing our historic environment creatively	Increasing enjoyment of Scotland's urban and rural landscapes through the improving condition of the historic environment
	Regeneration of urban and rural areas through efficient and proportionate planning and regulation, balancing development and conservation
	Improving understanding of the value and sustainable management of the historic environment from an early age through: growing volume of world class research and timely dissemination of findings; good practice guidance; technical advice on practical matters, effective education programmes and interpretation of the Historic Environment
	Increasing enjoyment of Scotland's historic environment through the use of technology
Supporting the transition to a low carbon economy	Enhancing pride in our national identity through working creatively to showcase Scotland; its history, its products and its people
	Maximising the historic environment's contribution to a sustainable Scotland and Scotland's carbon reduction targets in particular through sustainable adaptation of existing buildings and the promotion of new skills and sustainable materials
Delivering our business	High quality public services delivered through an efficient and well-managed Historic Scotland

Working toward the vision over the next 3 years

Throughout this corporate planning period we will ensure that all current and proposed business of the agency is tested against its potential contribution to our Vision and the Scottish Government's overall Purpose.

This will involve a rigorous collective decision making process. Difficult decisions will need to be made with some valuable projects and areas of activity having to take a lower priority at a time of pressure on public expenditure.

We will not be working alone. We will take the lead in managing the process required to deliver our Vision. We will act to enable and empower the private and voluntary sectors and other public bodies so that they undertake their crucial role in managing and conserving our historic environment.

Manifesto Commitments

We will deliver, by the end of this parliament, the three specific Manifesto commitments on which Historic Scotland is leading:

- ◆ we will implement the Traditional Building Skills Strategy and establish a National Conservation Centre
- ◆ we will complete the Scottish 10 project to digitally document and archive the 5 Scottish world heritage sites and 5 iconic international sites.
- ◆ we will work with the National Trust for Scotland to have in place a revitalised visitor experience at Bannockburn by the 700th anniversary of the battle in 2014, showcasing Scotland's technical expertise in digital technology.

Key Commitments

Our other key commitments for the next three years are set out below, grouped by each of our five strategic priorities:

In championing Scotland’s Historic Environment we will:	
A.1	work to champion the historic environment, including cultural landscapes
A.2	work to improve the condition of the historic environment, including reducing the number of historic buildings at risk
A.3	lead on the development and promotion of traditional skills, identifying good practice and disseminating expert knowledge to owners and managers of the historic environment
A.4	promote the story of Scotland’s past highlighting its contribution to Scotland’s culture and identity
A.5	act on Christie Commission recommendations on prevention, exploring the scope for using education and outreach as the primary means by which we manage all aspects of the historic environment
A.6	enable all people to learn and benefit from the historic environment through active programmes and publication
A.7	widen the range of Scottish people who enjoy the benefits of our sites and the historic environment through reviewing our pricing policy, marketing activity and how we work with our partners
A.8	regularly review the scope for promoting our sites, collections and information about the historic environment through new media and using relevant websites and Geographic Information Systems (GIS)
A.9	pilot innovative and cost-effective approaches to interpreting our more remote and unstaffed sites, working closely with other historic environment organisations to share good practice
A.10	conduct research into public opinion about the historic environment so that our decisions are based on evidence and a thorough understanding of peoples’ views
A.11	work with stakeholders to clarify our future role in the field of archaeology taking into account the financial pressures
A.12	contribute to the Scottish National Marine Plan and the Government’s Vision for coastal and marine areas, including publishing and implementing a Historic Scotland Marine Strategy and providing guidance on managing Historic Marine Protected Areas
In contributing to sustainable economic growth we will:	
B.1	develop and share evidence of the economic, social and environmental value of the historic environment
B.2	balance the needs within the planning system of new development and the historic character of urban and rural landscapes
B.3	continue to develop our leadership role in the tourism sector drawing domestic and international visitors building on our role as the biggest operator of paid-for visitor attractions in Scotland
B.4	stimulate demand for skills in the construction, repair and maintenance sectors
B.5	increase the availability and quality of training and education in traditional skills through the Traditional Building Skills Strategy
B.6	work with Scottish Government Directorates to maximise the opportunities for local, small and medium sized enterprises (SMEs) to benefit from our procurement activity
B.7	work with other public sector bodies, colleges and local companies to help to embed traditional skills in modern training courses through developing modern apprenticeships and internships and undergraduate and postgraduate opportunities, across the full range of our activities.
B.8	continually review the scope for people to volunteer in Historic Scotland activity, for example as a step on the ladder back to work

