



Historic Environment Scotland Properties and Collections Strategy, Consultation Questionnaire October 2025

Page 1 - Overview

Historic Environment Scotland (HES) has published a draft Strategy document entitled: [Properties and Collections Strategy: Towards Sustainable Stewardship](#).

This draft Strategy explains how HES plans to care for the Properties and Collections in its care over the long term and why change is needed.

Scotland's historic environment is facing growing challenges, including climate change, rising costs, and a shortage of traditional skills. The Strategy explains how HES will respond to these challenges for the Properties and Collections in its care, make the most of opportunities, prioritise what matters most, and work with communities to protect and use the Properties and Collections in ways that benefit everyone.

The draft Strategy is available for anyone to read and can be accessed here [LINK]. You can also read a [summary version of the Strategy](#).

Our [dedicated webpage](#) has information about the Strategy and consultation, along with answers to frequently asked questions (FAQ's).

To support HES to develop a final version of the Strategy, this consultation has been designed to collect the views and opinions of individuals and organisations that engage with HES and / or Scotland's cultural heritage.

Independent research consortium JRS has been commissioned to conduct the consultation on behalf of HES.

The consultation is open until Friday 23rd January 2026 and the questionnaire takes around 20 minutes to fill in.

You can complete as many or as few questions as you wish. Please skip questions you do not have a view on or do not wish to answer.

It will be helpful to take a look at the information on the consultation webpage, including the draft Strategy, before completing this survey. However, throughout the questionnaire, for easy reference, relevant extracts from the draft Strategy have been included alongside questions.

JRS work in accordance with the General Data Protection Regulation and the Market Research Society (MRS) Code of Conduct. All responses will remain confidential and anonymous, and no personally identifiable information will be collected as part of this survey.

Page 2 - Privacy Statement

For the purposes of this survey, Historic Environment Scotland (HES) is the Data Controller of any data you choose to share.

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

We are collecting this data to ensure the voices of Scotland's people are considered during the development of the final Properties and Collections Strategy.

Lawful basis

Our lawful basis for processing personal data will be pursuant to Article 6(1)(b) UK GDPR where consent for the processing has been provided. By completing these questions, you are consenting to HES processing this information. We appreciate that you may not wish to share personal information about yourself, and there is the option not to answer any of the following questions that may relate to personal data. You can find more details about how we manage your personal data in our [Privacy Notice](#).

Processing of personal data

The results of the survey will be securely shared with a third-party consultant (JRS) to undertake independent analysis of the responses.

We will process your personal data in strict accordance with the [UK General Data Protection Regulation \(UK GDPR\)](#) and the Data Protection Act 2018. Should you wish to take part in future work or be kept informed, there will be an option to provide your email address.

Storage of personal data

HES will hold the personal data collected through this survey 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 corrects or removal and object to the processing of it. More information about your rights regarding personal data we collect from you can be found at the [HES Privacy Notice](#).

1. Please confirm that you have read the Privacy Statement and consent to the data you provide being used as set out in the statement and in our Privacy Policy.
 - I have read and agree to the Privacy Statement and Privacy Policy (tick box)

Page 3 - About you

2. Are you responding to this consultation as an individual or on behalf of an organisation?
 - As an individual
 - On behalf of an organisation [Please specify below]
 - Please confirm which organisation you represent: (free text box)
 - [Architectural Heritage Society of Scotland \(AHSS\)](#).

