

The image features a close-up of dark, ornate wrought-iron scrollwork against a solid yellow background. The scrollwork includes a bird perched on a branch, several round fruits hanging from a stem, and various swirling and looping patterns. The text is overlaid on a horizontal bar that cuts across the middle of the image.

**OUR PLACE IN TIME**  
**THE HISTORIC ENVIRONMENT**  
**STRATEGY FOR SCOTLAND**

**IFA welcomes and strongly supports the publication of an overarching strategy for the protection and promotion of the historic environment in Scotland. The Institute endorses the aim to provide ambition and direction for Scotland's historic environment and recognises the importance of obtaining the sector's 'buy in'.**

**The Institute for Archaeologists (IFA)**



**OUR PLACE IN TIME**  
**THE HISTORIC ENVIRONMENT**  
**STRATEGY FOR SCOTLAND**

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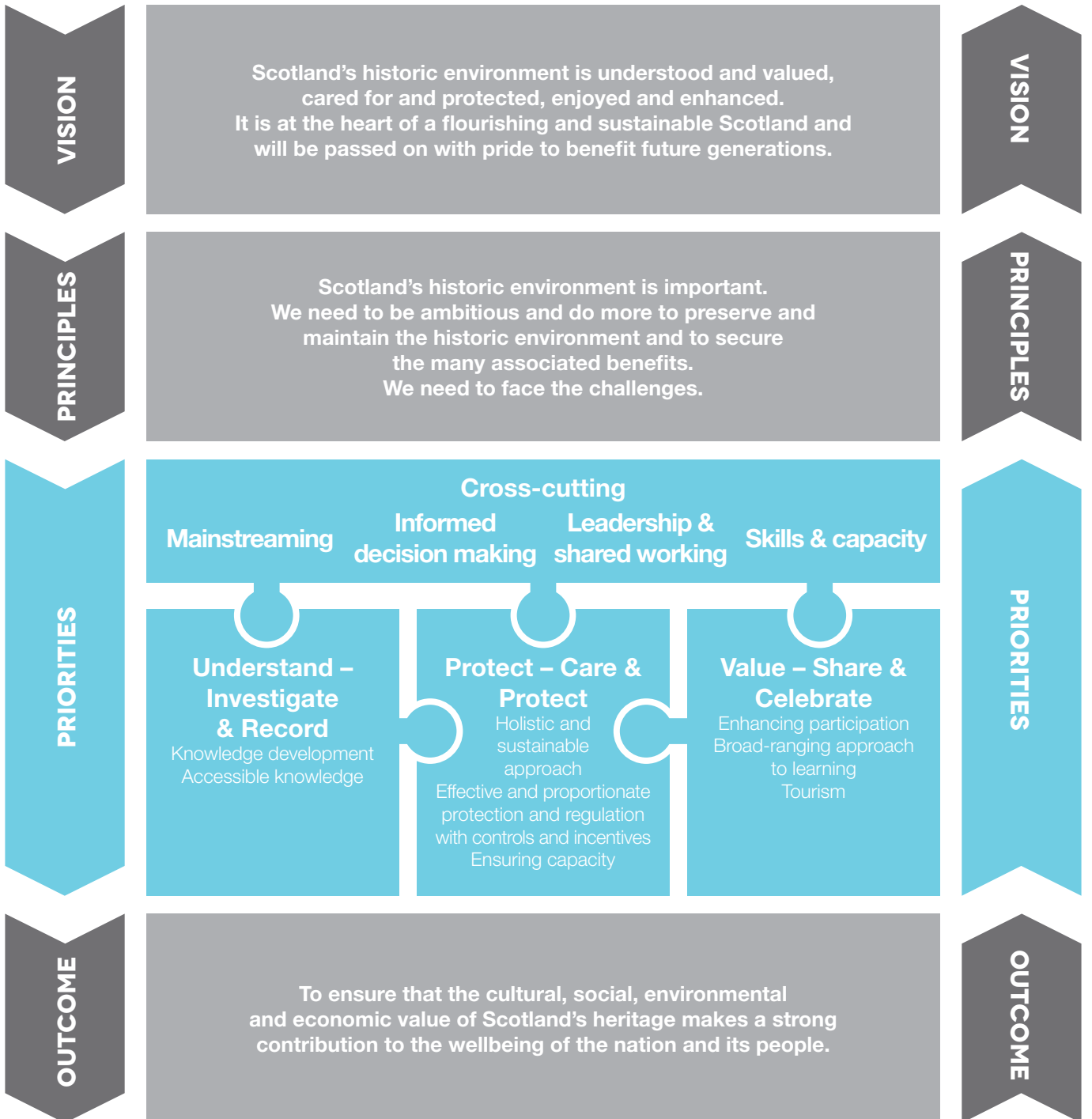
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# CONTENTS

<b>MINISTERIAL FOREWORD</b> .....	<b>01</b>
<b>OUR HISTORIC ENVIRONMENT</b> .....	<b>02</b>
<b>VALUES AND BENEFITS OF THE HISTORIC ENVIRONMENT</b> .....	<b>04</b>
<b>THE VISION</b> .....	<b>07</b>
<b>A – CROSS-CUTTING STRATEGIC PRIORITIES</b> .....	<b>10</b>
<b>B – UNDERSTAND: INVESTIGATE AND RECORD</b> .....	<b>15</b>
<b>C – PROTECT: CARE AND PROTECT</b> .....	<b>19</b>
<b>D – VALUE: SHARE AND CELEBRATE</b> .....	<b>25</b>
<b>DELIVERING SCOTLAND’S HISTORIC ENVIRONMENT STRATEGY</b> .....	<b>28</b>

## THE STRATEGY CYCLE



# MINISTERIAL FOREWORD

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Scotland is internationally renowned for the quality and diversity of its historic environment and as a nation, we have long placed a high value on it, celebrating the lives of our ancestors as well as recognising the contribution it makes to a modern, dynamic and flourishing Scotland. The past, which is all around us, defines who we are as a nation and as a people. Our heritage is hugely inspirational, helping to create a powerful sense of place and providing the backdrop to where we live, work and have fun. Our historic environment has a huge role to play in shaping a bright future for Scotland and it is up to us all to ensure that it is passed on with pride to benefit future generations.

I am, therefore, delighted to present the first ever Historic Environment Strategy for Scotland which sets out a common vision and ambition about how we will care collectively for this precious resource over the next ten years.

The Strategy has been developed collaboratively by a wide range of organisations and specialists in the historic environment sector and beyond and sets out a shared vision for our historic environment which is owned by the people of Scotland – and that is critical. The Strategy does not belong to government or any particular sector – it is for everyone and we can all play a part in helping to ensure it delivers positive outcomes for our historic environment. Indeed, the Strategy sets out how both individuals and organisations with an interest in the historic environment, and others, can continue to work together to build on existing achievements and help ensure that the historic environment is in a position to deal with the challenges it currently faces such as the financial downturn and the impact of climate change.

