1.0 OUTCOMES FRAMEWORK

1.1 Introduction

Historic Environment Scotland has implemented an outcomes framework across its grant programmes. Outcomes are the benefits or changes that your project will deliver through its delivery and are considered to be the return on investment made in your initiative. The grant programme outcomes presented in this paper will help Historic Environment Scotland align investment decisions taken by the grants team with the strategic outcomes of the organisation and the Scottish Government. This outcomes approach is designed to increase transparency in the decision making process, enhance consistency across grant programme administration (where appropriate) and enable the aggregation of impact of HES grants and other work streams generating a clearer, more robust understanding of the value generated by HES.

The outcomes framework presented below has been informed by a review of the strategic priorities of the Scottish Government and other relevant agencies, consultation with representatives of the historic environment sector and input from Historic Environment Scotland’s grants team.

This paper is designed to support organisations applying for grant funding from Historic Environment Scotland by articulating the outcomes, or benefits that we expect supported projects or organisations to deliver. Applicants are encouraged to describe and explain how their project will achieve the outcomes identified within this framework.

1.2 Strategic Context – HES Corporate Plan

If HES is to contribute to the achievement of wider strategic priorities, its’ corporate and grant programme outcomes must align. The following states Historic Environment Scotland’s Corporate Outcomes:

1. Lead - Lead and Enable - Scotland’s historic environment makes a strong contribution to the cultural, social, environmental and economic well being of the nation and its people
2. Understand - Investigate and Record - Scotland’s historic environment is better known and understood
3. Protect – Protect and Care - Scotland’s historic environment is protected and cared for
4. Value – Share and Celebrate - People value, celebrate and enjoy the historic environment
5. Perform – HES is a high performing organisation

In developing outcomes for the grants programme, we have identified specific outcomes that we would expect funded projects or organisations to deliver that relate to HES Corporate Outcomes.
1.3 Outcomes Framework

The outcomes framework is applied across all of HES grant programmes. These programmes provide funding for a diverse range of projects and applicants. Therefore a standard definition of each outcome will not be appropriate. HES has identified a number of indicative measures of success against each grant programme outcome to demonstrate the type of benefits that are expected to be delivered in relation to each outcome. These measures provide a good illustration of the types of benefits we expect projects to deliver. However, the measures should not be considered exhaustive or comprehensive. It is important that the measures of success / progress against outcomes reflects the diversity of funding programmes, projects and applicants, therefore applicants should identify their own measures of success within the defined outcomes if appropriate.

In preparing your application to HES you should clearly describe the outcomes that your project will deliver (bearing in mind those that are weighted for the grant programme you are applying to) and specify the change that you expect to deliver, i.e. the measures of success. The measures shown below provide an illustration of the types of benefits that we would expect to see in your answer. As far as possible, all measures of success should be quantified, with numeric targets clearly stated.

Historic Environment Scotland will assess applications for funding on the extent to which they deliver against the outcomes listed below. Specific outcomes are weighted for each funding programme and we expect applicants to fully demonstrate the impact their project will generate for those weighted outcomes as a minimum and all others as applicable. The term weighted outcome identifies priority outcomes for a specific grant programme. Similar to many other funding organisations such as the Heritage Lottery Fund, Historic Environment Scotland will not apply a scoring matrix with weighted criteria to guide its investment decisions. Historic Environment Scotland’s grants team will assess each applicant on the extent to which it will deliver benefits against the outcomes stated below. We do not expect applicants to deliver against all outcomes.

The measures listed below differentiate between short-term outcomes (ST) and long-term outcomes (LT) acknowledging that some outcomes will not be immediately realised. Your approach to evaluation and monitoring should recognise and plan for this. There are a number of sources of support and guidance to assist you in considering your approach to evaluation including:

www.hlf.org.uk/evaluation-guidance
www.evaluationsupportscofland.org.uk/resources
The Historic Environment Scotland grants team can provide support and guidance on evaluation and outcomes appropriate to your project.

