

CONSTITUTION, EUROPE, EXTERNAL AFFAIRS AND CULTURE COMMITTEE

33rd Meeting, 2023, Session 6

30 November 2023

**Delivering on the priorities of Our Past, Our Future: The Strategy for
Scotland's Historic Environment**

1. The Committee agreed to undertake work on the historic environment sector, with a focus on the priorities of the new historic environment strategy for Scotland, [Our Past, Our Future](#), which was published in April 2023.
2. The strategy identifies three priorities as the focus for delivery over the next five years—
 - Delivering the transition to net zero;
 - Empowering resilient and inclusive communities and places; and
 - Building a wellbeing economy.
3. The Committee agreed to hold a series of evidence sessions focused on delivering on the priorities of the strategy. At this meeting, the Committee will take evidence from—
 - Alex Paterson, Chief Executive, Historic Environment Scotland
 - Dr Adam Jackson, Head of Strategy and Policy, Historic Environment Scotland
4. At its next meeting, the Committee will take evidence from the Minister for Culture, Europe, and International Development.
5. A SPICe briefing is attached at **Annexe A**.
6. A written submission from Historic Environment Scotland is attached at **Annexe B**.

**CEEAC Committee Clerks
November 2023**

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Constitution, Europe, External Affairs and Culture Committee

30 November 2023

Historic Environment Strategy

Introduction

Following last week's roundtable with stakeholders in the historic environment sector, this week the Committee will be hearing from Historic Environment Scotland (HES).

HES was formed in October 2015 following passage of the [Historic Environment Scotland Act 2014](#). It was created through a merger of Historic Scotland with the Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS). HES is a non-departmental public body with charitable status, and it was established as the lead public body to investigate, care for, and promote Scotland's historic environment.

Responsibility for the work of HES falls under the portfolio of the Minister for Culture, Europe and International Development, who will be attending the Committee meeting next week.

As a non-departmental body, the HES [Board of Trustees](#) are appointed by Scottish Ministers following an open process. Chair and Board member appointments are regulated by the Commissioner for Ethical Standards in Public Life in Scotland. The HES Chief Executive, Alex Paterson, reports to the Board and is the designated Accountable Officer to the Scottish Government.

HES leads on the delivery of the historic environment strategy, however the governance and delivery of the strategy also includes the [Strategic Historic Environment Forum](#) (SHEF), working groups, and a strategy steering group, comprising key stakeholders and leaders drawn from across Scotland.

The strategy describes SHEF as "an annual event where leaders and policy-makers from the historic environment and other relevant sectors can come together to collectively take stock and discuss emerging and future issues." This appears to differ from the role of SHEF under the previous strategy when it was responsible for

“championing Scotland's historic environment by providing strategic advice and direction on its management and promotion.” The Forum was originally chaired by the Cabinet Secretary for Culture, Europe and External Affairs and it should be noted that the Scottish Government [website page for SHEF](#) still lists a former Cabinet Secretary, rather than the current one. The submission from HES explains that this forum will now “be hosted by SG and HES and feature an Opening Address from the Minister.”

The strategy

In February 2022, Historic Environment Scotland was commissioned by the Minister for Culture, Europe and International Development, Neil Gray MSP, to conduct a review of Scotland's historic environment strategy.

HES was asked to work with stakeholders to prioritise activity that supports economic recovery and renewal, focuses on creating a more resilient and sustainable historic environment, and helps to communicate the contribution that the historic environment makes to the nation.

In April 2023, a new strategy for the historic environment [Our Past, Our Future](#) was published. It is the second historic environment strategy to be published in Scotland and it identifies three priorities as the focus for delivery over the next five years—

- Delivering the transition to net zero;
- Empowering resilient and inclusive communities and places; and
- Building a wellbeing economy.

The strategy is described as ‘mission-orientated,’ and it identifies the actions that need to be taken to make progress on each of the three aims.

At the roundtable session last week, the Committee heard that the priorities and aims identified by the strategy were broadly supported by those present. It was also noted that there were a lot of commonalities between the priorities of the historic environment strategy and the strategies of the National Trust for Scotland and Museums Galleries Scotland.

Consultation

As part of the formation of the new strategy, there was a consultation process on the priorities which should be included. Following on from the [evaluation of the first five years](#) of the original strategy, [Our Place in Time](#) (OPiT), there was a focus on recognising that much had changed in the sector since OPiT was written in 2014.