The Strategy will help ensure that our historic environment is understood and valued, cared for and protected, enjoyed and enhanced – from our great iconic sites to local, largely undesignated, historic assets which contribute so much to local distinctiveness and identity. Delivering the Strategy, however, will require the commitment and enthusiasm of everyone – from academics and professionals with specialist knowledge and skills, through all aspects of local and national government, to individuals and communities taking an interest in their local historic environment. In short, we need to adopt a Team Scotland approach – we simply cannot work in isolation if we are to achieve the best for our historic environment, and for Scotland, today. We need to collectively own and work together, aligning our efforts to successfully deliver the Strategy.

I am hugely excited by the Strategy and by the legacy we will help to create – a historic environment which is understood, cared for and valued, and one which continues to make a strong contribution to the wellbeing of our nation and its people.



**Fiona Hyslop MSP**  
Cabinet Secretary for  
Culture and External Affairs





# OUR HISTORIC ENVIRONMENT

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**Scotland's historic environment is the physical evidence for human activity that connects people with place, linked with the associations we can see, feel and understand.**

The historic environment is part of our everyday lives. People cherish places, and the values of the historic environment lie in defining and enhancing that connection of people to a place. It provides roots. It enhances regional and local distinctiveness. It forges connections between people and the places where they live and visit. The sense of place and strong cultural identity provided by the historic environment plays a crucial part in the sustainability of communities and in promoting a positive image of Scotland across the world.

The historic environment could be said to be 'the cultural heritage of places', and is a combination of physical things (tangible) and those aspects we cannot see – stories, traditions and concepts (intangible). It comprises a variety of objects, structures, landscapes and features. While this Strategy seeks to address the historic environment holistically, it acknowledges the great breadth which this encompasses, from underwater, to ecclesiastical and industrial, as well as the traditional great architecture and monuments.

Scotland's historic environment is intrinsic to our sense of place and strong cultural identity. It is diverse, but collectively it tells the story of our shared past. It is important in its own terms, providing key evidence of the lives and creativity of our forebears. It also helps to create a sense of place, identity and physical and social wellbeing, and benefits the economy, civic participation, tourism and lifelong learning. It is dynamic and ever-changing and that dynamism lies at the heart of the need for sound principles of stewardship. For the people of Scotland to continue to gain real, and increasing, benefits from their historic environment, it needs to be understood, valued and championed. This requires a strategy, and a series of coordinated actions by a range of players from the public, private and the third sector through which that strategy can be delivered.





Petrol Pumps  
 Photograph: Adam Christie, aged 11, Glass Primary School, Aberdeenshire  
 Scottish Civic Trust 'My Place' Photography competition

Today, within a broad socio-economic context of difficult resourcing and significant technological and climatic change, Scotland's historic environment faces challenges. There are actions that we can take now to maintain and enhance the management of our historic environment in the face of such threats, to ensure that we continue to maintain the significant value which Scotland's historic environment brings.

Ultimately, we will know we have succeeded when that value is widely realised and we have broadened the profile and people's understanding of what heritage can deliver socially, environmentally and economically. We know some actions will require a long term approach. That is why the Strategy has been framed as a ten year plan.

**People cherish places, and the values of the historic environment lie in defining and enhancing that connection of people to a place.**

# VALUES AND BENEFITS OF THE HISTORIC ENVIRONMENT

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Scotland's historic environment makes Scotland distinctive as a nation. It evidences the creativity of Scotland's people and demonstrates how Scotland acted variously as the edge of the known pre-historic world, to intellectual and industrial powerhouse of the world, to today's dynamic and creative society. Moreover, the historic environment is a critically important and ultimately sustainable resource for the people of Scotland. There are many ways in which it contributes today to a flourishing, healthy, and dynamic country.

Evidence suggests that a well maintained environment contributes to wellbeing and quality of life. This is true for both the 'natural' and 'cultural' elements. For example 93% of adults agree that "when trying to improve local places it is worth saving their historic features" and 71% agree that they are "interested in the history of the place where I live" (Taking Part, 2007/8). While there has been little substantive Scottish research on the wider range of values and benefits deriving from the historic environment, there are numerous studies in the UK and world-wide which consider these benefits. The results repeatedly show that the historic environment makes a strong contribution to people's quality of life. It is valued by communities at local and national level. This Strategy will seek to enhance these benefits and explore ways to demonstrate them.

Across the country, thousands of people actively seek to understand, care for and celebrate the historic environment in many different ways:

- The historic environment provides the backdrop to people's daily lives. It is all around us, it is where we live and work, and it is an asset.
- A wide range of professionals and specialists work to protect and promote the historic environment. These include surveyors, architects, archaeologists, archivists, museum curators, planners, engineers and craftspeople across many different skills and trades.
- The historic environment also attracts support from volunteers, from local communities to individuals. Thousands of people actively participate in initiatives such as monitoring coastal archaeology, cataloguing objects in museums or conserving individual sites or even whole townscapes.

## EXAMPLES AND KEY FACTS

### EDUCATION

Around one in five (19%) reported school day visits within Scotland were to historic sites in 2012, according to survey estimates from the Moffat Centre for Travel and Tourism. More candidates also entered for Higher and Intermediate history exams in 2010/11 than in 2007/8, and more students studied historic environment-related courses at higher education institutions in 2010/11 than in 2007/8.

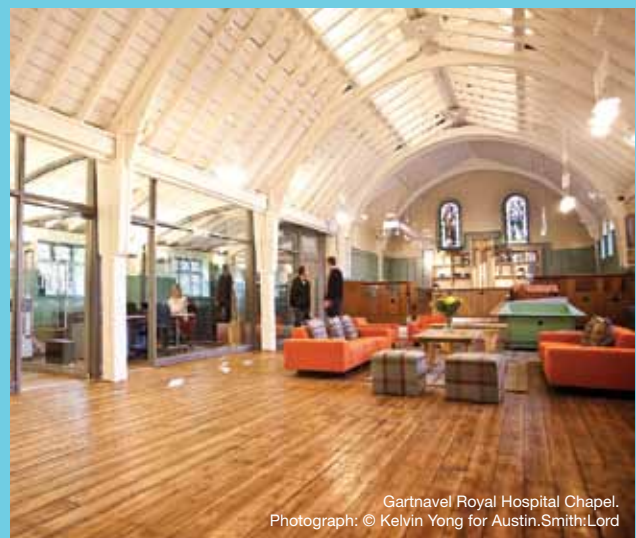
### CONSTRUCTION INDUSTRY

33% of the industry's annual £9.6 billion turnover comes from the repair and maintenance of existing building stock, with an estimated £0.6 billion spent on pre-1919 buildings each year.

#### Building Preservation Trusts (BPTs)

BPTs promote and support the rescue and sustainable use of historic buildings at risk. A recent ECOTEC report into BPTs in Scotland reported that since 1984 Scottish BPTs have saved over 110 buildings by giving them beneficial new uses which have created some 250 new homes, 75 workplaces and 25 community facilities.

Example: Gartnavel Chapel – Cancer Support Centre. This project, which was supported by the Glasgow BPT, has transformed the disused and dilapidated Gartnavel Royal Hospital Chapel into a complementary therapy centre for cancer patients.