Note: In the following table, the term historic sites and properties, includes the following:
- Listed Building
- Scheduled Monument
- Garden and Designed Landscape
- Battlefield
- Historic Marine Protected Area
- Conservation Areas
- World Heritage Site

<table>
<thead>
<tr>
<th>Grant Programme Outcome</th>
<th>Indicative Measure of Success</th>
</tr>
</thead>
</table>
| The historic environment is in better condition | • Historic sites or properties brought into use or greater use  
• Historic sites or properties are conserved or repaired to appropriate standards  
• Public realm in designated areas enhanced  
• Properties removed from Buildings at Risk Register |
| Management and maintenance of the historic environment is improved | • Historic sites or properties have a management and maintenance plan in place and implemented  
• Number of owners adopting good practice (via training and other means to encourage active maintenance) |
| The sector has the skills required to address existing and emerging threats and opportunities | • Traditional and craft training initiatives delivered (as sole purpose and part of wider project)  
• Number of recipients of professional training  
• Number of recipients of continuing professional development training  
• Number of people receiving accredited qualifications  
• Members of the general public receiving training related to the historic environment |
| Positive approaches to energy efficiency and climate change are adopted and promoted | • Impact on energy use resulting from the delivery of the project  
• Embodied energy retained through enhancement and restoration of historic properties |
| Historic sites and properties will be conserved, regenerated and sustainable | • Vacant or under-used historic sites or properties repaired, conserved, enhanced (ST)  
• Area of floor area brought into sustainable use (ST)  
• Number of business premises enhanced (ST)  
• Area of Public realm enhanced  
• Increase in footfall into an area (ST – LT)  
• Improved trading performance in investment area / investment site  
• Increase in employment in areas resulting from HES and match funded investment |
| Economic activity undertaken in and around the Historic Environment will be increased | • Impact on turnover of grant recipients / businesses in locality (ST – LT)  
• Impact on running costs (ST – LT)  
• Impact on profitability (ST – LT)  
• Impact on business confidence (ST – LT)  
• Impact on staffing and FTE (ST – LT)  
• Impact on perception of market development  
• Impact on collaboration / partnerships |
| Conservation and/or archaeology skills within the historic environment and connected sectors are enhanced | • Number of training sessions delivered  
• Number of people receiving accredited qualifications (where qualifications are defined)  
• Number of people receiving non-accredited training  
• Impact of training on recipients behaviour / activities  
• Number of training opportunities created  
• Number of activities provided to bring communities together  
• Number of participants in community activities |
| The historic environment sector has strong representation | • Number of events / consultative processes delivered  
• Number of organisations engaged in advocacy as contributors (from the sector)  
• Production of outputs to be used by HES and others – e.g. view of / from the sector  
• Number of community volunteers trained |
| Our understanding of the Historic Environment, its opportunities, and solutions to existing and emerging challenges is enhanced | • Impact of applying the findings of research funded by HES  
• Number of times research and new information has been consulted  
• Research provides greater understanding of opportunities and challenges  
• Research provides guidance on pursuing opportunities or addressing challenge |
| Knowledge disseminated informs better decision making processes | • Number of dissemination activities undertaken  
• Number of people participating in dissemination activities  
• Impact of information disseminated on behaviour/activity |
| Existing and new audiences will have opportunities to access and learn about the historic environment | • Proactive approaches designed to engage new audiences with historic sites and properties  
• Number of people from under-represented audiences engaging with historic sites and properties |
| Communities are empowered to take an active role in understanding and enhancing the historic environment | • Number of community members participating in the development and delivery of a project  
• Number of events delivered to engage communities  
• Actions taken by communities |
| People and communities enjoy the historic environment | • Number of participants in initiatives by audience type / segment  
• Number of people accessing historic sites and properties  
• User perspective on quality of the experience  
• Users will have had an enjoyable experience |
| Collaboration across the sector is enhanced | • Stakeholders within the sector collaborate on projects and initiatives  
• Stakeholders within the sector have a stronger voice and greater representation |
Case Studies
The following case studies are provided to demonstrate how this outcomes framework can be applied by applicants seeking funding from Historic Environment Scotland.

Case Study 1: New Life for an Historic Building
A charitable trust wishes to take ownership of a derelict building in a town centre with the aim of creating a community run culture and business hub. The restored building would include meeting rooms for community and corporate hire, supported by a café, and a series of small business office spaces, potentially to be made available on short-term, flexible arrangements. In developing the project, the charitable trust will enhance the skills of its board of trustees, seek to train volunteers to be involved in the day to day management of the business, and will ensure that traditional skills training activities are delivered during the building contract. A community heritage project will be delivered to explore the history of the building in the townscape resulting in a community exhibition; website or events programme to share the importance of the building.

