

## HISTORIC SCOTLAND BEST VALUE SELF ASSESSMENT

| Best Value Theme                                              | Audit Scotland Assessment*<br>May 2006/HS Assessment April 2007                      |
|---------------------------------------------------------------|--------------------------------------------------------------------------------------|
| 1. Commitment and Leadership                                  | Under development/ Under development but with steady progress                        |
| 2. Responsiveness and Consultation (Stakeholders)             | Under development/ Now well developed in the light of the recent stakeholders survey |
| 3. Sound Governance                                           | Under development/ Under development                                                 |
| 4. Sound Management of Resources and Contractual arrangements | Well developed/ Well developed                                                       |
| 5. Use of Review and Options Appraisal                        | Under development/ Now well developed given the individual scores                    |
| 6. Sustainable Development                                    | Well developed/ Well developed                                                       |
| 7. Equal Opportunities Arrangements                           | Under development/ Still under development but good progress                         |
| 8. Joint Working                                              | Under development/ Now well developed given the individual scores                    |
| 9. Accountability                                             | Under development/ Under development                                                 |

\* Audit Scotland assess on a four point scale – Not yet planned, planned, under development and well developed.

## 1- Commitment and Leadership

| Key Requirements              | Current Position                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| 1.1 Clear strategic direction | <p><b>Under development</b></p> <p>The strategic direction is largely set by:</p> <ul style="list-style-type: none"> <li>• legislation, which lays down the main things we do (listing, consent and looking after properties in care (PICs));</li> <li>• the aims set by the Minister in the Framework Document in late 2004;</li> <li>• the role defined for the Agency by Ministers in SHEP 1 in 2006; and</li> <li>• the 3-year Corporate Plan approved by the Minister for 2005-08</li> </ul> <p>Ministers have set no longer-term strategy for the Agency; the Framework Document will be reviewed in 2007, and the future of the Agency is likely to be examined in a quinquennial review around 2009. A strategic business plan for PIC Group is however in place for the period to 2011, and the Board is considering a draft strategy for the period to 2011 which will be submitted to the Minister for approval in the summer. Approval is likely to be subject to affordability when the time comes.</p>                                                                                                      |
| 1.2 Clear planning framework  | <p><b>Well developed</b></p> <p>The Framework Document defines 5 aims for the Agency. 3 of these relate to the Agency's statutory functions, one commits the Agency to continuous improvement and one commits the Agency to supporting other policies of the Executive. It will be reviewed in 2007.</p> <p>The Corporate Plan 2005-08, developed in consultation with stakeholders, sets objectives and operational targets for each group, and for the Agency corporately. It covers the period for which resources were agreed in the last spending review. Preparation of a new Corporate Plan will commence in autumn 2007, once the outcome of the next spending review is known, and it will be submitted to the Minister for approval in the spring of 2008.</p> <p>Key Performance Targets are set by the Minister each spring for the forthcoming financial year.</p> <p>Annual operating plans are prepared within Groups, either at group or individual team level. These form the basis for individual performance objectives and personal development planning under the performance management system.</p> |
| 1.3 Clear policy framework    | <p><b>Under development</b></p> <p>The Framework Document 2004 defines clear roles for the Minister, the</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

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|                                                                                                         | <p>Chief Executive and the head of the SE Education Department. The Minister sets the strategic policies for the Agency, while operational policies are the responsibility of the Chief Executive.</p> <p>Scottish Historic Environment Policy (SHEP) 1, issued in March 2007, sets out Ministers' overarching policies for the historic environment and defines the roles they expect the Agency to play. Other SHEPs have been or will be issued for consultation, with a view to having a full set in place by 2008. These new policies will replace, or update, the wide range of existing policies which exist in various formats. In particular they will replace the high level policies on the management of the historic environment contained in NPPG 18. and the Memorandum of Guidance (although more detailed policies in the Memorandum relating to, for example policies for window replacement, remain extant. Policies on Historic Environment Grants were reviewed in 2003-04 and a comprehensive statement of policy was issued in 2004, which was essentially confirmed following a review in 2006.</p> |
| <p>1.4 Clear responsibilities at top of organisation <i>and a culture of constructive challenge</i></p> | <p><b>Well developed</b></p> <p>Responsibilities at Director level were reviewed in 2004. The composition of the Board, including 3 non-executive directors, and the Senior Management Team was settled in early 2005. The Board has adopted a formal statement of its role. Lead responsibilities among the SMT are clear, although some secondary issues remain over consultation arrangements between groups, and responsibility for one or two areas, including research, is being examined as part of current reviews.</p> <p>We have a culture of constructive challenge at the top of the organisation, in which Finance Group plays a key role and is strongly supported by the Chief Executive. More might need to be done at business area level.</p>                                                                                                                                                                                                                                                                                                                                                             |
| <p>1.5 Clear values</p>                                                                                 | <p><b>Under development</b></p> <p>Clear set of values adopted in 2001 and set out in the Staff Handbook and guidance in the Performance Management System.</p> <p>These need to be reviewed by SMT and approved by the Board. There should then follow a communications strategy to ensure that employees understand, see and believe the values.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p>1.6 Widespread staff ownership of mission, aims, and corporate plan objectives</p>                   | <p><b>Under development</b></p> <p>The evidence is mixed. In the last Staff Survey (March 2005) 76% of staff agreed that HS has a clear mission statement which they know and understand. That is above the average for the other organisations benchmarked. On the other hand only 36% of staff agreed that the Management Board has communicated a clear picture of what we are trying to achieve. Since then there has been a substantial amount of activity. There have been major exercises in the Policy Group and the Inspectorate and to communicate the objectives for these new groups. There are now Inspectorate and Team plans which set out objectives</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