Gartnavel Royal Hospital Chapel.  
Photograph: © Kelvin Yong for Austin.Smith:Lord

### TOURISM

Evidence from the Scottish Household Survey shows that 28% of adults had visited a historic or archaeological site in the 12 months prior to 2012. The Moffat Centre for Travel and Tourism estimates that 14 million tourists visited historic environment attractions in 2012, representing one in three of recorded visits to all Scottish attractions. The Scotland Visitor Survey, Visit Scotland, 2011/12 shows that 43% of first time visitors to Scotland and 28% of all visitors to Scotland cite "to learn more about the history/culture of Scotland" as the key motivator for their trip to our country.

### ECONOMIC IMPACT

The historic environment is estimated to contribute in excess of £2.3 billion (2.6%) to Scotland's national gross value added (GVA) and to account for 2.5% of Scotland's total employment, supporting 60,000 FTE employees which includes seasonal employment.





**To ensure that the cultural, social, environmental and economic value of our heritage continues to make a major contribution to the nation's wellbeing.**

# THE VISION

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**Scotland's historic environment is understood and valued, cared for and protected, enjoyed and enhanced. It is at the heart of a flourishing and sustainable Scotland and will be passed on with pride to benefit future generations.**

This vision is underpinned by a series of high level aims, together with the rationale for their importance and an outline for delivery.

## AIMS

We will realise this shared vision by:

- **Understanding – By investigating and recording** our historic environment to continually develop our knowledge, understanding and interpretation of our past and how best to conserve, sustain and present it.
- **Protecting – By caring for and protecting** the historic environment, ensuring that we can both enjoy and benefit from it and conserve and enhance it for the enjoyment and benefit of future generations.
- **Valuing – By sharing and celebrating** the richness and significance of our historic environment, enabling us to enjoy the fascinating and inspirational diversity of our heritage.

## WHY?

We will do this because it will help ensure that the cultural, social, environmental and economic value of our heritage continues to make a major contribution to the nation's wellbeing.

## HOW?

Delivering this vision will require the range of bodies, groups and individuals with an interest in, or responsibility for, aspects of the historic environment to work together towards a common purpose. Effective use must be made of the skills, experience and resources of all parties, to realise the values and benefits of our historic environment.







Panel from 'The Great Tapestry of Scotland'  
 Encampment at Cramond  
 Scotland's First House at Barn's Ness, East Lothian c8,000 BC  
 Photograph: © The Great Tapestry of Scotland

**The key outcome for the Strategy is to ensure that the cultural, social, environmental and economic value of Scotland's heritage makes a strong contribution to the wellbeing of the nation and its people.**

## DELIVERY OF THE AIMS AND VISION

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In delivering our shared vision for the historic environment we will be guided by the following overarching principles:

### SCOTLAND'S HISTORIC ENVIRONMENT IS IMPORTANT

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- People value their historic environment
- It enhances the quality of life and economic wellbeing for its people

### BE AMBITIOUS: DO MORE BOTH TO PRESERVE AND MAINTAIN THE HISTORIC ENVIRONMENT AND TO SECURE THE MANY ASSOCIATED BENEFITS

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- There should be an assumption to conserve
- We should improve standards and base practice upon best available understanding
- We should conserve the wider setting and context of our historic assets

### FACE THE CHALLENGES

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- Achieve aims with a clear view of the best value for money
- Take a flexible approach to issues such as climate change, seeing the big picture
- Never miss opportunities to work together and learn from each other

The Strategy is underpinned by proposals for a series of high level strategic priorities for the sector.

**Given its many values and benefits, the historic environment should be viewed as an integral and important part of the fabric of our society.**



# A – CROSS-CUTTING STRATEGIC PRIORITIES

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## STRATEGIC PRIORITIES

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**Ensure that decision making is informed and that sound evidence-based information is available at all levels of decision making.**

**Encourage high-quality leadership and collaborative working at all levels and facilitate the creation of partnerships to achieve outcomes that enhance the economic, social and environmental wellbeing of Scotland.**

**Develop the skills and capacity at all levels that are needed to manage, nurture and enjoy the historic environment across all our communities.**

**Mainstream the historic environment – ensuring the historic environment lies at the heart of a modern, dynamic Scotland.**

Given its many values and benefits, the historic environment should be viewed as an integral and important part of the fabric of our society. We want people to feel a sense of ownership and responsibility for it, and for its value to be taken into account in decision making across government and society in general at all levels. We also need to look beyond the sector and raise the general understanding and awareness of the value and benefits of the historic environment. There is a need for leaders from across Scotland to champion the historic environment at both the national and local level.

Any decision made in relation to the care and management of the historic environment should be informed by the best available evidence, supported by robust data. This is at the heart of all good decision making and delivery, and is core to the international community's approach to managing the historic environment.

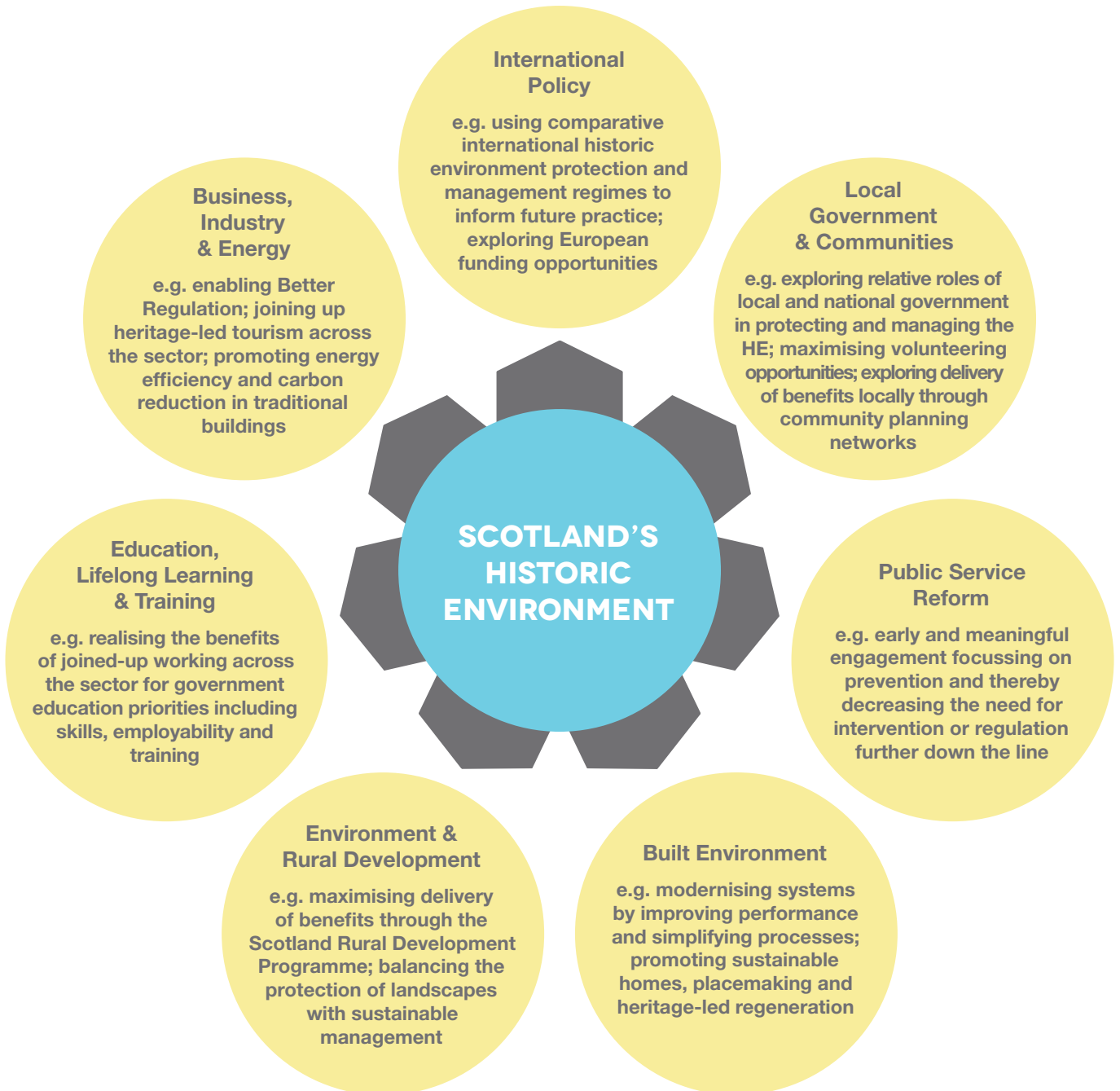
It is essential that the wide range of individuals and organisations operating within the sector work in partnership, which can help ensure the best use of resources at a time of dwindling finances, enabling us to take on board competing priorities and weigh up conflicting concerns.