In managing Scotland’s historic environment creatively we will:	
C.1	carry out a fundamental, evidence-based review of the Scottish Historic Environment Policy and legislation to ensure it supports delivery of the Scottish Government’s Economic Strategy and the National Performance Framework
C.2	review policy and investment priorities for the Historic Scotland estate to ensure they deliver best value for money
C.3	enhance our relationship with owners, the voluntary sector and local communities in relation to managing the historic environment
C.4	increase our income generating activity by looking for new opportunities so that we can continue to invest in conserving and maintaining the historic environment in Scotland
C.5	work with our partners to ensure that the creative management of the historic environment is at the heart of regeneration and place-making
C.6	continue to improve the condition of the historic environment through our grants programme, taking account of the wider goals of sustainable economic growth
C.7	continue to encourage education providers to use our sites as a resource for all
C.8	seek ways to further harness digital and other technology, including scanning our sites, as conservation and planning tools, to the benefit of the historic environment
C.9	look at creative ways for communities to take ownership of their local historic environment
C.10	work with our partners to ensure access to the expertise they require in locally managing the historic environment with fewer resources
In supporting the transition to a low carbon economy we will:	
D.1	reduce carbon emissions and support the national carbon reduction targets through the implementation of our Carbon Management Plan
D.2	focus our research programme on ways to improve the energy efficiency of traditionally-built buildings
D.3	disseminate the results of our research and work with stakeholders to encourage sustainable use, reuse and adaptation of the historic environment, in particular: <ul style="list-style-type: none"> ◆ continuing to help to assemble a business case for the reduction of VAT on repairs exploring the scope ◆ for a voluntary building monitoring regime to promote the benefits of regular maintenance and avoid costly repairs
D.4	use our procurement processes to promote sustainable manufacturing, distribution and use of local products
D.5	encourage sustainable tourism in partnership with local authorities, amenity bodies in the historic environment, the tourism sector and transport operators
D.6	work to encourage use or reintroduction of indigenous Scottish materials to substitute for those which are currently imported

In delivering our business we will:

- | | |
|-----|---|
| E.1 | <p>continue to deliver our Building for Success strategy to make our processes, practices and services more effective and efficient. In particular we will:</p> <ul style="list-style-type: none"> ◆ evaluate the impact of our grants, investment and procurement activity to ensure that they are aligned with our Vision ◆ seek feedback on our performance, working with all stakeholders and customers ◆ identify scope to share services with partner ◆ implement our Human Resources, IT and digital, learning and development and health and safety strategies organisations ◆ open up and use the rich evidence base about the historic environment to underpin our policy and practice working with partners and stakeholders ◆ review our Framework Document to ensure our operating principles support the delivery of our Vision ◆ develop a communications strategy to underpin and support our Vision |
| E.2 | work creatively with other cultural delivery bodies to improve delivery of common outcomes |

Implementing the plan and monitoring success

The Historic Scotland Board, comprising the Senior Management Team and non-executive directors, will own the Vision and review progress towards it thoroughly 3 times per year. The Corporate Plan will be supported by annual business plans which will set out clear operational goals for delivery.

Each annual business plan will include our key performance indicators (KPIs) which are agreed with the Cabinet Secretary. Each indicator will be delivered and managed by a lead Director on behalf of the Historic Scotland Board. Progress will be monitored by the Senior Management Team.

In April 2012 we will publish a long-term analytical strategy which will show, among other things, how we intend to measure progress over the corporate planning period and beyond in achieving the Vision set out on page 6. We will publish our annual business plans and KPIs in April of each year and our annual reports in the autumn.

Next Steps

Following consultation we will review the representations made on both the draft plan and the Environmental Report. We will also review these alongside information gathered from other engagement events scheduled to take place during October and November. The issues emerging from this process will be summarised in a consultation report which will be made available on our website.

We hope to finalise the plan towards the end of the year with a view to adoption in early 2012.

Annex

- A. Environmental Report

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Longmore House
Salisbury Place, EH9 1SH

www.historic-scotland.gov.uk