

Consultation for Historic Environment Scotland's corporate plan 2025-28

Overview

We are consulting on a new corporate plan for Historic Environment Scotland.

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

The Historic Environment (Scotland) Act 2014 mandates that Historic Environment Scotland has a corporate plan and that it is renewed every 3 years. The purpose of a corporate plan is to provide 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. Due to the COVID-19 pandemic it underwent only a light-touch refresh when it was due to expire at the end of 2021-22. Much has changed for us all over the last six years, both in Scotland and globally, and so we now need to undergo a more thorough review and update to ensure our new plan reflects this.

This consultation draft is the product of engagement with people and organisations across Scotland. We now want to hear thoughts on the draft plan from as broad and diverse a range of people and organisations as we can, and to give everyone the chance to have their say on the document before it's finalised.

In addition to this online public consultation, we will host a series of stakeholder meetings to give everyone the opportunity to feed in their views and ideas. We will also work with partners to engage underrepresented groups through targeted workshops. Details of these events will be publicised through our social media channels.

Why your views matter

This is an opportunity to provide your knowledge, views and expertise to shape our new corporate plan.

Introduction

Our survey

We're consulting on a new corporate plan for Historic Environment Scotland.

Over the last few months, we have engaged with HES colleagues and with people and organisations across Scotland to understand their priorities, needs and expectations for the new plan. This feedback has informed the consultation draft.

Your views are essential to creating a plan that works for everyone: please let us know what you think and help us develop it further.

This consultation has 23 questions and is in 7 parts. You can choose to skip questions, except for some in the 'About you' section which are mandatory.

Structure of the survey

The sections to the survey are as follows:

Section 1 - consent to privacy notice (mandatory)

Section 2 - questions about you and your organisation (partially mandatory)

Section 3 - questions on the vision and values for the plan (optional)

Section 4 - questions on the priorities, outcomes and actions for the plan (optional)

Section 5 - questions on impact assessments (optional)

Section 6 - demographic questions (for individuals only, optional)

Section 7 - questions on final comments (optional)

1. Do you consent to our privacy statement?

Privacy Statement for Corporate Plan External Consultation

Thank you for taking part in our consultation on the future Corporate Plan. For detailed information on how we process your personal data please see our [Privacy Policy for Citizen Space](#). For the specifics of data processing on this project please see the paragraphs on Personal Data Requested, Processing of Personal Data, and Storage of Personal Data below.

Personal Data Requested

In this consultation we make an optional request for some personal data. In addition, we make optional requests for your post code and for the name of your business or organisation. These will allow us to contextualise your request and consider how your response is considered in our analysis. If you provide your email address at the end of the survey in order to receive a receipt and a copy of your response, your email address will not be stored and will be used only for the purpose of sending you your response.

Processing of Personal Data

[Consult](#), the cabinet office's public consultation AI tool may be used to support our analysis of the anonymised data gathered in this survey.

Storage of personal data

HES will hold the personal data collected through this consultation for no more than the current year plus three years. Information collected through this survey will be deleted from Citizen Space servers after the survey closes, however it may remain on backup servers for approximately 12 months.

You have the right to access your data, receive a copy of it, request corrections or removal and object to the processing of it. More information about your rights regarding the personal data we collect from you can be found at the HES Privacy Notice which can be found here <https://www.historicenvironment.scot/privacy-notice>.

(Required)

- Yes, I consent to this privacy statement
- No, I do not consent to this privacy statement

About you

We would like to understand some details about you and your organisation (if applicable), this will help us understand the breadth of response across Scotland.

2. Are you responding as an individual or on behalf of an organisation?

(Required)

- As an individual
- On behalf of an organisation

Please share the name of the organisation you are responding on behalf of:

Free Text box

3. Please enter the first part of the postcode belonging to you/your organisation, e.g. EH1.

Free text box

4. Which of the following is your main area of interest? Please select one option only.

(Required)

- Archaeology
- Archives or Collections
- Museums
- Community heritage
- Education, training and life-long learning
- Built Heritage, including historic buildings, monuments and industrial heritage sites
- Intangible Cultural Heritage, such as cultural traditions
- Natural heritage (including landscapes)
- Traditional building skills
- Traditional building materials
- Planning system
- Urban and rural development
- None
- Other (please specify below):

If you choose 'Other', please specify here: Free Text Box

5. Which of the following best describes you or your organisation? Please select all that apply.

(Required)

- Community or voluntary group supporting a specific heritage-based project
- Faith-based or church organisation
- Charity or third sector organisation with a heritage purpose (not for profit)
- Charity or third sector organisation (not for profit) outwith the heritage sector
- Social Enterprise / Community Interest Company / SCIO
- Local Authorities
- Government and public bodies
- Sole trader or partnership dealing in heritage products or services
- Private sector organisation in the historic environment sector
- Private individual with an interest in heritage
- Other (please specify below)