The challenge of maintaining and enhancing skills, addressing the current skills gap and ensuring effective succession planning in light of reducing resources will be a future priority. We need a clear focus on capacity building initiatives.

To ensure the appropriate care, management and promotion of our historic environment we need to support the many professional and specialist skills required to carry out this work, ensuring that they are made available across the sector. There is also a need to upgrade existing skills and develop, deliver, and accredit new skills across the public, private and third sectors.

**Key aim: To ensure that the cultural, social, environmental and economic value of our heritage continues to make a major contribution to the nation's wellbeing.**

## POLICY MAINSTREAMING IN THE SCOTTISH GOVERNMENT



As Professor Emeritus Cliff Hague, Chairman of the Built Environment Forum of Scotland, said:

**Mainstreaming should mean that we see each place as a special place.**

**We need to be innovative in the way we approach the historic environment, even if that means moving out of our own comfort zone. We need to challenge the silos that still define the workings of central and local government. In particular, we must inject the place dimension, and thus the historic environment, into community planning.**



▲  
Edinburgh Skyline  
Photograph: © Crown Copyright reproduced courtesy of Historic Scotland

## EXAMPLE OF COLLABORATIVE/PARTNERSHIP WORKING ACROSS THE SECTOR

### BUILT ENVIRONMENT FORUM SCOTLAND (BEFS)



is the strategic intermediary body for Scotland’s built environment sector, bringing together voluntary and professional non-governmental interests that operate at the national level. As an umbrella organisation, BEFS informs, mediates and advocates on strategic issues affecting the built environment – historic and contemporary.

## EXAMPLES OF CHAMPIONING/INTEGRATING

### FORESTRY COMMISSION SCOTLAND

Following valuable stakeholder input into the *Scottish Forestry Strategy Implementation Plan*, Forestry Commission Scotland developed a historic environment training course for forest and woodland managers in Scotland. The course highlighted the importance of the UK Forestry *Standard Forests and the Historic Environment* guidelines and aimed to encourage the integration of the historic environment within holistic Forest Plans. It promoted best practice in the identification, protection and management of the historic environment in the context of the design, establishment and management of a forest or woodland. The course was supported by a published suite of conservation management case studies. The initiative highlights the importance of (and opportunities for) integrating the shared vision for the historic environment within wider policy and operational frameworks.



Dùn a' Choin Duibh, Argyll  
 Photograph: © Forestry Commission Scotland  
 (by Caledonian Air Surveys)

### ESTABLISH A HISTORIC ENVIRONMENT POLICY UNIT AT THE HEART OF GOVERNMENT

During the discussions which led to the Strategy development there were also proposals to establish a unit at the heart of government to champion the historic environment at a policy level. A dedicated Historic Environment Policy Unit was set up in the core Scottish Government (within the Culture and Heritage Directorate) in July 2013. The unit is now well embedded within government. The team is engaging with colleagues across all portfolios and has begun the process of mainstreaming the historic environment across national government policies.





I didn't know my ancestors helped to build this

So much to explore . . .

From the web

From the archives

Scotland's Past

Historic Homes

# B – UNDERSTAND: INVESTIGATE AND RECORD

## STRATEGIC PRIORITIES

**Continue to develop knowledge and apply new technologies and techniques to improve what we know, often through strategic partnerships, to aid our understanding of the historic environment.**

**To make knowledge about our historic environment as accessible and useful as possible to the widest audience – and to ensure its long term preservation for future generations.**

Effective management of the historic environment begins with proper understanding of the significance and values of the asset. We need to know what we have in order to determine how best to protect, manage and promote it. This fundamental tenet is enshrined within a succession of international charters and instruments, which set out the philosophical and practical framework for management of the cultural heritage at both the national and local level. Investigating and recording our rich heritage (both statutorily protected and other cultural assets) and collecting and making accessible archives is a key to understanding our historic environment that will ultimately inform the decision making process across the sector. It will ensure that we have the information required to manage and record change effectively and to inform our understanding of the past.

There are many individuals and organisations with a direct involvement in Scotland’s historic environment – not just organisations such as local authorities, Historic Scotland, The Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS) and the National Trust for Scotland but also national and local volunteer-based societies and groups. All public bodies take seriously the expectation that the information they produce is made available to the public. Collectively these organisations and others hold a considerable body of information about the historic environment but at present that information is too dispersed. As noted already in this Strategy, partnership is at the heart of helping to realise the full potential of this collective knowledge and effort – the key here is to find a mechanism where knowledge, expertise and skills can be brought together in order to address gaps in our knowledge about the historic environment, and to make sure that our collective knowledge is easily accessible and is preserved for the future.

We also need to ensure that the sector has access to authoritative, reliable and up-to-date information on the historic environment, to encourage an assumption in favour of open access to this information, and to promote active engagement to all those who wish to access it.

**Key aim: to investigate and record our historic environment to continually develop our knowledge, understanding and interpretation of our past and how best to conserve, sustain and present it.**

## ScARF (SCOTTISH ARCHAEOLOGICAL RESEARCH FRAMEWORK)

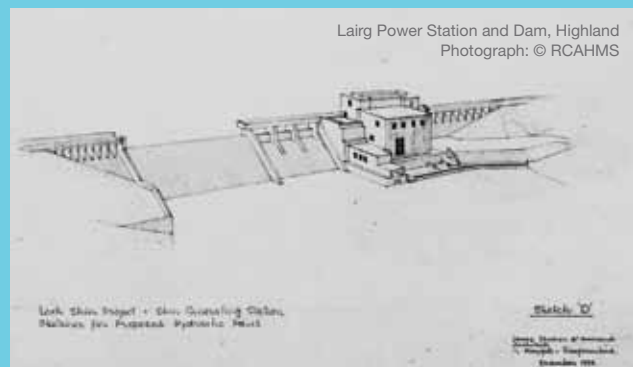
ScARF's aim is to help everyone involved in Scotland's archaeology to assess what we already know and to identify gaps in our knowledge. It explores opportunities to undertake research and, through archaeology, to strengthen our understanding of the past. ScARF works at a strategic level, looking at broad areas of knowledge rather than finely detailed aspects.