In total, 18 workshops and events were delivered between June-September 2022, attended by 191 organisations and 649 participants. Using the information gathered from these sessions, [a draft strategy was written and a consultation launched](#) to test and improve the draft.

There were 137 written responses to the public consultation. HES and Built Environment Forum Scotland (BEFS) also organised 8 events in January-February 2023. These were attended by 147 participants who provided additional feedback. They also worked with other partners to engage young people, ethnic minorities, and people with disabilities, via bespoke surveys and workshops. While respondents were generally positive about the draft strategy, their responses identified a few areas where some improvements could be made in the final draft. These are [summarised on the consultation webpage](#).

Collaboration

The strategy document touches upon the consultation process that was used to form the final strategy and notes that:

“This strategy is therefore a collaborative one, owned and delivered by everyone. All of us – the public sector, business, the charitable and third sectors, private owners, and communities across the country – have a role to play. So, when this strategy talks about the things that “we” can do, it refers to everyone in Scotland. The public sector – led by Historic Environment Scotland – will work to facilitate, enable, and drive delivery of key elements of the plan, and to co-ordinate monitoring and reporting on delivery.”

The importance of collaboration is restated throughout *Our Past, Our Future*, including in the section on delivery of the strategy. It identifies the fact that HES will need to engage a wide range of stakeholders in order to be successful in delivering the specified outcomes. The stakeholders listed include homeowners and landowners, local and regionally based organisations, as well as national institutions and public bodies. Flexibility and adaptability in delivery are highlighted as requirements in order to reach all of these groups, although the strategy does not go into detail regarding how HES expects to reach all stakeholders groups.

While the [evaluation of the first five years](#) of OPiT included recommendations on improving engagement with local authorities, *Our Past, Our Future* does not include details on how this challenge is expected to be addressed. The evaluation stated that:

“One key issue that cuts across all the OPiT governance arrangements is about the effective engagement (or lack of effective engagement) with the local government sector... There is no straightforward solution to this challenge – with previous attempts (such as establishing a Local Authority Historic Environment Group) having proved unsuccessful. However, given the important role of local government within the historic environment sector it is something that should be addressed.”

The strategy does note that “local authorities will also be key delivery partners, especially through their decision-making responsibilities,” but it does not go into detail regarding how HES intends to improve the collaboration between the historic environment and local government sectors.

Delivery

The section on delivery in the strategy is aspirational in tone, although the details of the delivery process have not yet been shared. The strategy states:

“The Scottish Government has a vital role to play in enabling the delivery of the strategy, and we will need collaboration within and between government departments and agencies if we are to realise our mission, just as we need cross-sector working and knowledge sharing. Historic Environment Scotland, as the public body for Scotland’s historic environment, will have a leading role to play in delivering the strategy, and in helping to facilitate such a joined-up approach.”

Lucy Casot, Chief Executive Officer, Museums Galleries Scotland, told the Committee during the stakeholder session that while she welcomed the priorities included in the strategy, more detail was needed about the delivery of these in the wider context.

The strategy does suggest that a series of working groups will support delivery of the priorities, as will a strategy steering group and the previously discussed SHEF. However, it remains to be seen how the delivery model for the strategy will evolve in practice.

Links to wider policy outcomes

Our Past, Our Future sets out the strategic drivers that have been considered as part of the creation of the strategy. It lists a number of Scottish Government policy documents and how they align with the three priorities identified in Our Past, Our Future. While HES has considered a range of Scottish Government priorities in the formation of the historic environment strategy, it is not clear if they have had, in return, the opportunity to contribute the perspective of the historic environment sector into these wider policy outcomes. Embedding the interests of the historic environment across Scottish Government priority areas came out of the stakeholder session as a necessary part of successfully delivering the strategy.

Below is a brief description of some of the wider Scottish Government strategic documents that are listed.

A Culture Strategy for Scotland

Originally launched in February 2020, the Committee has previously been told by the Cabinet Secretary that an update is expected to [A Culture Strategy for Scotland](#). The document sets out how important culture is to Scotland’s prosperity as well as the future direction for supporting culture in Scotland.

National Planning Framework 4

The [National Planning Framework 4](#) is the national spatial strategy for Scotland. It sets out the principles, regional priorities, national developments and national

planning policy. It includes a commitment to “protect and enhance our historic environment, and safeguard our shared heritage for future generations.”

