

HISTORIC ENVIRONMENT SCOTLAND

Outcomes Planning guidance for grants above £25k

January 2022



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SCOTLAND

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INTRODUCTION

Congratulations again on being awarded a Historic Environment Scotland (HES) grant. When you made your application for HES funding, you were asked to explain the outcomes that your proposals would achieve under our six Grants Priorities. If you have received a grant over £25k, you are required to produce an Outcomes Plan before you start using your grant. This will help you to plan how you will evaluate the impact of your grant. It will also be used for reporting during your project.

This guidance will take you through a step-by-step process to create an Outcomes Plan for your HES grant. This will involve defining the outcomes you would like to achieve and setting the specific objectives that will help to make these outcomes a reality. This guidance should contain everything you need, including an Outcomes Plan template in Appendix 1 and some useful examples of the kinds of information your plan might include in Appendix 2. Once your Outcomes Plan has been agreed with HES, you will be asked to report on your progress against your objectives during the delivery of your grant and then produce your evaluation report at the end of your project.

We hope that the process of creating your Outcomes Plan is straightforward, but please ask your Grants Manager if you have any questions.

STEP 1: GRANTS PRIORITIES

HES has introduced a new set of six Grants Priorities to guide our grants investment:

- Grants Priority 1: Increase understanding of and engagement with Scotland's historic environment
- Grants Priority 2: Enhance communities' use of the historic environment in place making
- Grants Priority 3: Strengthen the resilience of Scotland's historic environment
- Grants Priority 4: Use the historic environment as a catalyst for climate action
- Grants Priority 5: Increase the quality and availability of historic environment skills
- Grants Priority 6: Increase economic benefits from the historic environment in a sustainable and inclusive way

Applicants to all our grant programmes are required to explain how their proposals will contribute to our Grants Priorities. Outlined in more detail on our [website](#), these Grants Priorities link directly to our Corporate Plan Priorities and are each accompanied by a brief text which outlines more specifically what we would like to achieve through our grant funding.

ACTION: Refer back to the activities proposed in your application and decide which of the above Grants Priorities are most relevant to your grant from HES. Then turn to Section 2 of the Outcomes Plan template in Appendix 1. Here you will find planning tables under each Grants Priority. Keep the tables for the actions which are relevant to your work and delete the remaining tables. It is better to focus on the most relevant Grants Priorities, although it is possible that some projects or schemes will be achieve outcomes under all six Grants Priorities.

STEP 2: OUTCOMES

Outcomes are the changes, impacts or benefits that you would like to achieve through your HES-funded activities. As summarised by the National Lottery Heritage fund¹, an outcome is a change that happens, rather than an activity or physical output.

The easiest way of describing an outcome is to explain how it is different from an output:

- The output of cooking dinner is a plate of food. The outcome is a full and satisfied person.
- The output of a teacher is a certain number of lessons delivered in a year. The outcome is happier, wiser students who are more able to succeed.

The number of outcomes you plan to achieve will depend on different factors like the nature of your project, the size of your grant and where the activities are taking place. It is better to focus on outcomes that are realistic and will result directly from HES-funded activities. As a guide, we would suggest a maximum of five or six outcomes. Some example outcomes are provided in Appendix 2.

ACTION: Think about the main outcomes your project aims to achieve and enter these in the top row of the planning tables under the relevant Grants Priorities. If you identify more than two outcomes for a Grants Priority, you can copy and paste a new table under that Priority. As mentioned above, we suggest a maximum of five or six outcomes in total for your project.

¹ National Lottery Heritage Fund (n.d.). *What is a project outcome*. Outcomes for heritage projects. Retrieved 5 January 2022, from [Outcomes for heritage projects | The National Lottery Heritage Fund](#).

STEP 3: OBJECTIVES

Now it is time to define some specific objectives under the outcomes you have created. Remember, objectives are the goals you have identified for your project, and a good way to remember what they should look like is to think about them as being SMART:

- **S**PECIFIC
- **M**EASURABLE
- **A**CHIEVABLE
- **R**EALISTIC
- **T**IMETABLED

We are looking for 'concrete' impacts that you hope your project will have. For instance, these might relate to repairing a building by a certain time, or to training a particular number of heritage professionals or volunteers. Rather than setting too many objectives, focus on the main things you want to achieve. Even for the largest projects, we don't recommend more than 8-10 objectives, and we would recommend fewer for smaller projects. The objectives you set now will appear in your Progress Report forms, and you will be asked to report against them every quarter. Please ensure that each objective is no more than 50 words. Some example objectives are provided in Appendix 2.

ACTION: Taking each outcome planning table in turn, add your objectives in the 'objectives' column. If you identify more than two objectives for each action, you can insert a new row in the table.