The framework is already used in many different spheres of work within the historic environment, and helps to ensure that scarce resources are directed at the most pressing areas of research. This could apply to funding sources, but could equally apply to maximising the research value of developer-funded archaeology or setting the efforts of local enthusiasts into a national context.

The ScARF initiative provides an updatable framework highlighting both current research strengths within archaeology, and areas for future exploration. This enables anyone wishing to contribute to the research environment of Scotland to plan their work better, helping ensure that future research is relevant, represents greater value, and contributes effectively to our understanding of the past.

## SCOTLAND'S HISTORIC ENVIRONMENT DATA (SHED) STRATEGY

The SHED Strategy is a sector-wide initiative to improve access to information about Scotland's historic environment. The key aim is to work in partnership in order to protect, promote and enhance Scotland's historic environment through coordinated activity to improve the data, and the associated systems and processes. The partnership includes government agencies, non-government organisations (NGOs), and academic institutions, but also supports the public's involvement in the care and enjoyment of the historic environment through better records. The initiative is an example of a complicated and diverse sector coming together to agree and deliver benefits to a wide audience.



Lairg Power Station and Dam, Highland  
Photograph: © RCAHMS

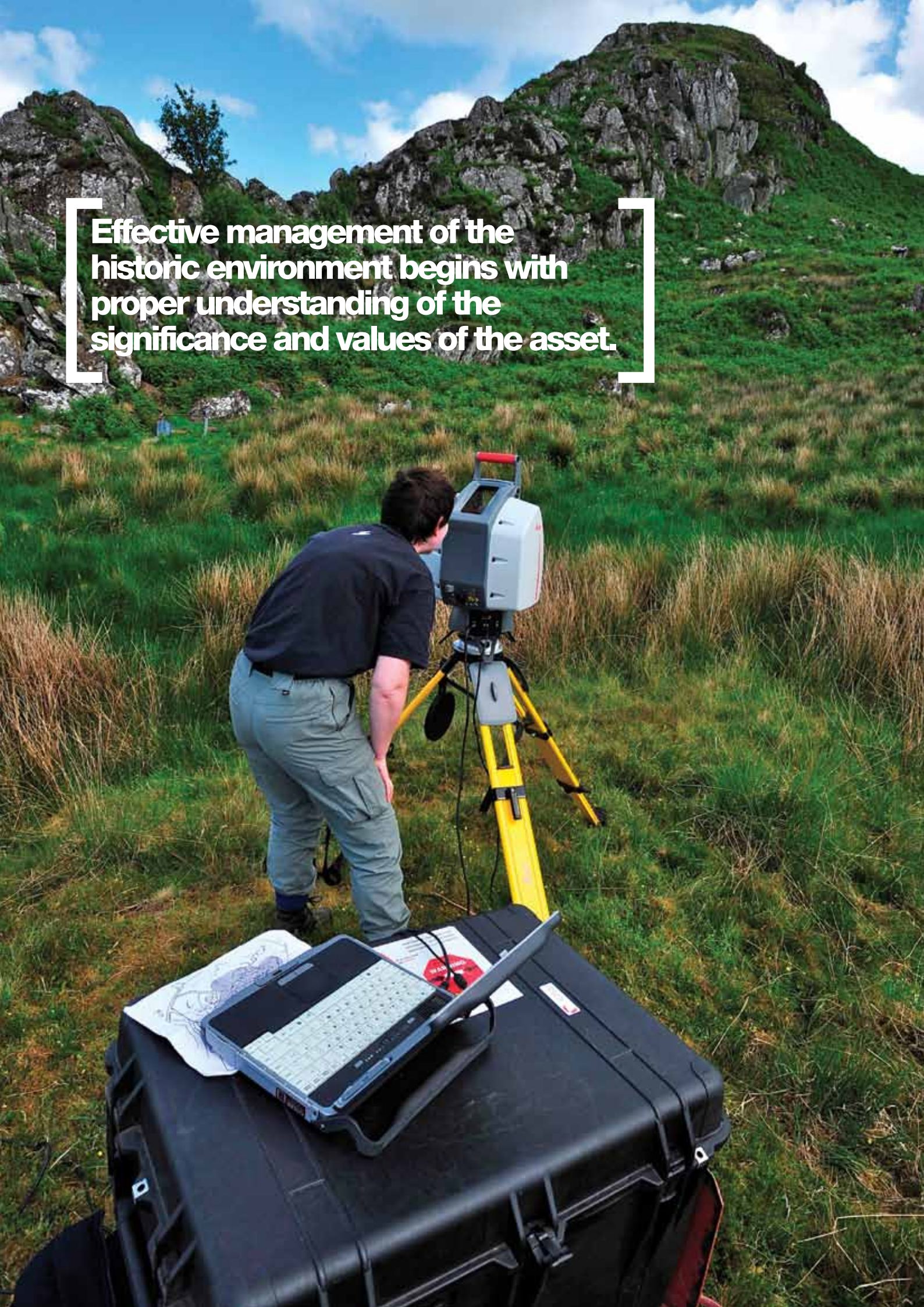
**The historic environment is a platform  
to stimulate citizenship and a sense  
of belonging.**

Response made to equalities survey,  
January 2014

>  
Digital survey,  
Dunadd Hill Fort, Argyll and Bute  
Photograph: © Crown Copyright  
reproduced courtesy of  
Historic Scotland



**Effective management of the historic environment begins with proper understanding of the significance and values of the asset.**







# C – PROTECT: CARE AND PROTECT

## STRATEGIC PRIORITIES

**Continue to develop a holistic and sustainable approach to the management of the historic environment.**

**Continue to apply (and develop) effective and proportionate protection and regulation with controls and incentives.**

**Ensure capacity by supporting and enabling people to engage with the historic environment, making the values of the historic environment accessible to everyone.**