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|                                                                                                                                                                               | <p>within the wider context of KPTs and corporate plan targets, (these in turn are reflected in and frame the forward job descriptions); and the CPD programme for the Inspectorate includes discussion of corporate plan targets as part of the compulsory Level 3 training.</p> <p>The PIC Monument Strategy Group has been used to communicate the PIC strategy and new business plan. The SMT sees a lot of evidence within groups of staff identifying strongly with the work of their group, if not with all the varied objectives for the Agency as a whole.</p> <p>The performance management system is based on the development of individual operational objectives which should directly impact on corporate objectives. Evidence can be obtained from individual performance agreements. This can be enhanced by communication of successes across the board.</p> <p>More work is needed to build a spirit of collaboration and support across groups. Communication of corporate priorities needs to be stronger. A further staff survey will be carried out in 2007.</p> |
| <p>1.7 Clear targets and objectives</p>                                                                                                                                       | <p><b>Well developed</b></p> <p>A clear set of Key Performance Targets is set each year by the Minister, responsibility for each target is clear and the outturn is independently audited by SE Audit Services.</p> <p>The Corporate Plan 2005-08 contains a comprehensive set of operational targets, for which responsibility is clearly allocated. The Inspectorate has its Inspectorate and Team plans which set out objectives – see 1.6 above. Within PIC Group clear and detailed targets are set for each business area and each staffed property.</p> <p>Further work is needed on devising better and more objective measures of some areas of activity, for example the condition of properties, the impact of grants and the quality of regulatory decisions, but none of these are easy.</p>                                                                                                                                                                                                                                                                              |
| <p>1.8 Openness and transparency of decision making</p> <p>The reasoning that underpins decisions is traceable</p> <p>We get feedback on our public performance reporting</p> | <p><b>Well developed</b></p> <p>Board minutes and papers are published on the Agency’s website. Papers relating to operational decisions are generally releasable under FOI, and have in several recent cases been released in full. Our Publication Scheme under FoI sets out a range of information readily available.</p> <p>Decisions are taken within the framework of policies detailed in 1.3. Within the Inspectorate there is an emphasis on transparency of correspondence and advice concerning casework (listed building consent and scheduled monument consent.). All Inspectorate letters containing advice are available under FoI and we take novel and contentious cases to the HS Board where papers and minutes are published (unless FoI exemption applies). The Inspectorate has a public consultation under</p>                                                                                                                                                                                                                                                  |

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|                                                                                                  | <p>way on Ancient Monument, Archaeology and Management Agreement grants.</p> <p>Our Annual Report sets out details of grant offers and organisational and scheme funding. Following extensive review of the Grant Scheme in 2004, criteria for awarding grants are published on the HS website and make clear that assessment of applications is a competitive process which takes account of wider benefits such as benefits for communities, promotion of quality and development of knowledge and skills.</p> <p>The nature of our business is such that most of the feedback we receive concerns individual sites we manage or individual cases we handle, but the Parliament, local authorities and other tourism stakeholders take a close interest in our performance.</p> <p>More work is needed to establish a basis for systematic publication of significant advice and decisions on consent cases and significant decisions on properties in care.</p> |
| <p>1.9 Mechanisms are in place to develop leadership skills and leaders are highly effective</p> | <p><b>Under development</b></p> <p>Management programme under development which supports the leaders and managers of the organisation. All are measured against competence framework (not yet robust but will become so) and can be reflected against standards in Professional Skills for Government (PSG). Other senior managers (John Graham, Donald Carmichael and Laura Petrie) are taking part in the SE's programme for the Senior Civil Service. PIC Senior Management Team has, for the past 18 months, been undertaking a leadership development programme with external facilitators. PIC has also, more recently, had a review of its team-working and has an Action Plan to develop further. The leadership and management development programme is set to be 'rolled-out' to the next tier of managers in PIC during 2007/08. The Inspectorate has in place a CPD programme.</p>                                                                     |

