

Statement on efficiency, effectiveness and economy 2021-22

The following statement sets out the steps that Historic Environment Scotland (HES) has taken in 2021-22 to improve efficiency, effectiveness and economy through the exercise of its functions. Further information on this is contained in our Annual Report and Financial Statements.

We are continually looking for opportunities to increase our commercial income and improve our margins, reducing the grant-in-aid requirement from the Scottish Government. In 2021-22 we generated commercial income of £12.3 million from admission to our sites and other commercial activities. This was an increase on 2020-21, but still significantly down from the pre-COVID levels of more than £60 million due to the continued COVID restrictions in place for travel and site-opening.

During 2021-22 HES also began a significant project to reshape our operating model to ensure we allocate our resources in the best way to achieve the outcomes in our Corporate Plan and ensure we contribute to Scottish Government priorities. The organisational structure has remained largely unchanged since HES was established in 2014. This provided stability, enabled the organisation to focus on successful delivery of our purpose and created a good platform on which to build.

The aim was to provide a national consistency to what we do and at the same time, ensure we are relevant, approachable, flexible and engaged with partners and communities across the country. Our new operating model seeks to achieve all this by retaining what is good about HES yet enabling us to become an even more outward facing and modern organisation, raising our profile through an enhanced regional model and empowering more colleagues to make more decisions at a local level with support from specialist expertise and services.

During 2021-22, the Reshaping project included:

- July - mapping our current Senior Management Team (SMT) into appropriate roles in the new structure, comprising 7 directorates.
- September - a series of 'listening sessions' with colleagues from a range of roles and across a number of locations from the future Operations Directorate. The colleagues shared their thoughts on what they hoped could be improved in the new structure. A new director was also recruited for the new Directorate.
- October - the Internal Communications team joined the People Directorate and the Gaelic team transferred into the External Relations & Partnership Directorate.
- October - the External Relations and Partnerships Directorate, and the Finance and Corporate Services Directorate transitioned to the new structure.
- In early 2022 - the Cultural Assets, Heritage, and Marketing and Engagement Directorates transitioned to the new structure. The Health, Safety and Security team joined the People team, completing the transition to the new structure for the People Directorate. The Industrial Heritage team transferred to the External Relations and Partnerships Directorate.

Information about the new Directorates was made public and the HR team worked with affected colleagues to support them through any significant changes in their roles. The Reshaping continued into 2022-23, including more detailed work commissioned around our pay & grading structure.