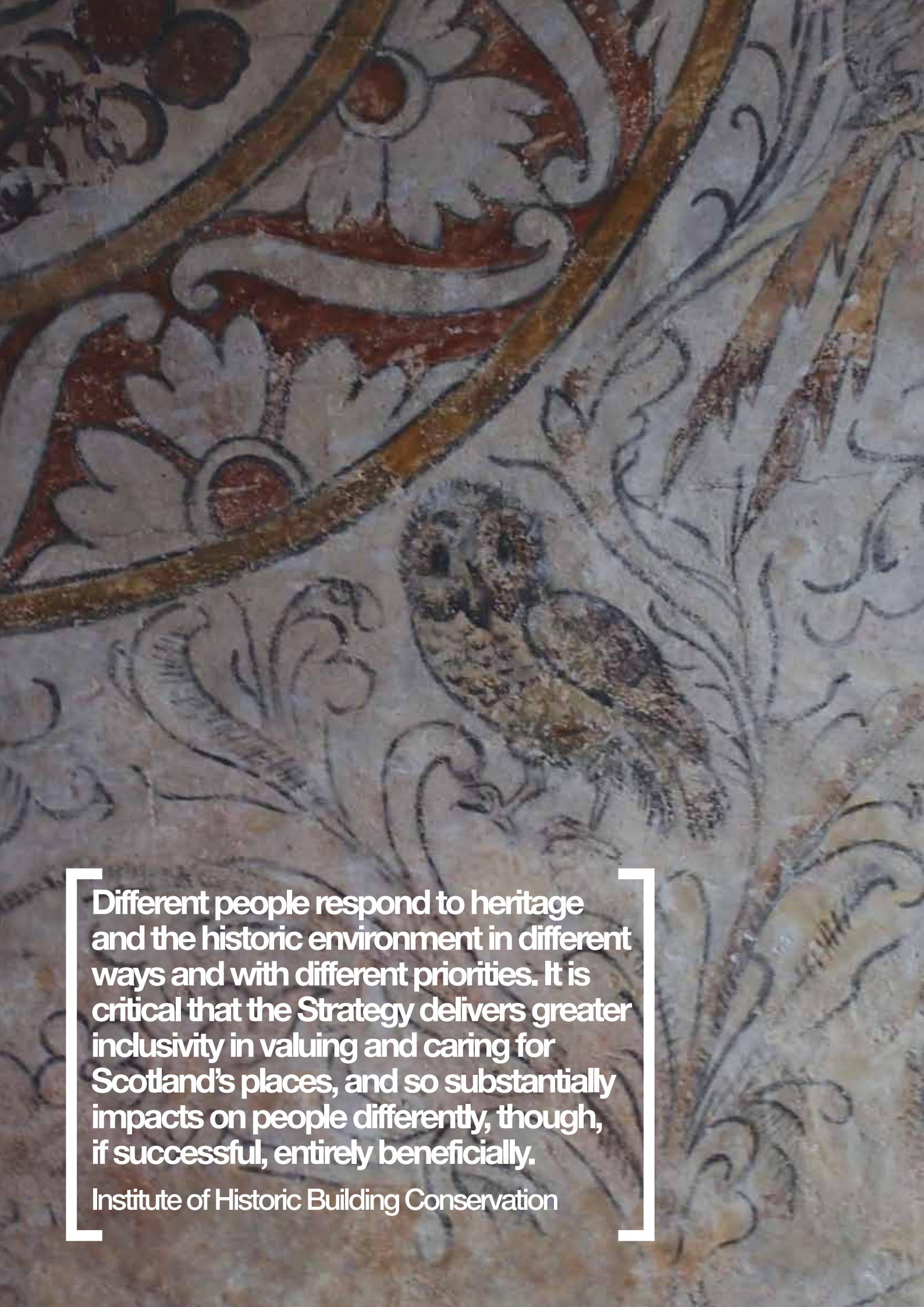
It is essential for future generations, as well as our own, that the historic environment is cared for in a sustainable way, and legally protected where appropriate. It is important that investment and expenditure on the historic environment supports our efforts on preventing problems through early intervention. Likewise, refurbishment and re-use of redundant or neglected buildings can act as a major engine for positive change. Ultimately this is the responsibility of owners and managers, but professional bodies and policy makers have a key role to play in supporting them. For example, local authorities lead in managing the planning system and are already the trustees of their local historic environment.

Change is an inevitable part of the dynamic of the historic environment, and how this is managed is the critical factor. It is vital to strike the right balance between development and the protection of significant historic environment assets. The planning system is one of the main mechanisms in which this balance between protection and managing change must be considered – in specific cases and more strategically.<sup>1</sup>

**Key aim: to care for and protect the historic environment in order to both enjoy and benefit from it and to conserve and enhance it for the benefit of future generations.**

<sup>1</sup> The scheduled monument consent process is separate from the statutory planning process.





**Different people respond to heritage and the historic environment in different ways and with different priorities. It is critical that the Strategy delivers greater inclusivity in valuing and caring for Scotland's places, and so substantially impacts on people differently, though, if successful, entirely beneficially.**

**Institute of Historic Building Conservation**

**It is critical when working with historic environment assets, to have access to the right people as well as the right knowledge.**

The vast majority of Scotland's historic buildings and archaeological sites are not designated, but, once recorded, are a material consideration in the planning process. Only a small percentage have the added protection of being recognised as nationally important and are, for example, listed, scheduled or included in a national inventory. While the current designation and regulatory system is generally fit for specific purposes, it is complicated, particularly from the layperson's perspective, and options for greater simplification should be explored.

Regulation is an important instrument for protecting the historic environment but it is only one side of the story. Public and private investment in the fabric and management of our historic environment is necessary to help deliver our vision. However, investment priorities will inevitably need to be reviewed in light of diminishing resources to ensure they have maximum positive impact.

It is critical, when working with historic environment assets, to have access to the right people as well as the right knowledge. This involves understanding the different roles which contribute to successful projects, but also stressing the need for collaboration and sharing good practice and success stories.

As so much of the historic environment is owned and cherished at individual and community level, there is a key role for community capacity building to provide more tools and assistance for owners and local communities wishing to preserve, restore and bring traditional buildings back into use.

The management of the historic environment has become increasingly professionalised in the last fifty years. This has been reflected in the increasing role of specialist advisers and agents. It is essential that such professional input is accessible to those who need it, be it builders, craftspeople, architects, engineers, archaeologists, surveyors or planners.



## COUNTING THE CONTRIBUTION OF VOLUNTEERS

This Strategy recognises and values the time that volunteers devote to the historic environment and to sharing their experience and skills. For example, Archaeology Scotland supported nearly 100 volunteers in 2011/12, who carried out 17,453 hours of work. Even at the minimum wage, this equates to an economic value of over £122,000.



▲  
Adopt-a-Monument volunteer training workshop at Kilbride Kirkyard  
Photograph: © Archaeology Scotland

There is a large pool of enthusiastic volunteers in the historic environment sector in Scotland. Very many local groups take an active role in recording and conserving individual sites or whole landscapes or townscapes as well as taking the lead in local regeneration. We need to be able to better harness

that energy and enthusiasm by enabling and empowering the voluntary sector so that it can deliver successful outcomes for the historic environment. Supporting the voluntary sector encourages local people to care for and become involved in their own historic environment.

## THE HISTORIC ENVIRONMENT BRINGS SOCIAL AND ECONOMIC BENEFITS TO COMMUNITIES

### Conservation Area Regeneration Scheme (CARS)

This scheme provides financial assistance, over a five year period, for a local conservation area based regeneration and conservation initiative. A report published by Jura Consultants in 2013 noted the following impacts in relation to the CARS scheme:

- CARS funding had a catalytic effect, assisting in attracting additional funding, but also encouraging owners of properties not in receipt of grant to repair or better maintain their buildings. Over the period studied by Jura Consultants £6.7 million of Historic Scotland funding attracted a further £18.6 million of investment from other sources.
- Projects funded by CARS have contributed to animating public space and community buildings, leading to the creation of a more vibrant historic environment.
- A greater sense of pride has been achieved in many areas through the enhancement of the historic environment but also activities designed to engage the community in better understanding the heritage of the area.
- Investment through CARS has contributed to enhancing the trading environment in many of our conservation areas.
- The social impact of CARS projects appears to be considerable, creating a sense of community empowerment and ownership in the process and enhancing sense of place and distinctiveness of place through preserving, enhancing and showcasing the heritage of these areas.