STEP 4: KEY PERFORMANCE INDICATORS

The next step is to identify key performance indicators that will tell you that you are making progress towards achieving your objectives. The simplest way to think about this is to ask yourself 'how will we know we are making progress?'. For example, if your project has a focus on training professionals or volunteers, one of your performance indicators might be increased skills or qualifications gained, or that trainees have gone on to secure new positions as a result of your project. If your objectives relate to looking after a historic environment asset, possible performance indicators might include completion of urgent/necessary repairs, production of a management and maintenance plan or removal of a building from the Buildings at Risk Register. Examples of possible indicators are provided in table in Appendix 2.

ACTION: Once you have thought about your indicators, simply add these to your planning tables, in the column next to each objective.

STEP 5: EVIDENCE

Having thought about your performance indicators, you will now want to plan how you are going to gather evidence about that progress you have made in relation to each of your project objectives. If you need some inspiration, we have provided ideas for what your evidence might include in Appendix 2.

ACTION: Once you have thought about the evidence you will collect, please list this in your planning table in the 'examples of evidence' column alongside each performance indicator. And, in the column next to that (in the 'how...' column), please also list how you'll collect it, who will do it and when.

STEP 6: GETTING YOUR PLAN SIGNED OFF

Congratulations! You have finished your Outcomes Plan. By now, you should have a very clear sense of what your goals are and how you are going to evaluate your progress towards achieving them.

ACTION: Please send your completed template to your Grants Manager. If we have any queries, we will come back to you, and we will let you know when we have signed it off.

APPENDIX 1: OUTCOMES PLAN TEMPLATE

Application reference:

Project/Scheme title:

Grantee:

Look at the six HES Grants Priorities below and use the tables to set outcomes and objectives for your HES grant. Only complete the tables for the Grants Priorities that are relevant to your project and simply delete any remaining tables. If you have more than one outcome per Grants Priority, use one table for each outcome (you can copy and paste tables as needed).

GRANTS PRIORITY 1: Increase understanding of and engagement with Scotland's historic environment

Outcome: [insert your outcome here]				
Objectives	Potential key performance indicators	Examples of evidence to collect to help document your impact	How you might collect that evidence	Target completion date

Outcome: [insert your outcome here]				
Objectives	Potential key performance indicators	Examples of evidence to collect to help document your impact	How you might collect that evidence	Target completion date

GRANTS PRIORITY 2: Enhance communities' use of the historic environment in place making

Outcome: [insert your outcome here]				
Objectives	Potential key performance indicators	Examples of evidence to collect to help document your impact	How you might collect that evidence	Target completion date

Outcome: [insert your outcome here]				
Objectives	Potential key performance indicators	Examples of evidence to collect to help document your impact	How you might collect that evidence	Target completion date

GRANTS PRIORITY 3: Strengthen the resilience of Scotland’s historic environment

Outcome: [insert your outcome here]				
Objectives	Potential key performance indicators	Examples of evidence to collect to help document your impact	How you might collect that evidence	Target completion date

Outcome: [insert your outcome here]				
Objectives	Potential key performance indicators	Examples of evidence to collect to help document your impact	How you might collect that evidence	Target completion date

GRANTS PRIORITY 4: Use the historic environment as a catalyst for climate action

Outcome: [insert your outcome here]				
Objectives	Potential key performance indicators	Examples of evidence to collect to help document your impact	How you might collect that evidence	Target completion date

Outcome: [insert your outcome here]				
Objectives	Potential key performance indicators	Examples of evidence to collect to help document your impact	How you might collect that evidence	Target completion date

GRANTS PRIORITY 5: Increase the quality and availability of historic environment skills

Outcome: [insert your outcome here]				
Objectives	Potential key performance indicators	Examples of evidence to collect to help document your impact	How you might collect that evidence	Target completion date

Outcome: [insert your outcome here]				
Objectives	Potential key performance indicators	Examples of evidence to collect to help document your impact	How you might collect that evidence	Target completion date

GRANTS PRIORITY 6: Increase economic benefits from the historic environment in a sustainable and inclusive way

Outcome: [insert your outcome here]				
Objectives	Potential key performance indicators	Examples of evidence to collect to help document your impact	How you might collect that evidence	Target completion date

Outcome: [insert your outcome here]				
Objectives	Potential key performance indicators	Examples of evidence to collect to help document your impact	How you might collect that evidence	Target completion date

APPENDIX 2: Examples

The following tables provide some example outcomes, objectives, key performance indicators and evidence that may serve as useful prompts for your own planning.