Fair Work Strategy

The [Fair Work action plan](#) sets out actions to promote fair and inclusive workplaces across Scotland.

Future skills: action plan

The [Future skills: action plan](#) talks about the need to transform Scotland’s skills system to ensure that the changing needs of individuals, businesses and the economy are met.

There is also a specific [Skills Investment Plan for the Historic Environment](#) which sets out the sector’s action plan for Scotland’s historic environment sector. It was developed by HES in collaboration with [Skills Development Scotland \(SDS\)](#) and sector stakeholders such as the [Our Place in Time Skills and Expertise Group](#). The plan aims to ensure Scotland has the skills it needs to promote, manage, and protect the historic environment.

During the stakeholder session last week, the Committee heard evidence regarding a skills shortage in the historic environment sector, especially in regard to retrofitting historic buildings. Elaine Ellis, Skills Planning Manager at SDS noted that they were currently reviewing apprenticeships to ensure that the skills needed by the historic environment sector were being embedded into many different qualifications such as plastering. She also explained that in some areas, such as stonemasonry, the lack of apprentices in Scotland had more to do with the demand from employers to take on an apprentice being low.

There was also some discussion of the Skills Investment Plan for the Historic Environment, and the fact it was currently being reviewed. Elaine Ellis noted that some of the SMART goals used in the original plan had not been achievable, and that those working on the review were hoping to use goals more in keeping with the available resources. Lucy Casot from Museums Galleries Scotland, talked about the other areas where the plan was working well, such as skills in digital marketing, financial planning and business acumen needed across the sector.

Bryan Dickson, Head of Buildings Conservation Policy, National Trust for Scotland expressed the view that while the review of the skills investment plan should create some positive action, there needed to be more investment in this area. He also argued that the concerns of the historic environment sector needs to be more mainstreamed to ensure that areas like skills training has enough support.

Securing a green recovery on a path to net zero: climate change plan 2018–2032

The [update to climate change plan 2018–2032](#), sets out the Scottish Government’s pathway to the new targets set by the Climate Change Act 2019. Chapter 2 sets out

plans for emissions from heating buildings to reach zero by 2045, linking to the historic environment strategy aim to transition the sector towards the net zero target.

There was agreement across the stakeholders that attended the committee meeting last week that embedding the historic environment sector into Scottish Government net zero strategies was fundamental. More than one witness noted that the guides produced by HES for retrofitting and altering historic buildings were good, both because they use a 'fabric-first' approach, and because the documents discussed what it is possible to achieve in this area.

Ailsa Macfarlane, Director, Built Environment Forum Scotland noted that a significant amount of Scotland's housing, high streets and built environment fall under the historic environment definition. She highlighted that a lot of work is being undertaken by the Scottish Government in this area, especially relating to tenement buildings, and that the historic environment sector needs to be a part of this work.

Measuring success

The previous OPiT performance framework used 13 key performance indicators (KPIs) to measure the success of the strategy. In the [final annual report for OPiT](#) in 2023 3 KPIs were fully achieved, 7 were partially achieved and 2 were not achieved. For one there was considered to be an evidence gap so no rating was given. The full summary can be found in Annex A.

Those listed as fully achieved were:

- KPI 5: Improve skills and capacity to deliver priorities
- KPI 7: Improve access to knowledge on the historic environment
- KPI 9: Increasingly the outcomes of management, including designation, reflects what people value

Those that were not achieved were:

- KPI 8: Improve or maintain the state of Scotland's historic sites and places
- KPI 13: Increase the number and range of people visiting the historic environment (was on target until 2020 and the impact of COVID-19)

The performance framework is being updated in Our Past, Our Future to reflect the changing aims under the new strategy. This will be based on a Red-Amber-Green (RAG) approach to monitoring performance, using analysis from a range of data sources. The document goes into detail regarding the sources of evidence that will be used to measure success.

The strategy notes that for most of the outcomes it is not possible to monitor delivery using only one source of data, and that instead a mix of numeric data and narrative case studies will be used. Reporting against the strategy will include data compiled for Scotland's Historic Environment Audit (SHEA), which reports on a series of facts and figures used by the historic environment sector.

At the stakeholder session, Bryan Dickson from the National Trust for Scotland raised a concern that it is important that the strategy measures the correct things. He argued that the KPIs needed to be more focussed, especially in regard to recording how listed buildings are being maintained around Scotland.