3. Which of these statements describes your connection, or key areas of interest that link you to the work of Historic Environment Scotland (HES)? [Please select all that apply]
 - **Fact box - What are the 'Properties and Collections'?**
 - The Properties and Collections in the care of Scottish Ministers are a unique cultural asset for the people of Scotland. They are a nationally valuable cultural, social, environmental and economic resource. HES fulfils a stewardship role for Scottish Ministers and the people of Scotland in care for and providing access to the Properties and Collections.
 - I am interested in the work of HES and the Properties and Collections in relation to a hobby or passion of mine
 - I am interested in the work of HES and the Properties and Collections as part of my desire to support my local community
 - My interest in the work of HES and the Properties and Collections relates to academic studies
 - My interest in the work of HES and the Properties and Collections relates to my job
 - I have another interest that relates to the work of HES and the Properties and Collections
 - [AHSS Members are connected to all of the above.](#)

4. If your interest in the work of HES and the Properties and Collections is in relation to a hobby or passion, which hobby or passion(s) are those? [Please select all that apply] [Please skip this question if it's not relevant to you]
 - Walking
 - Scotland's history
 - Archaeology



- Conservation
 - Nature/biodiversity
 - Other
 - Mainly the first four bullet points. We are interested in the settings of HES Properties in Care and in Designed Landscapes
5. Are you a member of any groups or clubs connected with these hobbies or interests?
- Yes
 - No
 - N/A
6. If your interest in the work of HES and the Properties and Collections is part of a desire to support your local community, are you a member of a community group connected to this?
- Yes
 - No
 - N/A
7. If your interest in the work of HES and the Properties and Collections relates to academic studies, what is the focus of your academic work? [Please skip this question if it's not relevant to you]
- The focus of my academic work is: (free text box) N/A
8. If your interest in the work of HES and the Properties and Collections relates to your job, what is your profession? [Please skip this question if it's not relevant to you]
- My profession is: (free text box) N/A
9. Do you work at HES?
- Yes
 - No
10. If you have another interest that relates to the work of HES and the Properties and Collections, what is it?
- My other interests relating to HES and the Properties and Collections are: (free text box)
 - The AHSS works across Scotland, supporting the appropriate use and adaptation of historic buildings, towns and landscapes. Our strapline is 'Speaking for Scotland's Buildings'. We want all Scotland's citizens to discover more about Scotland's built heritage and take an active part in its preservation. We are committed to encouraging public understanding and appreciation and the protection of Scotland's historic built environment.



11. Which of the following council areas do you live in?

- Aberdeen City
- Aberdeenshire
- Angus
- Argyll and Bute
- City of Edinburgh
- Clackmannanshire
- Dumfries and Galloway
- Dundee City
- East Ayrshire
- East Dunbartonshire
- East Lothian
- East Renfrewshire
- Falkirk
- Fife
- Glasgow
- Highland
- Inverclyde
- Midlothian
- Moray
- Na h-Eileanan Siar (Western Isles)
- North Ayrshire
- North Lanarkshire
- Orkney Islands
- Perth and Kinross
- Renfrewshire
- Scottish Borders
- Shetland Islands
- South Ayrshire
- South Lanarkshire
- Stirling
- West Dunbartonshire
- West Lothian
- I do not live in Scotland
 - If you do not live in Scotland, which country do you live in? (free text box)

AHSS members live in most parts of Scotland and some are in England and abroad



12. Do you live within an island community?

- Yes
- No

See above



Page 4 - Island communities

Island Communities Impact Assessment

13. Do you think the Strategy is likely to have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?
- Yes [Please explain below]
 - No
 - Why do you think the Strategy is likely to have a significantly different effect on an island community? (free text box)

Page 5 - Vision

Please read the below section about the vision from the draft Strategy before answering the questions.

The vision - as presented on pages 3 and 4 of the draft Strategy

Our vision for this Strategy is to increase understanding and achieve sustainable management of the Properties and Collections in our care.

‘Understanding’ is a cornerstone of the Strategy, in terms of increasing collective knowledge of the cultural significance and varied histories of the Properties, their associated Collections and supporting archival records. It’s also about better understanding their context – how the Properties are rooted in place – as well as their relevance and value to communities, including intangible cultural heritage. It’s about better understanding potential and looking at things in the round.

‘Sustainable management’ of these cultural assets means caring for them now in a way that will benefit both current and future generations, delivering benefits now without compromising the needs of the future. It means taking a rounded approach to deriving value - social, economic, environmental and cultural - from the assets in our care. Given what we know about how significantly our climate is changing, we have a moral imperative to take a balanced approach to our investment priorities and management.