GRANTS PRIORITY 1: Increase understanding of and engagement with Scotland’s historic environment

Outcome: Visitors and local school children have a better understanding of our heritage site.				
Objectives	Potential key performance indicators	Examples of evidence to collect to help document your impact	How you might collect that evidence	Target completion date
To develop a mobile app that is used by approximately 50 visitors per month and improves the quality of the visitor experience	<ul style="list-style-type: none"> • 40 or more unique visitors using the app every month • 80% positive user feedback on quality of the experience 	<ul style="list-style-type: none"> • App data analytics • Visitor and user numbers, plus demographic information about them • Survey or interview before and after use of app 	<ul style="list-style-type: none"> • User analytics as part of app platform • App sign-up data to capture key demographic info • Quick survey integrated into mobile app 	26 June 2022

<p>To hold ten open days throughout the year, making interpretation available in a variety of formats</p>	<ul style="list-style-type: none"> • 10 open days planned and delivered during 2022 • Interpretation materials produced in five different physical/digital formats • Each open day is attended by 10 people on average. • At least 50% of open day attendees and other visitors engage with new interpretation 	<ul style="list-style-type: none"> • Attendance/visitor number records • Photos during open days (with permission) • Copies of interpretive material • Interviews/comments collected with visitors who engaged with materials • Digital user analytics 	<ul style="list-style-type: none"> • Visitor counter or sign in sheet • Assign staff member to photography duties or hire a photographer • Gather copies of all materials produced and save in central folder • Request feedback from approximately one in every ten visitors 	<p>31 December 2022</p>
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GRANTS PRIORITY 2: Enhance communities' use of the historic environment in place making

<p>Outcome: Local residents are empowered to look after their historic properties.</p>				
<p>Objectives</p>	<p>Potential key performance indicators</p>	<p>Examples of evidence to collect to help document your impact</p>	<p>How you might collect that evidence</p>	<p>Target completion date</p>

<p>To deliver a three-week programme of maintenance training activities for approximately 50 local properties owners</p>	<ul style="list-style-type: none"> • At least three events or activities delivered per week for three weeks • Each event/activity is attended by an average of 8-10 people • Training materials disseminated to attendees and online via our website • Number of people taking action and adopting good practice after the training 	<ul style="list-style-type: none"> • Training materials and records • Skills and knowledge audit before and after • Maintenance records 	<ul style="list-style-type: none"> • Upload training materials to central folder • Create process to capture maintenance activities • Hard copy questionnaire • Record oral feedback 	<p>28 August 2022</p>
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GRANTS PRIORITY 3: Strengthen the resilience of Scotland’s historic environment

<p>Outcome: The historic townhouse building is in better condition and protected against future threats.</p>				
<p>Objectives</p>	<p>Potential key performance indicators</p>	<p>Examples of evidence to collect to help document your impact</p>	<p>How you might collect that evidence</p>	<p>Target completion date</p>

To undertake urgent repair work and stabilise the historic environment asset within 18 months of the project start date	<ul style="list-style-type: none"> • Urgent/necessary repairs from condition report complete • Removal from the buildings at risk register 	<ul style="list-style-type: none"> • Photos showing repairs/maintenance • Certificate of completion 	<ul style="list-style-type: none"> • Take before and after photos • File all certificates in central folder 	30 November 2023
To protect the historic environment asset from future physical damage	<ul style="list-style-type: none"> • Risk register created and reviewed / updated • Conservation plan produced • Preventative measures put in place • Production of a five-year management and maintenance plan • Evidence of action towards new policies and plans 	<ul style="list-style-type: none"> • Final versions of documents • Induction / training documents for key staff • Records of condition monitoring • Photos of safeguarding measures 	<ul style="list-style-type: none"> • Upload policies/plans/risk registers etc to central folder • Create and maintain condition monitoring documentation • Create and maintain staff induction and training records 	29 January 2023

GRANTS PRIORITY 5: Increase the quality and availability of historic environment skills

Outcome: There are more skilled contractors and volunteers within the local heritage sector.				
Objectives	Potential key performance indicators	Examples of evidence to collect to help document your impact	How you might collect that evidence	Target completion date
To deliver traditional skills training to six locally based (living within 30 miles of the site) apprentices during the capital contract	<ul style="list-style-type: none"> • Number of training sessions delivered • At least six locally based apprentices receive credit towards traditional skills apprenticeships as a result of their training 	<ul style="list-style-type: none"> • Attendance records • Copies of certificates/qualifications • Skills and knowledge audit before and after • Trainee surveys / interviews 	<ul style="list-style-type: none"> • Collect baseline data • Sign-in sheets for training sessions • Hard copy questionnaire • Perform short oral interviews / feedback sessions 	30 November 2023

	<ul style="list-style-type: none"> • Apprentices report increased skill level and competency 			
<p>To train 20 locally based (living within 30 miles of the site) volunteers in basic archaeology skills and put these into practice during an excavation</p>	<ul style="list-style-type: none"> • 2 training sessions and 2 excavation sessions delivered • At least 20 locally based volunteers attend training and excavation sessions • Trainee volunteers report increased skill level 	<ul style="list-style-type: none"> • Attendance records • Skills and knowledge audit before and after • Trainee surveys / interviews 	<ul style="list-style-type: none"> • Sign-in sheets for training sessions and excavation work • Hard copy questionnaire • Perform short oral interviews / feedback sessions 	28 August 2022