## 2. Responsiveness and Consultation (Stakeholders)

| Key Requirements                                                                               | Current Position                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <p>2.1 In relation to stakeholders, understanding, listening and responsive to their needs</p> | <p><b>Well developed</b></p> <p>The Agency has a lot of different stakeholders and inevitably the picture varies. A survey of stakeholders in 2004 showed a mixed picture. A recent survey (2006) sought views on public attitudes towards the historic environment. The report of a further stakeholder survey (2007) on the work HS does and how it works with others will be published soon. Key findings of the new survey include:</p> <ul style="list-style-type: none"> <li>• A majority of stakeholders felt they would describe Historic Scotland as committed to achieving objectives, having</li> </ul> |

sensible policies, understanding their organisation, listening to others, focused on delivery and delivering value for money.

- A larger proportion of stakeholders (50%) would speak highly of Historic Scotland than would not (21%).
- Across the sample as a whole (301), when considering how Historic Scotland engages stakeholders in comparison to other agencies and government departments, higher proportions of stakeholders (38%) felt that HS is better (18% said worse and 37% similar).
- Overall levels of satisfaction with dealings with Historic Scotland are largely positive.
- Overall, 44% of the sample said Historic Scotland's approach to working has got better, in comparison to only 7% who felt it had got worse 37% felt there was no change.
- There were suggestions from some respondents that Historic Scotland should do more to promote the organisation's image by improving their marketing (advertising and promotion). Opinion was that Historic Scotland should also do more in terms of promoting their achievements.

At the corporate level the 3 non-executive Board members provide valuable external input from different perspectives. The Agency maintains concordats with a growing number of the main bodies with which it has shared interests. These provide for regular consultation about shared priorities. The Board has a programme of visits which always include dialogue with local stakeholders. SMT members maintain contact at senior level with Councils. The Agency consulted extensively about its corporate plan, the policies it is developing and its grant programmes. The chief executive has regular discussion with the Minister.

Within groups, the Inspectorate undertakes regular visits to local authorities, participates in the wider programme of regular meetings with Heads of Planning and speaks to professional bodies (such as Chambers of Commerce) as opportunities present themselves. The Inspectorate also runs and contributes to wider training initiatives across Scotland. PIC has regular dialogue with VisitScotland, the NTS and the Historic Houses Association and is represented on a large number of local tourism promotion groups. It has involved local communities closely in recent development projects, such as the new museum at Whithorn. The strong performance in the mystery visit programme and the positive results from visitor feedback demonstrate how well management at individual sites responds to customer requirements. The new area casework teams in the Inspectorate have regular discussions with councils in Glasgow, for example, there is a fortnightly surgery at which current cases are reviewed. Stronger links are being made with developers and the property sector. Policy Group has regular contact with the various voluntary bodies and trusts whose work we support, and is building stronger links with policymakers in the core Executive.

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|                                                            | <p>TCRE maintains a range of networks through which it pursues its work on skills, knowledge and materials.</p> <p>Obviously perceptions about our responsiveness to stakeholders can be coloured by the decisions we take on priorities for investment or on the merits of development proposals, however carefully these decisions are explained.</p> <p>Further work is needed to develop a system which ensures that contacts with the agreed list of key stakeholders remain regular and are consistently logged.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2.2 Clear complaints procedures                            | <p><b>Under development</b></p> <p>A review was undertaken in 2004 as part of the Continuous Improvement Programme. Report approved by SMT. Resource constraints have prevented full implementation (now planned for 2007) but the report did confirm that HS procedures and practices were generally sound. The range of proposed improvements can be seen in the Complaints Review Report which forms part of the supporting evidence.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2.3 Clear and inclusive approach to consultation exercises | <p><b>Well developed</b></p> <p>For consultations on policy the Agency follows the SE <i>Good Practice Guidance on Consultation</i>. In addition, workshops/presentations are arranged for key stakeholders. For listing the Agency has developed approaches for consulting owners and informing communities which go well beyond the statutory requirements. PIC uses a variety of approaches in a flexible way to consult local communities about issues at individual properties. There has been strong community involvement in a number of site initiatives, including Lincluden, Kilmartin, Dumbarton, and Stanley. TCRE uses seminars, conferences meetings and virtual networks to test opinion on the topics it is pursuing.</p> <p>The Agency needs at some point to review its practices, in particular to consider whether we succeed in involving all relevant interests, and how effectively we reach developers, landowners and their representatives.</p> |