14. How much do you agree or disagree that this vision is right for the Strategy and for HES to be working towards?
- Strongly disagree
 - Disagree



- Neither agree nor disagree
- Agree
- Strongly agree

15. Do you have any comments on HES’s vision as laid out in the draft Strategy?

- Yes [Please specify below]
- No comments
 - My comments are: (free text box)
- HES’s vision (Corporate Plan 2025-28) is Heritage for All and HES’s purpose is ‘to investigate, care for, and promote Scotland’s historic environment, for the benefit of people and communities everywhere.’ We do not support the Vision in the ‘Properties and Collections Strategy: Towards Sustainable Stewardship’. We consider that the Vision in the Strategy should match HES’s purpose.
- We have been disappointed by closure of properties by HES during Covid and the slow rate of opening associated with the high-level survey work. HES underplays the quality of its estate. As the owner of the ‘best of the best’ HES should be setting the tone, focusing on protecting and safeguarding Properties in Care (PIC) with an exemplary standard of maintenance work. HES is also the owner of last resort.
- Reconsidering how HES cares for the ‘assets’ (in the ‘A New Approach’, p3) it is not clear whether this refers to the properties or the collections or the archival records. We would prefer to see a strategy for the properties and a separate strategy for the collections and archival records.
- ‘Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs’ (Gro Harlem Brundtland – 1987 report of the World Commission on Environment and Development) is a political statement. A cultural heritage statement would be more appropriate – it could be derived from eg UNESCO’s website on cultural heritage: ‘From cherished historic monuments and museums to living heritage practices and contemporary art forms, culture enriches our lives in countless ways and helps build inclusive, innovative and resilient communities. Protecting and safeguarding the world’s cultural and natural heritage and supporting creativity and dynamic cultural sectors are fundamental to addressing the challenges of our time, from climate change to poverty, inequality, the digital divide and ever more complex emergencies and conflicts. UNESCO is convinced that no development can be sustainable without a strong culture component. Indeed only a human-centred approach to development based on mutual respect and open dialogue among cultures can lead to lasting peace.
- The current vision for this Properties and Collections Strategy is not aspirational and is not sufficiently focused on protecting and safeguarding Scotland’s cultural heritage.
- The concept of deriving social, economic, environmental and cultural value from the assets in their care is vacuous, with the possible exception of cultural value. But even this one requires defining. Environmental value may be accurate if it is defined in terms of the built environment and considers that historic buildings enrich that environment, but their statement is too vague to assure one that this is what is meant. Economic value increase might be a consequence of opening more properties to the public, with the idea that visitors will spend money in the local area. Also, it could be seen in terms of tourist attraction in general. Social is one that seems so far from their remit as being negligible in impact.
- The last sentence looks like something cut from the annual report of an investment firm and has little if any evidence-base for its inclusion. Firstly, HES claims to know how significantly our climate is changing. What the scientific community is in relative agreement on is that global temperature is rising, to a large degree due to human consumption of fossil fuels. The global systems that affect weather patterns are complex and not completely understood. Computer modelling has presented some possible consequences, but they are limited to an extent by the accuracy and completeness of the input. Yet HES seems to know better than the scientific community and they have discovered they have a moral imperative to take a balanced approach to their investment priorities and management. What does this mean? Literally, it would seem that they make investments - in what, one is left to wonder. Management could mean managing the staff that work for HES. In reality this statement is probably an



- oblique one, that really means spending less money on physically maintaining the properties in their care.
- What needs to be made clear is that the properties are really in the care of the Scottish Government on behalf of the public and the nation in perpetuity while HES are responsible for day-to-day management and this strategy is for the next ten years. If the SG wishes to divert from the above purpose in the way of abandoning some properties to time and climate change it should be their clear and transparent decision without hiding behind HES.
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Page 6 - Challenges faced by HES in relation to providing care for Properties and Collections

Please read the below section about challenges from the draft Strategy before answering the questions.