This project would achieve against the following outcomes:

- The historic environment is in better condition – a derelict building will be brought back into use using appropriate materials and techniques.
- Management and maintenance of the historic environment is improved – the building will be restored and the applicant would commit to appropriate on-going maintenance
- Historic sites and properties will be conserved, regenerated and sustainable – the business case would demonstrate that the planned mix of uses is sustainable thereby providing a secure future for the building. The mix of uses will support footfall in the area thereby potentially supporting neighbouring business. Small business offices will also encourage employment in the town centre and provide a platform for growth.
- Economic activity undertaken in and around the Historic Environment will be increased – the delivery of this project will create employment opportunities, generate income and contribute to supporting the town centre.
- Conservation and/or archaeology skills within the historic environment and connected sectors are enhanced - traditional skills training delivered through the contract and potentially community engagement initiatives will raise awareness of the issues associated with maintaining historic properties
- Communities are empowered to take an active role in understanding and enhancing the historic environment – the community will lead on the management and development of the project.
- Existing and new audiences will have opportunities to access and learn about the historic environment - the community heritage project would involve a range of audiences from the locality to extend awareness of the historic environment
Case Study 2: Sector and Community Engagement
The applicant is an independent charitable trust that exists to:

- champion the historic environment
- engage sector stakeholders to campaign for improvements to the historic environment
- deliver public engagement projects to raise the profile of the historic environment
- provide representation of sector views to HES and other stakeholders.

The charitable trust aims to apply to Historic Environment Scotland to support its core running costs and for funding to deliver a range of projects in furtherance of the objectives above.

The applicant would achieve against HES grant programme outcomes in the following way:

- The historic environment sector has strong representation - the Trust provides a focal point for sector issues to be identified, discussed and disseminated.
- Knowledge disseminated informs better decision making processes – sector engagement activities will share information which will in turn inform how others in the sector operate or plan for the future.
- Our understanding of the Historic Environment, its opportunities, and solutions to existing and emerging challenges is enhanced – opportunities and challenges will be identified through meetings, conferences and consultation, which can then be shared with others.
- Existing and new audiences will have opportunities to access and learn about the historic environment – public engagement projects will engage existing and new audiences which will encourage a wider understanding of the historic environment.
- Collaboration across the sector is enhanced – consultation events and networking, led by the Trust will lead to effective collaboration in sharing information and advocacy.

Case Study 3: Garden and Designed Landscape

A local authority wishes to restore a designated garden in the grounds of a listed building, which is currently in use as a visitor attraction. The garden is currently in poor condition and the applicant aims to restore historic features, re-instate historic planting schemes and include a visit to the garden as part of the wider visitor experience. The restoration of the garden would increase visitor numbers, length of visit and potentially spend in the on-site cafe and gift shop. During the delivery of the project, a series of training and learning projects will be delivered for both professional and community audiences.

This applicant would achieve against HES outcomes in the following ways:

- The historic environment is in better condition – the designated garden would be improved which would in turn improve the setting for the listed building. All work would be undertaken to the highest conservation standards.
- Management and maintenance of the historic environment is improved – the applicant would put in place a management plan to ensure that benefits created by the investment were protected in the long-term.
- Historic sites and properties will be conserved, regenerated and sustainable – footfall to the site would be increased which would support the sustainability of the wider site.
- Economic activity undertaken in and around the Historic Environment will be increased – the successful delivery of the project would enhance the economic viability and sustainability of the historic site, generate new employment opportunities and enhance business confidence.
- Conservation and/or archaeology skills within the historic environment and connected sectors are enhanced – professional and community training projects related to the historic garden and wider site would create benefits for participants
- Existing and new audiences will have opportunities to access and learn about the historic environment – The wider visitor offer provided from the site will enhance the appeal to visitors and with a supporting activity and marketing campaign, the applicant will develop its current audience.

**Case Study 4: Archaeological Excavation and Publication**

A professional archaeology consultancy plans to conduct an excavation of an important site using innovative techniques. The excavation will be led by a professional practitioner with support from university students and there are proposals to have community engagement on specific days. The output of the project will be the final excavation report, reports produced by students on their experiences of the excavation and a small interpretation panel in a suitable location in the community where the excavation took place.

This applicant would achieve against HES outcomes in the following ways:

- Management and maintenance of the historic environment is improved – the findings of the excavation and wider report will provide recommendations on the ongoing maintenance of the site to ensure its protection and preservation.
- The sector has the skills required to address existing and emerging threats and opportunities – the innovative techniques employed as part of this project will be explained to the wider sector and could be employed widely to address threats and opportunities
- Conservation and/or archaeology skills within the historic environment and connected sectors are enhanced – students and community members will have access to skills training at first hand and these will be shared with the wider historic environment community
- Knowledge disseminated informs better decision making processes – the final report will be publicly accessible and will include specific recommendations for the excavated site, but also lessons learned that may be of value to the wider community of interest.
- Communities are empowered to take an active role in understanding and enhancing the historic environment - community members will be encouraged to consider how the output of the excavation project can be used to wider local benefit.
1.4 Outcomes Applied to HES Grant Programmes

The following table identifies the weighted outcomes for each grant programme (shown in orange). Applicants should consider how their project meets the weighted or prioritised outcomes for the programme to which they are applying and all other non-weighted outcomes. Applicants should be as specific as possible about the benefits (outcomes) that their project will deliver.