Ailsa Macfarlane from Built Environment Forum Scotland was optimistic that the team looking to format the new performance framework are focussed on the correct measures. She stated that any measure needs to be collaborative and able to work for organisations of every scale.

Finance

HES relies on both grant in aid funding from the Scottish Government and earned income.

The [2023-24 budget](#) showed that the anticipated running costs of HES for 2023-24 are £110.5m. The budget modelled the income in 2023-24 as £50.8m, significantly higher than the £33.3m income in 2022-23 and indicating an expected return of visitor numbers after the COVID-19 impacts.

Level 2	2021-22 £m	2022-23 £m	2023-24 £m
Historic Environment Scotland	55.9	70.1	72.7

In addition, there was a £9m capital budget. This is an £2.5m uplift compared to 2022-23 and is to “support an increase in essential maintenance.”

[HES welcomed the budget stating—](#)

“Historic Environment Scotland (HES) has welcomed grant in aid funding of £72.7 million as part of the Scottish Government’s 2023-2024 Budget.

This is an increase of £2.6m from the 2022-23 budget. Grant in aid funding forms one part of HES’ budget, with the remainder coming from commercial income which has seen strong recovery as the tourism sector has returned following the impact of COVID.

The confirmation of the budget allocation will support skills and jobs and help HES to prioritise activities for the next financial year through its Annual Operating Plan.”

Closures and restricted access

Between November 2021 and January 2022 HES had to put in place access restrictions at 70 of their sites as part of a process [of high-level masonry safety checks](#).

[Alex Paterson from HES told the Committee in September 2022](#) he had followed legal advice to restrict access after a pilot of a more hands-on approach to high-level masonry inspections had identified issues. He said that the decision to restrict

access to sites was taken following legal advice in relation to risk of injury. Mr. Paterson said that the issues with masonry were due to “a lack of investment over decades and ... the exposure of some of the sites to climate change”.

As of 8 August 2023 (the last time the [website](#) was updated) 22 HES sites remain fully closed to the public including Kelso Abbey, Castle of Old Wick and Rothesay Castle on the Isle of Bute. There remains [some access restrictions at the sites which have been reopened](#) while maintenance works continue to take place.

When asked for their opinions on the closure of some sites, both Bryan Dickson, from the National Trust for Scotland and Caroline Clark, Director for Scotland, National Lottery Heritage Fund said that they were sympathetic to the challenges faced by HES. Bryan Dickson talked about the resources required to inspect and carry out significant maintenance, especially on properties that were not watertight. Caroline Clark noted that in some ways HES were the ‘canary in the coal mine’ as they were the first to feel and identify the impact of changes to Scotland’s weather due to climate change. She highlighted the need for the sector as a whole to look at the future impacts of climate change and to become more resilient.

Jocelyn Cunliffe, Acting Chairman, Architectural Heritage Society of Scotland noted that HES had been passed responsibility for buildings that had significant problems that pre-dated the 2014 Act. She was concerned that HES was possibly too risk-averse with the inspection of their sites, and this may be because the liability for damaged buildings belong to HES rather than the Scottish Government. She expressed the opinion that the inspection programme, while methodical, was not being undertaken quickly enough.

Laura Haley, Researcher, SPICe
24 November 2023

Note: Committee briefing papers are provided by SPICe for the use of Scottish Parliament committees and clerking staff. They provide focused information or respond to specific questions or areas of interest to committees and are not intended to offer comprehensive coverage of a subject area.