The key challenges we face in terms of our Properties and Collections are- as presented on pages 6-7 of the draft Strategy:

- Climate change impacts - accelerated decay, harm or loss of historic fabric and cultural significance
- Condition of the built assets, associated safety risks and the cost of care
- National shortage of traditional and specialist conservation skills and traditional materials
- Critical need for enhanced storage, care, display, interpretation and access to Collections and Archives
- Changing visitor expectations
- Financial constraints

16. How much do you agree or disagree that this list fairly represents the challenges that will be faced by HES in relation to caring for Properties and Collections in the future?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

17. Do you have any comments on these challenges or thoughts on any additional challenges for consideration?

- Yes [Please specify below]



- No comments
 - My comments are: (free text box)

The AHSS disagrees with the emphasis and order of the bullet points: we think that the expression 'climate change impacts' is being used without defining what informs HES's claims about climate change's impact on the properties in their care. NatureScot 's position is relevant: 'But our climate is already changing and will continue to do so for many decades to come – even with substantial emissions reductions in place.

The factors that control Earth's climate interact in complex ways, so it's very hard to predict exactly how the climate will change. But the consensus is that temperatures will continue to rise globally.

We expect Scotland to have warmer, wetter winters and hotter, drier summers. As the climate changes, Scotland is likely to experience:

- more extreme weather events
- more long heat spells
- higher maximum temperatures across the country
- fewer days of snow and frost
- longer periods of dry weather in the spring and summer
- much more rain on the wettest days of the year

NatureScot uses terms such as 'hard to predict exactly' and 'we expect'. From their bullet points one can see that the natural environment will be impacted if these changes occur. What is not evident is what impact they might have on the built environment. Storms may cause damage, but fewer days with snow and frost will be positive as will longer periods of dry weather in the spring and summer. There is nothing here that could inform HES' claims about climate change's impact on the properties in their care.

We note, however, that there are coastal properties eg Skara Brae, Blackness Castle, Fort George (and others) where careful monitoring is required and contingency plans should be in place for the potential breaching of sea defences. Roofless monuments and standing stones are exposed to the weather on three surfaces and some walls and stone types cope better with different weather conditions than others. Past maintenance eg the use of cement pointing may have accelerated decay. See also part of the response to Q15 above.

We would like to see the key challenges re-ordered and separated.

- Condition of built assets - outstanding maintenance required. The first priority.
- Assessment of accelerated decay, harm or loss of historic fabric and cultural significance
- National shortage of traditional and specialist conservation skills and traditional materials
- Resource priorities (cost, staffing, volunteers)
- Safety risks
- Changing visitor expectations
- Site specific collections care eg carved stones retained on site

The bullet point 'Critical need for enhanced storage, care, display, interpretation and access to Collections and Archives' should be part of a separate archives and collections strategy.

Note regarding safety risks: HES have been too risk adverse erecting unreasonable levels of barriers due to corporate liability concerns. Expectations of visitors should be managed. Visitors should expect warning signs about entering at own risk.

Note regarding changing visitor expectations: HES should revert to information boards which are not dependent on expensive IT programmes which require regular updating (and associated expense). This is about choosing how money is spent.



Please read the below section about prioritising resource from the draft Strategy before answering the questions.

Prioritising of resource- as presented on page 8 of the draft Strategy

Over and above our core duties, our strategic priorities for the Properties and Collections during the next ten years are to focus on:

- The cultural assets in our care with both the greatest conservation need and the greatest potential to make a difference to people and place
- Scotland’s most important cultural assets in a national context, ensuring they are conserved and sustainably managed for future generations

In the short term, we will prioritise the cultural heritage assets in our care where cultural significance and risk of decay and loss are high. We will also protect and grow our income from key income-generating Properties, without compromising what makes them special, to directly reinvest that revenue in the wider Estate.

Our corporate priorities and specific priorities at individual asset level will inform our investment planning for Properties and Collections.