If you choose 'Other', please specify here: Free Text Box

6. Which areas do you or your organisation work in? Please select one. (Please tick not applicable if this question does not apply to you)

(Required)

- Scotland local area only- e.g. you/your organisation operate within a local town/city/Island
- Scotland local authority only- e.g. you/your organisation operate within a local authority area
- Scotland regional only- e.g. you/your organisation are based in and/or operate within a broader region
- Scotland wide- e.g. you/your organisation are based in and/or operate across Scotland
- UK wide- e.g. you/your organisation are based in and/or operate nationally
- International- e.g. you/your organisation are based in and/or operate internationally
- Not applicable

Our Vision and Principles

This section sets out our vision for the new plan. Please tell us what you think.

7. Our vision is: heritage for all.

- Yes I support this vision statement.
 - No I do not support this vision statement – please tell us why.
- Please explain your answer here: Free Text Box

8. We've identified a set of principles to guide our work over the next three years. Do you agree with these? Please use the text box to explain what you like about them or what you would change. You do not have to choose a response option to comment in the text box.

	Yes I agree	No I do not agree	Not sure
Heritage should be for everyone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People sit at the heart of heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We need to work with others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We must focus our work on the areas where we can make the most impact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We must find new ways of doing things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Please add any comments on the principles here: Free Text Box			

Our Priorities, Outcomes and Actions

This section sets out our draft priorities, outcomes, and actions which are based on engagement feedback. Please tell us what you think of them. You do not have to choose a response option to comment in the text box.

9. We have identified five priorities for HES to focus on over the next three years. Do you agree with them? Please use the text box to explain your answer. You do not have to choose a response option to comment in the text box.

	Yes, I agree	No, I do not agree	Not sure
Scotland's heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skills and learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People and places	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Climate action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inclusion and resilience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Please add any comments on the priorities here: textbox			

10(a). Each priority has a set of outcomes associated with it. Do you agree with these outcomes as the main areas for HES to focus on within Priority 1? Please use the text box to explain your answer. You do not have to choose a response option to comment in the text box.

Priority 1: Scotland's heritage

By 2028, we will:

- have built strong foundations for the long-term future of the properties, collections, records, and archives in our care
- have the right evidence to inform policy and decision making
- have developed advice and guidance to support people seeking to reuse existing buildings

- Yes, I agree with the outcomes
- No, I do not agree with the outcomes
- Not sure

Please add any comments on the outcomes here: Free Text box

10(b). Do you agree with these outcomes as the main areas for HES to focus on within Priority 2? Please use the text box to explain your answer. You do not have to choose a response option to comment in the text box.

Priority 2: Skills and Learning

By 2028, we will:

- have improved pathways across Scotland for key historic environment skills
- be the sector leader for delivering heritage skills
- have made Scotland's historic environment a valued national resource for lifelong learning

- Yes, I agree with the outcomes
- No, I do not agree with the outcomes
- Not sure

Please add any comments on the outcomes here: Free Text box

10(c). Do you agree with these outcomes as the main areas for HES to focus on within Priority 3? Please use the text box to explain your answer. You do not have to choose a response option to comment in the text box.

Priority 3: People and Places

By 2028, we will:

- have increased and broadened our contribution to a growing Scottish economy
- have used our grants and influence to build a more resilient historic environment sector
- have developed authentic and memorable visitor experiences at the properties in care

- Yes, I agree with the outcomes
- No, I do not agree with the outcomes
- Not sure

Please add any comments on the outcome here: Free Text box

10(d). Do you agree with these outcomes as the main areas for HES to focus on within Priority 4? Please use the text box to explain your answer. You do not have to choose a response option to comment in the text box.

Priority 4: Climate action

By 2028, we will:

- have reduced carbon emissions from historic environment assets across Scotland
- have supported Scotland's historic environment to adapt to meet the changing climate

- Yes, I agree with the outcomes
- No, I do not agree with the outcomes
- Not sure

Please add any comments on the outcome here: Free Text box

10(e). Do you agree with these outcomes as the main areas for HES to focus on within Priority 5? Please use the text box to explain your answer. You do not have to choose a response option to comment in the text box.