Example: The Campbeltown CARS began in 2007 and ended in 2012. The scheme delivered the following benefits:

- 17 shop fronts refurbished
- 140 original timber windows refurbished
- 75 grants offered amounting to £650,000
- Repairs to 50 buildings
- Contributed to the local economy by involving over 40 local contractors



Royal Hotel, Campbeltown  
 (funded through Campbeltown CARS)  
 Photograph: Printed with permission  
 from Argyll & Bute Council





# D – VALUE: SHARE AND CELEBRATE

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## STRATEGIC PRIORITIES

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**Enhance participation through encouraging greater access to and interpretation and understanding of the significance of the historic environment.**

**Continue to develop a broad-ranging approach to learning to grow understanding and active participation across all groups in society.**

**Support historic environment tourism and encourage access by making full use of our heritage assets to promote Scotland to domestic and international audiences.**

In order to share and celebrate our historic environment as widely as possible we must continue to build on our successes to date and find new and innovative ways of interpreting and presenting our heritage to the people of Scotland and beyond. Encouraging wide-ranging access and adopting a broad learning and engagement approach to growing understanding and promoting active participation will help deliver this key aim. We want to see people value the historic environment as an important community resource. This can mean visiting our iconic sites – but we want more people to be able to gain an understanding and appreciation of all aspects of our historic environment.

Providing formal and informal education about the historic environment enables people of all ages to understand, enjoy and appreciate it, incentivising them to care for it and take an active role in its preservation and management. Encouraging communities to engage with their historic environment leads to a sense of ownership and empowerment at the local level, which builds community cohesion, encourages active citizenship, and acts to prevent the future cost of damage or neglect.

**The historic environment is a valuable resource for residents and visitors of any nationality, age or ability.**

**Response made to equalities survey, January 2014**

**Key aim: sharing and celebrating the richness and significance of our historic environment, enabling us to enjoy the fascinating and inspirational diversity of our heritage.**

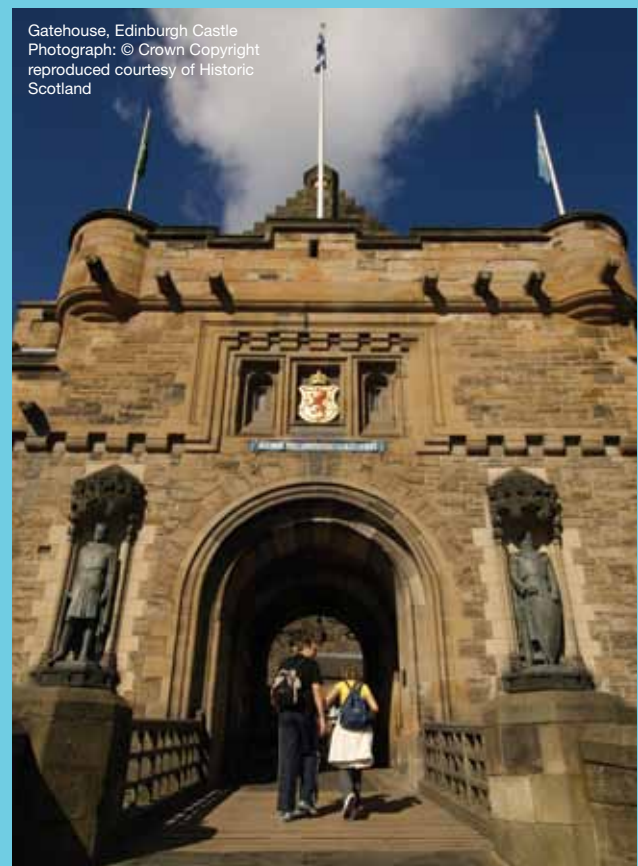
Providing training and support for volunteers in the skills and knowledge required to understand, record and promote the historic environment brings direct tangible results that multiply the efforts of public, private and third sector organisations. Involving people in their historic environment encourages an understanding of national identity, provides enjoyment, and encourages wellbeing. Many organisations are involved in the delivery of formal education, and in community and volunteering activities around the historic environment. Some have strong strategies in place guiding their work. Going forward, good practice should be shared, new partnerships built, and the best possible use made of complementary resources.

As one of the biggest and most resilient business sectors across the world, tourism has a huge role to play in this process, and the historic environment is a key aspect of the Scottish tourism industry – providing both visitor attractions and employment in rural and urban settings and across the country.

## PROMOTING SCOTLAND

Our historic environment is a key driver of tourism and of Scotland's international reputation:

- The National Brands Index (2012) shows that Scotland retains a strong reputation for tourism and heritage. Out of 50 nations, Scotland is ranked 13 for tourism and 12 for being rich in historic buildings and monuments.
- The Scottish Household Survey shows that 28% of adults had visited a historic or archaeological site in the 12 months prior to 2012.
- Attitudes to heritage are extremely positive with more than 9 out of 10 saying that historic features are an important part of the identity of our villages, towns and cities.



Gatehouse, Edinburgh Castle  
Photograph: © Crown Copyright  
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Scotland





The historic environment is a key aspect of the Scottish tourism industry.



# DELIVERING SCOTLAND'S HISTORIC ENVIRONMENT STRATEGY

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**This is a strategy for Scotland's historic environment. Delivering the vision will require the range of bodies, groups and individuals with an interest in, or responsibility for, aspects of the historic environment to work together towards a common purpose, making effective use of the skills, experience and resources of all parties to realise the benefits and values of our historic environment.**

## MEASURING SUCCESS

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In order to measure collective success we need to enhance the evidence base and create a performance framework for the agreed vision and aims, as well as demonstrating how the historic environment is contributing to the wider purpose and national outcomes of the Scottish Government. There is also a need, more generally, to understand and monitor the performance of the sector and record evidence about the historic environment.