18. How much do you agree or disagree with these strategic priorities for the Properties and Collections, as presented in HES’s draft Strategy?

- Strongly disagree,
- Disagree,
- Neither agree nor disagree
- Agree
- Strongly agree

19. Do you have any comments on this principle of prioritising, as laid out in the draft Strategy?

- Yes [Please specify below]
- No comments
 - My comments are: (free text box) The core principles of state care should be retained ie good stewardship and public benefit. The visitors from round the world who visit HES Properties in Care (PICs) expect to see well-maintained properties. The proportion of HS/HES funds diverted from maintenance to visitor centres, both their creation and the maintenance of visitor centres needs to be re-visited so more is spent on maintenance and less on elaborate visitor facilities.
 - The AHSS is uneasy about the statements in the box above and the division between short-term and long-term (next ten years). There is an overall lack of trust in relation to the management at HES at the moment and the effect of the division of responsibilities between the different directorates on the individual PICs. Have the directorates of Heritage, Cultural Assets, Marketing and Engagement, External Relationships and Partnerships, and Operations all committed to the approach outlined in the Properties and Collections Strategy?
 - The overwhelming impression is of thinking and talking – not doing.



- At the end of the plan in ten years' time we may well have a clearer view of the future, whether it is all more or indeed less urgent, while views as to the relative importance of sites may have changed. Decisions for permanent change should not remade in a hurry and should not be made by HES alone. These properties are first and foremost the responsibility of Scottish Ministers.



Page 8 - A new stewardship model

Please read the below section about stewardship models from the draft Strategy before answering the questions.

A New Stewardship Model - as presented on page 9-10 of the draft Strategy

In the nineteenth century the idea of State Care was created so that important historic monuments and assets could be protected. The core principles of the State Care approach were, and remain today, that care is provided ‘forever’ and that each monument and asset under State Care is of equal significance.

However, two key issues challenge the value and validity of the State Care approach:

- First: it is generally accepted, and acknowledged by HES, that there is a hierarchy of importance of monuments and assets based on relative levels of cultural significance. In addition, it is acknowledged that some monuments and assets may have more potential to generate social, environmental or local economic benefits.
- Second: social, economic and environmental/climate realities mean that the context within which care must be provided is significantly more challenging now than ever before.

As a result of these issues, HES feels that it is no longer always desirable, necessary or possible to continue to use the State Care approach. Managing change is, at this time, key to providing sustainable care of Scotland’s historic monuments and assets. As such, the Strategy moves HES decision making and working practices to a new Stewardship Model which is fit for purpose now and sustainable moving forward.

20. To what extent do you agree or disagree with HES moving from a State Care approach to a new sustainable management approach to caring for Scotland’s monuments and assets?

➤ Fact box - What does 'sustainable management' mean?

- It means caring for historic places and Collections in a way that balances cultural, social, environmental and economic value. The goal is to make decisions that benefit people today without compromising the needs of future generations.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree



- Strongly agree

21. Do you have any comments about this new Stewardship Model, as laid out in the draft Strategy?

- Yes [Please specify below]
- No comments
 - My comments are: (free text box)
- We question the statement ‘it is generally accepted, and acknowledged by HES, that there is a hierarchy of importance of monuments and assets based on relative levels of cultural significance. In addition, it is acknowledged that some monuments and assets may have more potential to generate social, environmental or local economic benefits.’ Exactly how is this hierarchy of importance established. As stated, it is subjective in the extreme and the conditions set – social, environmental or local economic benefits – are extremely vague and do not necessarily accord with the architectural and historical importance of an individual property. For example, Knock Castle near Ballater is a ruin, but one currently maintained with best practice. However, it is not easily accessible and only visited by those with a genuine interest. It is a fine example of a 16th century tower house which, in its current, preserved state, provides excellent information about the importance of site and the nature of its construction. This makes it a valuable resource for today and for future generations. But does it provide social, environmental or local economic benefits? Under the HES Strategy, the decisions that will impact on its future will be made in an opaque manner by individuals who may have a set of criteria and values that do not accord with the 19th century ones regarding ancient buildings and may well not accord with considered opinions in the future.
- We also question the second statement ‘social, economic and environmental/climate realities mean that the context within which care must be provided is significantly more challenging now than ever before.’ What evidence is there for this contention? What is meant by social realities? If it implies that people today are not particularly interested in ancient buildings, then one would suggest that this was more so in the 19th century when the concept of state care was accepted as a worthwhile national goal. Public attitudes may change in the future and result in an increased awareness of the importance of the nation’s architectural heritage. The fault may lie with HES for not taking a leadership role in promoting the concept.
- Regarding economic realities, once again this is extremely vague. Certainly, costs are rising, but HES is spending less, in real terms, on the buildings in care than they did ten years ago when HES was established, at which point HES knew there was likely to be a shortfall in funds to maintain buildings in care. Funding may be an issue, but how that funding is used is also important. One would think that the course of action would be to reduce overhead costs and direct more funding at physical maintenance and conservation works. It may be a case of working more efficiently with less.
- Climate change challenges are real, but to use climate change as an excuse for not preserving the nation’s architectural heritage is, at the very least, disingenuous. While a 1.5 degree rise in global temperature will have profound implications, the modelling that is being done is not so granular to predict its impact on individual properties in care. It is likely that changes in weather patterns will occur, one of which may be milder winters in Scotland. This could result in less damage from frost. The simple fact is that HES does not have the expertise to assess the future impact of global warming, so decisions on how to respond are not based on science or the potential impact on the fabric of buildings in care.

○

22. Do you think the reasons for HES proposing to move to a New Stewardship Model are clearly presented in the Strategy document?

- Yes
- No



- Unsure
 - Please explain the reasons for your answer: (free text box)
- The concept of ‘sustainability’ was adopted by the United Nations based on recommendations of the Committee on Climate Change, and it happened years ago, in 1987. It is more of a political statement than a scientific one. It was not created to guide HES in developing a strategy for the future care of the nation’s architectural heritage. HES has put this statement in a ‘Fact Box’. Then we are told what sustainable management means. It is not a fact, it is an **opinion**, and one not based on factual or pertinent evidence. One must question why it is necessary to balance cultural, social, environmental, and economic value – assuming that one even knows what is meant by the terms, used in this context. ‘The goal is to make decisions that benefit people today without compromising the needs of future generations’ is simply cut and pasted from any number of governmental pronouncements. HES may provide benefits for people today, but that is not their major reason for existence, although it may be a good consequence of protecting the nation’s architectural heritage. In any event, it would take a great deal of imagination to see how doing so would adversely affect future generations.
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Page 9 - Achieving sustainable stewardship objectives

Pages 12 to 17 of the draft Strategy set out strategic objectives and the actions HES will take to meet them. The objectives are rooted in conservation thinking and practice and encompass wider sustainable development principles.

Our Strategic Objectives:

- 1) Take a long-term perspective, using lessons from the past to guide future decisions.
- 2) Include sustainable development principles in our planning and management of assets.
- 3) Enhance our response to climate change by adapting our management methods.
- 4) Enhance the productive, sustainable, and appropriate use of the assets we care for.
- 5) Focus on cultural significance by directing our research and innovation where it matters most.
- 6) Increase attention and investment in our Collections and Archives.
- 7) Encourage public participation and collaboration, involving communities in shaping our plans.
- 8) Set a clear direction for each asset by creating specific and proportionate management plans.