Priority 5: Inclusion and resilience

By 2028, we will:

- have the financial resources to deliver our priorities
- have cultivated the environment for a safe and welcoming workplace
- have made our work and services accessible to everyone in Scotland

- Yes, I agree with the outcomes
- No, I do not agree with the outcomes
- Not sure

Please add any comments on the outcome here: Free Text box

11. Do you think any actions are missing to deliver against any of the outcomes?

Please refer to the draft plan for the proposed actions. Please also note that the drafted actions are not finalised yet and they are subject to change. Please add any comments on actions here: Free Text Box

Impact Assessments

We want to understand the potential impacts of our new plan. Please let us know your opinions on how our proposed plan might affect people, places, businesses, and the environment.

You will be asked if you think the plan will have a positive, negative or no impact. There is a text box that you can use to further explain your answers.

12. How do you think the proposals presented in the plan might impact on people in terms of their protected characteristics? Please add any comments in the text box below.

	Positive impact	Negative impact	No impact
Age	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sex	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sexual orientation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Gender reassignment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Race and ethnicity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pregnancy and maternity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marriage and civil partnerships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Religion or belief	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Please add any comments below: Free Text box			

13. What impact do you think the plan might have on the competitiveness of Scottish businesses, the third sector or on the regulatory context? Please add any comments in the text box below.

<input type="radio"/> Positive impact <input type="radio"/> Negative impact <input type="radio"/> No impact Please add any comments below: Free Text Box

14. What impact do you think the plan might have on people in island communities? Please add any comments in the text box below.

<input type="radio"/> Positive impact <input type="radio"/> Negative impact <input type="radio"/> No impact Please add any comments below: Free Text Box

15a. Has our environmental impact assessment identified the likely environmental effects of the new plan?

Read the Strategic Environmental Assessment.

<input type="radio"/> Yes, it has identified the likely environmental impact <input type="radio"/> No, it has not identified the likely environmental impact Please add any comments below: Free Text Box

15b. Do you think there are any additional environmental mitigation, enhancement, or monitoring measures that should be considered?

<input type="radio"/> Yes <input type="radio"/> No Please add any comments below: Free Text Box

15c. Do you have any other comments on the environmental assessment? If so, please comment below.

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

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Demographic questions

If you are responding to this survey as an individual, please identify which groups you belong to. This is to help understand how representative of Scotland's population our consultation is. This information will not be used to identify anyone directly or by context. This section is optional, and you can skip these questions if necessary.

17. Please tick all the statements that apply to you.

- I have a physical health condition or illness
- I identify as a gender other than the gender I was assigned at birth
- I am currently pregnant or on maternity leave
- I have a mental health condition or illness
- I provide unpaid care to a friend/relative
- I have a condition that can be described as neurodiverse, including but not limited to: ASD (formally known as Asperger's syndrome), dyslexia, dyspraxia, or ADHD.

18. What is your age?

- Under 15
- 16-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65-74
- 75-84
- 85+

19. How would you describe your race and/ or ethnicity?

The following options are chosen from the Scottish Census. If you cannot find the right option for you, please choose 'Other' and specify below.

- White (Scottish, English, Welsh, Irish)
 - White European
 - Gypsy/Traveller/Roma/Showperson
 - White Other
 - Mixed or multiple ethnic groups
 - Pakistani, Pakistani Scottish or Pakistani British
 - Indian, Indian Scottish or Indian British
 - Bangladeshi, Bangladeshi Scottish or Bangladeshi British
 - Chinese, Chinese Scottish or Chinese British
 - African, African Scottish or African British
 - Caribbean, Caribbean Scottish or Caribbean British
 - Black, Black Scottish or Black British
 - Arab, Arab Scottish or Arab British
 - Other Ethnic Group (Other Asian, Other African, Other Caribbean or Black)
- If you choose 'Other' Ethnic Groups', please specify here: Free Text Box

20. What religion, religious denomination or body do you belong to?

- Buddhism
- Christianity - Roman Catholic
- Christianity - Protestant / Other
- Hinduism
- Islam
- Judaism
- Sikhism
- None
- Another religion or body

If you choose 'Another religion or body', please specify here: Free Text box

21. How do you describe your gender?

- Female
- Male
- Non-binary / non-conforming
- In another way

If you choose 'In another way', please specify here: Free Text box

22. Which of the following best describes your sexual orientation?

- Bisexual
- Gay or lesbian
- Straight / heterosexual
- Other sexual orientation

If you choose 'Other sexual orientation', please specify here: Free Text box

Final comments

Thank you for completing our consultation. We value your input, and your views will help us create a better corporate plan.

23. Do you have any final comments on the draft plan?

Almost done...

You are about to submit your response. By clicking 'Submit Response' you give us permission to analyse and include your response in our results. After you click Submit, you will no longer be able to go back and change any of your answers.

If you provide an email address you will be sent a receipt and a link to a PDF copy of your response.

Completion Message

Thank you for your response.

For more information, please check our social media: [Facebook](#), [Linkedin](#), and [Instagram](#).