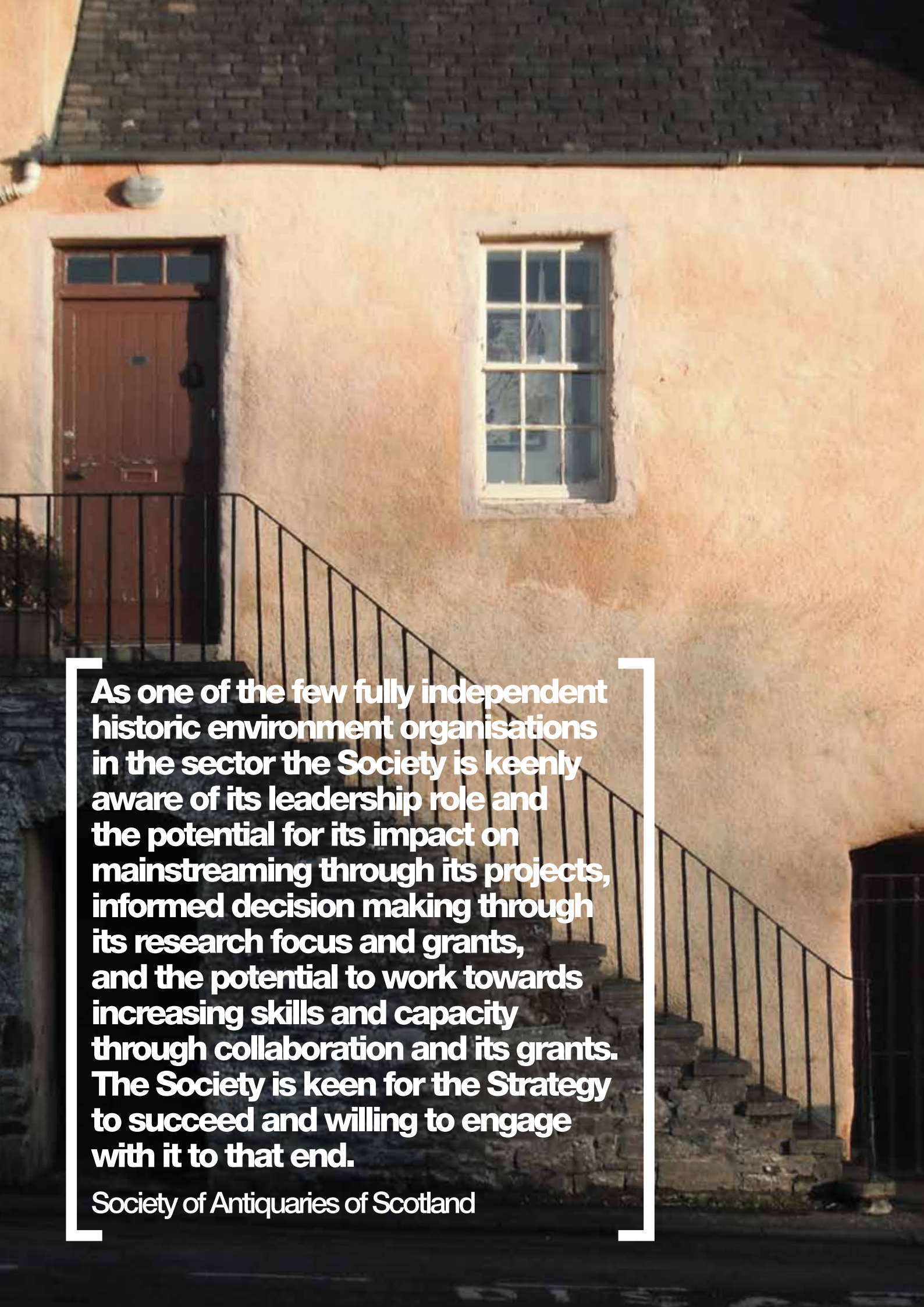
Developing a strong evidence base for such a diverse sector is challenging. Although individual organisations may construct their own performance measurement frameworks, there is an opportunity to enhance the evidence base for the sector as a whole by developing a transparent and consistent basis to assess resources, activities, outcomes and ultimately, impacts. Any approach to success measurement must be generated and owned by the sector to ensure that it is effective, and further work is planned to agree proposals to establish a framework that can be used by the sector to plan, gather, analyse and present key evidence.

The key to measuring success is being clear about what the sector wants to achieve. The Strategy currently contains one overarching outcome “to ensure that the cultural, social, environmental and economic value of Scotland's heritage makes a contribution to the wellbeing of the nation and its people”. However, further work is required to establish short, medium and long-term outcomes, for example, around the value, condition and economic impact of the historic environment.

A collaborative “Measuring Success” working group will be established with key stakeholders to begin to build up a suite of shared outcomes that support the vision, identifying inputs, processes, outputs and key milestones leading to delivery. Sector activity, roles and responsibilities, can then be aligned to improve delivery of outcomes, with the ability to measure progress along the way.







**As one of the few fully independent historic environment organisations in the sector the Society is keenly aware of its leadership role and the potential for its impact on mainstreaming through its projects, informed decision making through its research focus and grants, and the potential to work towards increasing skills and capacity through collaboration and its grants. The Society is keen for the Strategy to succeed and willing to engage with it to that end.**

**Society of Antiquaries of Scotland**



## HOW WE WILL DELIVER THE STRATEGY – WORKING TOWARDS THE VISION

Many of the activities that the sector is carrying out already support the Strategy. The key is that all work to a shared vision and agreed aims for the historic environment. The Strategy provides a framework that will enable collaborative work to ensure the most efficient use of available resources – and allows collective identification of opportunities, overlaps and gaps in activities and the ability to tackle key issues together for the benefit of the historic environment, individuals and communities alike.

### DELIVERY MODEL

In order to ensure delivery of the Strategy and the shared vision for the historic environment, a three-tiered delivery model has been established. The structure will provide transparency and accountability, while also encouraging joint working across the historic

environment sector and beyond, and setting of common goals.

This three-tiered approach will facilitate the required link between the high level strategic framework and activities at the operational level, and provide sufficient buy-in and accountability among key decision makers and deliverers to harness the opportunities and meet the challenges that the historic environment currently faces.

In the interests of openness and transparency all board and working group papers and minutes will be made publicly available via the following web address: [www.scotland.gov.uk/historicenvironment](http://www.scotland.gov.uk/historicenvironment)

A new website dedicated to the Strategy is currently being developed with stakeholders and will become available during 2014.

## HISTORIC ENVIRONMENT STRATEGY GOVERNANCE



## WORKING GROUPS

Key issues identified by the sector with support from the Operational Board, as a priority for action, will be considered by a series of working groups that will be established during the course of the ten year life of the Strategy. Membership of these groups will be drawn from across the historic environment sector and beyond to ensure that the necessary expertise informs future actions.

All Working Groups will be required to produce detailed and phased work plans for action. These plans will be approved by the Operational Board and made publicly available on the Strategy website.

Progress in implementing the Strategy will be partly measured against these work plans and reflected in the Historic Environment Board's annual statement, reporting on collective progress with delivering the Strategy.

Two collaborative working groups have already been established to consider key issues affecting the historic environment. These are:

- A heritage tourism group which is looking at how best to make full and effective use of our heritage assets to promote Scotland to both domestic and international audiences, growing the overall value of heritage tourism in Scotland.

- A joint central and local government group including representatives from the Scottish Government, Convention of Scottish Local Authorities (COSLA), local authorities and wider representation to consider how the historic environment is managed and maintained, within the context of dwindling resources, considering potential for existing and future delivery models; empowering local communities and examining the potential for shared services.

Two additional groups are planned:

- An education and volunteering group which will explore scope for more joining up; enhancing volunteering activity and broadening access across the social spectrum.

And

- A 'measuring success' group to support the development of an inclusive and shared evidence framework which will measure collective progress against the Strategy and ultimately the success of the Strategy itself.

## NEXT STEPS

The framework has been developed by stakeholders who recognised the need for a cohesive, overarching strategy for Scotland. The new Strategy therefore sets out a common vision for the historic environment and provides a clear direction for all parts of the sector and beyond over the next ten years.

The Strategy is a framework – it will now require everyone to build on existing partnerships, working together and achieving our shared vision for Scotland's historic environment.

**The historic environment is critically important for people's identity and their sense of place, it gives value and continuity.**

Response made to equalities survey,  
January 2014





**The Scottish  
Government**  
Riaghaltas na h-Alba

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This document is also available on the Scottish Government website:  
[www.scotland.gov.uk](http://www.scotland.gov.uk)  
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APS Group Scotland  
DPPAS22629 (03/14)

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