23. In general, how much do you agree or disagree that this list of objectives covers the key areas of importance for HES in achieving sustainable stewardship?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

24. Are there any objectives that you feel need to be added to this list?



- Yes
- No
 - o Other objectives that should be added to the list are: (free text box)

25. How important do you think each of these strategic objectives is in achieving sustainable stewardship?

- Ranking matrix for each objective - not at all important, not very important, neither important nor not important, quite important, very important

26. Please select the TWO objectives you think are most important:

- 1) Take a long-term perspective, using lessons from the past to guide future decisions.
- 2) Include sustainable development principles in our planning and management of assets.
- 3) Enhance our response to climate change by adapting our management methods.
- 4) Enhance the productive, sustainable, and appropriate use of the assets we care for.
- 5) Focus on cultural significance by directing our research and innovation where it matters most.
- 6) Increase attention and investment in our Collections and Archives.
- 7) Encourage public participation and collaboration, involving communities in shaping our plans.
- 8) Set a clear direction for each asset by creating specific and proportionate management plans.

27. Why did you select these as the most important objectives?

- † We selected these objectives because: (free text box)

1) Take a long-term perspective, using lessons from the past to guide future decisions.

8) Set a clear direction for each asset by creating specific and proportionate management plans.

It is essential to take a long-term perspective and each property/asset needs to be individually assessed. Five yearly inspection reports which are out of date need to be updated and the work required prioritised and tackled over the 5-year period. District architects must be involved throughout. Recent attempts to computerise and log work may have over complicated inspections. It is clear that at a substantial number of Properties in Care maintenance work has fallen behind good practice. If maintenance work had been carried out timeously from the mid-1990s (instead of HS funds being diverted to create visitor centres) the closure of properties for high-level inspections in 2022 might not have been considered necessary.

- o Increase attention and investment in our Collections and Archives should be in a separate strategy
- o Some of 1-5 and 7-8 overlap. No mention is made of the need to obtain scheduled monument consent for work to Properties in Care which are scheduled monuments.
- o It is clear HES needs to focus on PIC maintenance which will then results in a discussion about skill shortages.
- o However carefully HES carries out high-level inspections and urgent work the risk of stone fall will remain.



28. Do you have any other comments about the strategic objectives set out by HES?

- Yes [Please specify below]
- No comments
 - My comments are: (free text box)



Page 10 - Markers of success of the Strategy

Please read the below section about markers of success from the draft Strategy before answering the questions.

Markers of success of the Strategy- as presented on page 18 of the draft Strategy
 This Strategy aims to bring positive change over the long term. If we achieve this, success will be demonstrated by reaching the ‘desired future state’ for management of our Properties and Collections, over the lifetime of the Strategy:

- Every cultural asset in our care has a clear direction of travel and a plan, set within local, regional and national contexts, leading to sustainable investment and management
- Decisions about Properties and Collections are transparent, data-led and expertise-informed, considering a broad range of values and potential outcomes
- Local communities, colleagues and partners are actively involved in shaping the future of our Properties and Collections to identify and achieve shared goals
- Resources are allocated based on clear strategic priorities and investment decisions lead to long-term benefits
- Properties and Collections are actively used for training people in traditional skills and supporting the use of traditional materials
- Innovative governance models, community participation and local wealth building are achieved through asset management, procurement, and partnerships
- Conservation management encompasses the realities of climate change, and we find new ways to adapt, build resilience, enhance biodiversity, and reduce our carbon emissions
- Visitor experiences are enriched through improved access, interpretation and engagement, ensuring that places are welcoming and relevant to diverse audiences
- We foster a culture of collaboration, openness and innovation, where colleagues are empowered to drive change and overcome internal barriers to progress

29. Please tick the THREE ‘markers of success’, as listed below, you feel are the most important:

- Every cultural asset in our care has a clear direction of travel and a plan, set within local, regional and national contexts, leading to sustainable investment and management
- Decisions about Properties and Collections are transparent, data-led and expertise-informed, considering a broad range of values and potential outcomes
- Local communities, colleagues and partners are actively involved in shaping the future of our Properties and Collections to identify and achieve shared goals