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Annex A

Key Performance Indicators: Results at 2023									
	Priority	No	Key Performance Indicator (KPI)	RAG 2017	RAG 2018	RAG 2019	RAG 2020	RAG 2021	Final RAG end of Strategy Period
Cross Cutting	Mainstreaming	01	Increase economic and social wellbeing benefits from the historic environment for the people of Scotland	Green	Green	Green	Green	Amber	Partially Achieved
	Mainstreaming	02	Improve the environment by reducing CO2 emissions	Green	Green	Green	Green	Green	Evidence Gap
	Informed decision making	03	Increasingly historic environment evidence informs policy	Evidence Gap	Amber	Amber	Amber	Amber	Partially Achieved
	Leadership & shared working	04	Increase joined up working on strategic investment across public, private and voluntary sectors	Amber	Amber	Amber	Amber	Amber	Partially Achieved
	Skills & capacity	05	Improve skills and capacity to deliver priorities	Amber	Green	Green	Green	Green	Fully Achieved
Understand	Knowledge development	06	Increase customer focus of knowledge created on the historic environment	Green	Green	Green	Green	Green	Partially Achieved
	Accessible knowledge	07	Improve access to knowledge on the historic environment	Green	Green	Green	Green	Green	Fully Achieved
Protect	Holistic and sustainable approach	08	Improve or maintain the state of Scotland's historic sites and places	Green	Green	Green	Green	Amber	Not Achieved
	Effective & proportionate protection and regulation	09	Increasingly the outcomes of management, including designation, reflects what people value	Evidence Gap	Green	Green	Green	Green	Fully Achieved
	Ensuring capacity	10	Improve capacity by supporting communities through community empowerment and engagement	Evidence Gap	Green	Green	Green	Amber	Partially Achieved
Value	Enhance participation	11	Increase the number and range of people volunteering in the historic environment	Green	Green	Green	Amber	Amber	Partially Achieved
	Broad ranging approach to learning	12	Increase the number and range of people who learn about the historic environment	Green	Green	Green	Green	Amber	Partially Achieved
	Tourism	13	Increase the number and range of people visiting the historic environment	Green	Green	Green	Amber	Amber	Not Achieved

Written submission from Historic Environment Scotland

Our Past, Our Future Development

In February 2022, the then Minister for Culture, Europe and International Development, Neil Gray, commissioned HES to conduct a review of Our Place in Time (OPiT), the Historic Environment Strategy for Scotland.

The commission was in recognition of the strategic context changing since OPiT was first published in 2014. Its objective was to develop a refreshed national strategy by 30 April 2023, in collaboration with stakeholders and partners, and using inclusive and participatory approaches to engagement. The refreshed strategy was to prioritise activity that supported economic recovery and renewal, focus on creating a more resilient and sustainable historic environment, and help to communicate the contribution that the historic environment makes to the nation's economy, wellbeing, and net zero ambitions. The strategy was to be published with a revised delivery model, and performance and reporting framework.

A project team was established to lead the review comprising HES, Built Environment Forum Scotland (BEFS) and National Lottery Heritage Fund (NHLF) and Scottish Government officials. The OPiT CEO's Forum, chaired by HES and attended by Scottish Government, formed the advisory group.

The review was launched at Scotland's Historic Environment Forum (SHEF) on 29 June 2022. The event was attended by 114 leaders and policy makers from across Scotland, from the culture and other relevant sectors (e.g. tourism, construction, education). During Summer 2022, HES and BEFS delivered 18 in person and online engagement workshops across Scotland to help shape the new strategy. These were attended by 191 organisations and 649 participants in total. BEFS managed sector engagement and HES's engagement programme focused on reaching underrepresented groups, community organisations, charities and the third sector.

Outputs from the engagement workshops informed the first draft of the refreshed strategy which was published for a 12-week public consultation between 28 November 2022 to 20 February 2023. The consultation was hosted on HES's CitizenSpace page and supported by 8 consultation events, delivered by HES and BEFS between January and February 2023, and held in Aberdeen, Dumfries, Edinburgh, Glasgow, Inverness and online. During consultation, we worked with partners to engage young people, ethnic minorities, and people with disabilities, through bespoke surveys and workshops. The consultation was promoted on social media and in articles in national and local press. In total, 147 people attended and fed back at the consultation events and we received 137 written responses.

HES commissioned external consultants to analyse consultation responses and the full analysis report was published online with the finalised strategy. Over two thirds of respondents expressed support for the draft mission, principles, and priorities, rising to more than three-quarters supporting specific principles and priorities. However, some improvements were made to the final version in response to feedback.

Our Past, Our Future was published on 28 April 2023 in both English and Gaelic and was released with its consultation analysis, finalised impact assessments, and a 'You Said, We Did' report. It was formally launched by Ms Christina McKelvie, Minister for Culture, External Affairs, and International Development in Glasgow on 28 June 2023 with a new microsite – www.ourpastourfuture.scot

The website has been built with the functionality to enable delivery partners and stakeholders to submit case studies, data, or progress updates for publication.

[Our Past, Our Future structure and delivery](#)

Our Past, Our Future is the product of extensive engagement with people, communities, and organisations across Scotland. Like OPiT, it is a national strategy; with collaboration and collective action being required from all stakeholders, including the Scottish Government, to help deliver it.

