



HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA

SKILLS AND EXPERTISE WORKING GROUP

3rd December 2024

Microsoft Teams

MINUTES

Attendees: Alison Turnbull (HES – interim chair), Adam Jackson (HES), Barry Dawson (CITB), Bryan Dickson (NTS), Cara Jones (ClfA), Catherine Cartmell (HES), Chris Sheridan (ARA), Elaine Ellis (SDS), Francis Woodfield (SOSE), Hazel Benza (Landscape Institute), Hazel Johnson (BEFS), John Campbell (MGS), Patrick White (ICON), Rachel Tulloch (ESP), Sean McNamara (CILIPS), Mar Roigé Oliver (HES).

Apologies: Abigail McIntyre and Dougie Knox

Action Points

Action	Deadline	Name	Status
Catherine to amend the TOR and publish on the HES website	Next meeting	CC	Ongoing
Patrick to speak about the heritage skills at risk list at next meeting	Next meeting	PW	Ongoing
Catherine to catch up with Chris, Cara and Bryan about data offline	ASAP	CC	Ongoing
Cara to share baseline questions	ASAP	CJ	Ongoing
Group to propose cross-sector questions to add to our data collection methods	May 2025	ALL	Ongoing
Mar to send the presentation and link to current SIP online presence	ASAP	MRO	Completed
Mar to explore setting up a LinkedIn group	ASAP	MRO	Completed
Email John with any feedback, questions or uptake for Closing the Gap	31 st January 2025	ALL	Ongoing
Hazel B to make introductions	ASAP	HB	Ongoing
Cara to share recommendations from Charter Alliance with John	ASAP	CJ	Completed

1. Minutes from last meeting

Minutes from last meeting were approved.

2. Update on the Terms of Reference and Action Plans

- *Terms of Reference (ToR):*

ToR have been sent for approval and comment. The group will meet every 6 months to feed in, advise, support, align activity and be an advocate for the Skills Investment Plan and its work. The group's focus are the cross-cutting pieces of work that can maximise the impact of the strategy. The group will report to the Our Past, Our Future (OPOF) Steering Group.

Suggestion to add a diagram to ToR specifying where the governance of the group fits in terms of OPOF. Adding the section about the group's background to the front of ToR would also be helpful.

ACTION: Catherine to update TOR and publish them on the HES website

Catherine Cartmell sits on the OPOF Steering Group to ensure the SIP and its work is represented and linked to the national strategy's wider work.

- *Action Plans:*

The baseline report (attached) shows progress to date and includes examples of activity underneath each of the pillars. Heritage Tourism an area of concern; a shift of focus for this pillar may be considered going forward. The rest of the pillars have actions identified and are working towards them.

Skills at risk work may be worth higher focus as development in this area could be applied to any pillar. There is funding to secure a post-graduate internship in that is going to support this work in collaboration with ICON. Main areas of focus will be identifying skills at risk and their impact being at risk. Results will be useful as an advocacy tool.

Historic England's [Labour Market Intelligence \(LMI\) Toolkit](#) was highlighted as a useful tool.

As skills change over time, it was recommended that skills needed is the focus for this work moving forward.

ACTION: Add skills at risk as an agenda item for the next meeting. Patrick to talk to it

3. Update on data baseline

Data baseline paper attached outlines the data that we have available at present. We have identified SIP KPIs and the data that we have. We are looking to create a data dashboard for the sector or the group for ease of data navigation.

Data currently includes key provision and monitoring, feedback from activities and events, survey responses, and project evaluation results.

- *What data do you already collect and can share?*

Barry – CITB captures data for CSN analysis for industry insight and forecasting team. Ian Hill is the manager in the area.

Chris S. – There is a project in Ireland that seeks to understand where people are going in terms of job progression and job development. Scotland may have a similar project next year. Catherine to catch up with Chris about this offline

Sean – There will be a workforce mapping project in the next year or two to cover libraries and archives. Opportunity to add questions. One takes place every 5 years.