- Resources are allocated based on clear strategic priorities and investment decisions lead to long-term benefits
- Properties and Collections are actively used for training people in traditional skills and supporting the use of traditional materials
- Innovative governance models, community participation and local wealth building are achieved through asset management, procurement, and partnerships
- Conservation management encompasses the realities of climate change, and we find new ways to adapt, build resilience, enhance biodiversity, and reduce our carbon emissions
- Visitor experiences are enriched through improved access, interpretation and engagement, ensuring that places are welcoming and relevant to diverse audiences
- We foster a culture of collaboration, openness and innovation, where colleagues are empowered to drive change and overcome internal barriers to progress

30. Are there any ‘markers of success’ that you feel need to be added to this list?

- Yes [Please specify below]
- No comments
 - Other ‘markers of success’ that should be added to the list are: (free text box)

31. Are there any of these ‘markers of success’ which you feel HES will struggle to achieve?
[Please select all that apply]

- Every cultural asset in our care has a clear direction of travel and a plan, set within local, regional and national contexts, leading to sustainable investment and management
- Decisions about Properties and Collections are transparent, data-led and expertise-informed, considering a broad range of values and potential outcomes
- Local communities, colleagues and partners are actively involved in shaping the future of our Properties and Collections to identify and achieve shared goals
- Resources are allocated based on clear strategic priorities and investment decisions lead to long-term benefits
- Properties and Collections are actively used for training people in traditional skills and supporting the use of traditional materials
- Innovative governance models, community participation and local wealth building are achieved through asset management, procurement, and partnerships
- Conservation management encompasses the realities of climate change, and we find new ways to adapt, build resilience, enhance biodiversity, and reduce our carbon emissions
- Visitor experiences are enriched through improved access, interpretation and engagement, ensuring that places are welcoming and relevant to diverse audiences



- We foster a culture of collaboration, openness and innovation, where colleagues are empowered to drive change and overcome internal barriers to progress
- No, I think HES should be able to achieve all these ‘markers of success’
- Unsure
 - Please state why you feel HES will struggle to achieve this/these ‘markers of success’: (free text box)

32. Do you have any other comments about this list of ‘markers of success’ that HES states need to be reached through implementation of this Strategy?

- Yes [Please specify below]
- No comments
 - My comments are: (free text box)
 - The Strategy is written in ‘project management speak’ and does not make us confident about the future care of PICs. As stated above we would like a separate strategy for the Collections, especially the former RCAHMS archive.
 - It is essential that every cultural asset has a plan for its care. Building condition surveys, ‘Quinquennial Inspections’ are key to this, identifying the four priorities of Immediate (without delay, public safety, health & safety, arrest rapid deterioration), Urgent, within 18 months, Necessary, before the next inspection and Desirable. We would like to think that every PIC has one and that the recommendations are being followed.
 - If Guardianship monuments are going to be returned to their owners, the owners will want them to be returned in good condition.
 - ‘Innovative governance models, community participation and local wealth building are achieved through asset management, procurement, and partnerships’ – this worries us because of a shortage of grants available. For example, the Scottish Government, in the recent budget, has not replaced the ‘Investing in Communities Fund’.
 - ‘Visitor experiences are enriched through improved access, interpretation and engagement, ensuring that places are welcoming and relevant to diverse audiences’ – many HES sites have become too expensive for family visits.
 - ‘We foster a culture of collaboration, openness and innovation, where colleagues are empowered to drive change and overcome internal barriers to progress’ – this sound like wishful thinking and suggests there is not full commitment across the various directorates.

Page 11 - Conclusion

33. Considering the Strategy as a whole, how much do you agree or disagree with the approach being proposed by HES for sustainable stewardship of the assets under their care?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Page 12 - Environmental report



You can read the Environmental Report here [LINK].
Please skip this section if you do not wish to read the report.

34. Has our environmental assessment identified the likely environmental effects of the options?

- Yes
- No
- Unsure

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

- Yes [Please specify below]
- No
- Unsure
 - The additional mitigation, enhancement or monitoring measures that should be considered are: (free text box)

36. Do you have any other comments on the environmental assessment?

- Yes [Please specify below]
- No comments
 - My comments are: (free text box)