

## HES Corporate Plan 2025-28: Engagement Report

### Summary

To support development of a new Historic Environment Scotland (HES) corporate plan, HES conducted a series of internal and external engagement sessions throughout June and July 2024. Respondents expressed various opinions on the implementation of HES's current *Heritage for All* corporate plan, and shared their views on what they wanted to see from the next plan.

**Headline findings on *Heritage for All* are that:**

- almost all respondents – internally and externally - liked the current title *Heritage for All (HfA)*, with many saying that it represents a better vision statement than the formal HES vision contained in *HfA*.
- however, many internal respondents don't feel their work is well represented in *HfA*
- internally and externally, many respondents considered the language used in *HfA* current plan to be 'vague', 'too broad', and 'jargon-heavy' and felt this hindered HES's ability to communicate its vision effectively.

Across feedback, **respondents wanted the new corporate plan to:**

- cover HES's statutory duties and our business-as-usual activities
- align to - and support delivery of – *Our Past, Our Future*
- include KPIs that better reflect HES's core work and its impact, and that are more measurable.
- be transparent and honest in what HES can and can't do as an organisation.
- encompass a long-term organisational planning perspective
- recognise budget and resource constraints, and (for HES respondents) support colleagues to prioritise activity.
- identify potential risks and unintended consequences, and exhibit a higher tolerance for risks.
- encourage better information flow and joined-up working inside and outside HES.
- prioritise research and innovation, and encourage knowledge sharing
- articulate and strengthen HES's role as the lead public body for the historic environment sector.
- reconfigure the role of HES and its relationship with the Scottish Government to support the delivery of national outcomes

This feedback has informed development of the draft plan we're consulting on.