Cara – ClfA undertakes data collection at a UK wide level. There is LMI data available (see link above). There is a skills audit of Northern Ireland archaeologists at present and a larger project to map need across the different home nations could take place next year. Catherine to catch up with Cara offline

Bryan – NTS hold a lot of data around skills procurement. Do other sector organisations have a similar set of data? Is that data a pool of local value and, if so, how do we access and harness it? Catherine to catch up with Bryan offline

ACTION: Catherine to catch up with Chris, Cara and Bryan offline

- *What data would be useful to support your work?*

Chris S – The current archives job market does not have enough roles for the graduates coming in through the pipeline. We need to understand the movement of the job market within archives. Is the assumption that there is not a lot of movement in the job world accurate? We need to know how aware employers are and how creative they can be with CPD or with collaboration.

Sean – Data to understand skills needed and where people are going.

Cara – Proposal to curate set questions that we can ask across all of our subsectors and that can be incorporated to our data collection mechanisms to enable a cross-sector comparison and analysis.

Hazel J – Data around upskilling training for delivering retrofit and net zero skills in relation to the historic environment is needed.

Rachel – Need to know where specific skills are and where there is transferability of skills. For courses to be viable we need evidence so having the specific numbers to demonstrate demand is crucial.

Elaine – We need to be clear distinguishing skills gaps and workforce gaps.

Bryan – Could the procurement method for skills be captured? Are there existing frameworks for contracting, subcontracting, etc.?

ACTION: Cara to share baseline questions

ACTION: Group to propose questions

We have started to identify bits of work where we need more focused research. If you have any suggestion for research where we need to unpack a workforce issues or answer a key question get in touch with the SIP team.

4. Update on web pages

See presentation attached for proposed SIP online presence.

We need user proforma's/ e.g. How does a stonemasonry apprentice of employers find out about the work going on to improve stonemasonry provision? How do we signpost to key initiatives and keep informed on progress and updates. We need to consider what information people want and how they would want to access it.

LMS Curated Portal would be useful. Suggestion to develop short upskilling links and add them to the portal. The Net Zero toolkit, and qualifications training could be linked to the portal. There are also new emerging routes to fund opportunities through the provider network. These conversations will be picked up offline.

Public Groups are excellent for fluid conversation. It is best to use an existing platform such as LinkedIn. We will explore LinkedIn Public Groups further.

ACTION: Mar to send the presentation and link to current SIP online presence.

ACTION: Mar to explore LinkedIn group further

5. Focus on: Closing the Gap business support project

See paper attached. Over the last 3 years, MGS ran the business support project programme which looked at different skills across organisations such as leadership, business planning, technology, and enterprise.

A new business support programme will look at how we can become more resilient and self-sufficient as a sector. One of the main challenges is to know if the training you are going to add be useful. Are we confident as a group that this is something that will be valued and used and will drive up engagement?

The programme is designed to be a funded opportunity. MGS and partners will be looking for funding for May or August 2025. It will be open to the whole heritage sector, not just museums and galleries. The target audience is wide and the programme is open to volunteers.

There will be a requirement for all organisations involved with it to contribute. The programme will be broken down into different phases and will procure tailored provision to train any skills they identify as missing. The programme will also identify the barriers that people face when accessing training.

Closing the Gap can also be applied as a "train the trainer" solution. Partners involved will have the opportunity to bring this CPD in-house and train their section of the sector with the training materials provided. There is also the potential to upload any learning materials produced as part of the programme to an online hub.

ACTION: Group members to [email John](#) with any feedback, questions or uptake by the **31st January**

There is a potential duplication of CPD resources. The Planning, Architecture and Regeneration Directorate of the Scottish Government is planning on creating a similar learning hub. Hazel B. will introduce John to her contact at SG.

ACTION: Hazel B to make introductions

It would be useful to check the [Charter Alliance](#) who are mapping skills in the European sector as a whole and have identified 5-6 key skills.

ACTION: Cara to share recommendations from Charter Alliance with John.

6. AOB

No AOB