The new strategy incorporates learning from the 2019 external evaluation of OPiT. It is more outward looking and focused than its predecessor, and better aligned to national priorities. It also differs from OPiT by being published with high-level actions and measurable outcomes that were informed by extensive consultation and engagement with stakeholders. Delivery was considered at all stages of OPOF's development, and its structure has been designed to be scalable in the way its priorities, activities and outcomes are approached. They can be adapted to work for large national or regional public bodies or smaller, community-based organisations. The product is a strategy that is adaptable and flexible, allows everyone to contribute, and is responsive to the external context in which it will operate in.

A National Strategy Programme Team, comprising a Programme Manager, Strategy Coordinator and Data Analyst, has been recruited by HES to support implementation and delivery. The full team has only been in place since 13 November. A key first task of theirs is to produce a more detailed delivery framework for publication in late Spring/early Summer 2024 that maps the published strategy actions to the means of delivery (e.g., responsible partners or working group) and to the measures of success (published outcomes and measurement framework). The delivery framework will incorporate working groups that existed previously under OPiT (e.g., the Heritage Tourism Group, the Make Your Mark in Volunteering Campaign Group, and the Skills and Expertise Group). The Programme Team will coordinate the production of the first performance reporting for publication in June 2024, this report will incorporate data previously reported on as part of [Scotland's Historic Environment Audit](#).

A Strategy Steering Group is in the process of being convened to represent a diverse range of historic environment sector and other sector interests and perspectives. The group will agree terms of reference at its first meeting in the New Year. The expectation is for the group to provide strategic direction, propose further delivery mechanisms (working groups, task and finish groups etc.), work to remove any obstacles to delivery, and have oversight of strategy delivery, reporting and

evaluation of success. The latter will include reports on progress that, prior to their publication on the OPOF website, will require the Minister's approval. The Strategy Steering Group will meet at least twice a year and – if members identify a need to meet more regularly - up to 4 times a year. It will be chaired by the HES CEO. The Minister for Culture, Europe and International Development will attend at least one meeting per year and when in attendance will chair meetings.

The next Scotland's Historic Environment Forum (SHEF) will take place on 7 February 2024 in Stirling. It will follow the same format as that held in Edinburgh in June 2022, which was modelled on the National Economic Forum. The next SHEF will have a strong focus on OPOF delivery and driving collective action. As before, it will be hosted by SG and HES and feature an Opening Address from the Minister.

HES will continue to support and enable the delivery of OPOF, through the work of the National Strategy Programme Team, as chair of the Strategy Steering Group, as joint sponsor (with Scottish Government) of the annual SHEF events and through involvement in delivering the actions. We will also be developing a new HES corporate plan from April 2024 for the period 2025-28 which will align our work more closely to OPOF's mission and priorities.

[HES Response to 23 November 2023 Roundtable](#)

[Skills](#)

In response, to the 23 November roundtable, the sector's skills deficit was rightly identified as a major issue. Points raised in relation to need for skills to maintain the historic environment to a good standard, for new pathways for historic environment skills to be developed in the skills system, and the mismatch between the skills demand and supply are all issues we are actively working with partners on to address. These issues are further exacerbated by the challenging operating context, in particular the rising costs of materials and inflation, which negatively impact demand for historic environment skills at a time when they are needed most.

OPOF recognises the importance of skills in its published outcomes and actions designed to create a sustainable skills ecosystem and increase resilience in the sector. We are currently in the process of leading a review and refresh of the historic environment Skills Investment Plan (2019) under the oversight of the Skills and Expertise Group. A group originally established under OPiT. This review is a highly collaborative process, involving many partner organisations and stakeholders. We expect to publish a new Skills Investment Plan in Spring 2024.

[Funding & Resource](#)

We acknowledge the Committee's questions relating to funding and resourcing in the sector and whether this will impact on delivery. Though diverse, the sector is categorised by small organisations, many with charitable status, and reliant on

volunteers, part-time staff, and small budgets. OPOF includes outcomes focused on building resilience in the sector. Its priorities are aligned to Scottish Government strategies, policies and plans with the aim of encouraging collaboration and partnership outside of the sector and to support the mainstreaming of the historic environment across policy areas. It is anticipated that this approach should address funding and resourcing in the sector by unlocking for them more opportunities and potential new funding streams from different parts of government and industry.