<table>
<thead>
<tr>
<th></th>
<th>HBRC</th>
<th>AMG</th>
<th>CARS</th>
<th>CHT</th>
<th>AG</th>
<th>VOL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Historic Environment is in better condition</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>L</td>
</tr>
<tr>
<td>Historic Environment is better managed and maintained</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>M</td>
</tr>
<tr>
<td>The sector has the skills required to address existing and emerging threats and opportunities</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>H</td>
</tr>
<tr>
<td>Positive approaches to energy efficiency and climate change are adopted and promoted</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Historic sites and properties will be conserved, regenerated and sustainable</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Economic activity undertaken in and around the Historic Environment will be increased</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Conservation and/or archaeology skills within the historic environment and connected sectors are enhanced</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>The historic environment sector has strong representation</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Our understanding of the Historic Environment, its opportunities, and solutions to existing and emerging challenges is enhanced</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Knowledge disseminated informs better decision making processes</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Existing and new audiences will have opportunities to access and learn about the historic environment</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Communities are empowered to take an active role in understanding and enhancing the historic environment</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>People and communities enjoy the historic environment</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Collaboration across the sector is enhanced</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
</tbody>
</table>
1.5  Mapping Outcomes

Many applicants seek funding from both Historic Environment Scotland and the Heritage Lottery Fund. The following illustrates the connections between HLF’s published outcomes and those implemented by HES.

<table>
<thead>
<tr>
<th>HERITAGE LOTTERY FUND</th>
<th>HES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcomes for Heritage</td>
<td></td>
</tr>
<tr>
<td>Heritage is …</td>
<td></td>
</tr>
<tr>
<td>Better Managed</td>
<td>Historic Environment is better managed and maintained</td>
</tr>
<tr>
<td>In Better Condition</td>
<td>Historic Environment is in better condition</td>
</tr>
<tr>
<td>Better Interpreted / Explained</td>
<td></td>
</tr>
<tr>
<td>Identified and Recorded</td>
<td></td>
</tr>
<tr>
<td>Outcomes for People</td>
<td></td>
</tr>
<tr>
<td>Developed Skills</td>
<td>Conservation and/or archaeology skills within the historic environment and connected sectors are enhanced</td>
</tr>
<tr>
<td></td>
<td>The sector has the skills required to address existing and emerging threats and opportunities</td>
</tr>
<tr>
<td>Learnt About Heritage</td>
<td>Existing and new audiences will have opportunities to access and learn about the historic environment</td>
</tr>
<tr>
<td>Changed Attitudes and Behaviour</td>
<td></td>
</tr>
<tr>
<td>Had Enjoyable Experiences</td>
<td>People and communities enjoy the historic environment</td>
</tr>
<tr>
<td>Volunteered Time</td>
<td>Communities are empowered to take an active role in understanding and enhancing the historic environment</td>
</tr>
<tr>
<td>Outcomes for Communities</td>
<td></td>
</tr>
<tr>
<td>Reduced Environmental Impacts</td>
<td>Positive approaches to energy efficiency and climate change are adopted and</td>
</tr>
<tr>
<td>HERITAGE LOTTERY FUND</td>
<td>HES</td>
</tr>
<tr>
<td>-----------------------------------------------------------</td>
<td>---------------------------------------------------------------------</td>
</tr>
<tr>
<td>More People / Wider Range of People Engaged</td>
<td>Existing and new audiences will have opportunities to access and learn about the historic environment</td>
</tr>
<tr>
<td>Area / Community Better Place to Work, Visit, Live</td>
<td>Historic sites and properties will be conserved, regenerated and sustainable</td>
</tr>
<tr>
<td>Local Economy Boosted</td>
<td>Economic activity undertaken in and around the Historic Environment will be increased</td>
</tr>
<tr>
<td>Organisation More Resilient</td>
<td>The historic environment sector has strong representation</td>
</tr>
<tr>
<td></td>
<td>Our understanding of the Historic Environment, its opportunities, and solutions to existing and emerging challenges is enhanced</td>
</tr>
<tr>
<td></td>
<td>Knowledge disseminated informs better decision making processes</td>
</tr>
<tr>
<td></td>
<td>Collaboration across the sector is enhanced</td>
</tr>
</tbody>
</table>