### 3. Sound Governance

| Key Requirements     | Current Position                                                                                                                                                                                                                                                                                                                                                                          |
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| 3.1 Planning process | <p><b>Well developed</b></p> <p>In the most recent cycle there was a fundamental review of the Agency in 2003-04, a spending review settlement for the following 3 years in autumn 2004 followed by a review of the Framework Document, a consultation about the new Corporate Plan and the issue of the new Plan in the summer of 2005. With minor adjustments the Plan will provide</p> |

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|                                                                                                                                                      | <p>the basis for annual operational plans and individual performance objectives until 2008. This has been an effective and economical process.</p> <p>Next time round it will be preceded by a wider review of strategic options, will involve the new NEDs, will involve more staff in the process and will be managed within a clear project management framework to ensure it is delivered on time.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p>3.2 Clear, cohesive plans at operational level to direct and support policy development and service delivery both internally and partnerships</p> | <p><b>Well developed</b></p> <p>Within groups there are clear annual operational plans in place at Group or team level. There has been increasing staff involvement in the development of these plans.</p> <p>The Inspectorate has its group plan and Team plans which set out objectives within the wider context of KPTs and corporate plan targets, and the CPD programme for the Inspectorate includes discussion of corporate plan targets as part of the compulsory Level 3 training. These cascade through various Inspectorate meeting structures including the annual away day. The Inspectorate also has a protocol with planning authorities under development.</p> <p>In PIC the process extends to each staffed property. HS does not have any major formal service delivery partnerships, but the concordats which are in place with important partners are reviewed each year and forward action programmes agreed.</p> <p>An internal audit of the quality of team plans would be useful, and a more rigorous approach to follow up on concordat meetings is probably needed.</p>                                                                                                                                    |
| <p>3.3 For partnerships, a robust framework of corporate governance is in place</p>                                                                  | <p><b>Well Developed</b></p> <p>This has limited application to HS, because we do not have big formal service delivery partnerships. Apart from the concordats mentioned above the closest arrangements we have are the funding agreements with the various voluntary sector bodies and trusts which we support through Policy Group and the service level agreements and partnership agreements which PIC Group maintain with a range of predominantly voluntary organisations who manage or interpret some of our properties. In each case the respective responsibilities and the outcomes sought are clearly defined.</p> <p>Although we haven't formally agreed responsibilities and objectives, there are good examples in the cases of Kinnaird Lighthouse and Duff House where we have good working relationships based on trust and years of experience. HS regularly attends formal, minuted meetings and this is supplemented site visits.</p> <p>We also have loose agreements with the Friends of Dundonald, Whithorn Trust, Biggar Museum Trust, St John Association etc. We meet with the groups a couple of times a year. All meetings are minuted. We discuss a range of topics such as visitor numbers, works,</p> |

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|                                                                                                                                                                    | <p>special events, publicity, interpretation etc.<br/>The Inspectorate also has a protocol with planning authorities under development.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p>3.4 Resources (financial, human and operational) are matched to priorities through the budget planning process</p>                                              | <p><b>Well developed</b></p> <p>At a strategic level resources are matched to key priorities by Ministers in periodic spending reviews: the last one allocated extra resources to the grants programme. Within the Agency resources were broadly matched to priorities as part of the Corporate Plan, and the scope and case for adjustments to Group budgets is reviewed by the SMT each autumn before final budgets are set for the following year. Within groups there are well developed budgeting processes, particularly in PIC Group which has the largest and most complex budget. The completion of condition surveys and statements of cultural significance for all properties in care has improved the factual base for resource allocation in PIC.</p> <p>The budgeting process for the next corporate plan needs to be more corporate and more rigorous than was practicable last time.</p>                                                                                                                                                                                                                                                                                                                   |
| <p>3.5 Action in next planning cycle learns from successes and tackles under performance</p>                                                                       | <p><b>Well developed</b></p> <p>At the corporate level some of the key priorities in the corporate plan – establishing a new set of policies, improving service delivery in the Inspectorate, maximising the potential for working in partnership and addressing the lack of relevant craft skills - were a response to identified shortcomings. A variety of steps have been taken in response to the last staff survey, and the performance management system introduced in 2005 addressed problems seen in the previous system. Within groups PIC learns from experience through post-project reviews, end of season seminars which bring front-line staff together, mystery visits and customer feedback. Promotional activity for the 2006 season is tailored to dealing with disappointing results in the summer of 2005. Policy Group built on the experience of existing HS and HLF schemes in designing the current grants system.</p> <p>The Board agreed in December 2005 that all projects should be followed by post implementation reviews/lessons learned.</p> <p>The Agency is probably less good at tackling under-performance at a personal level, and that is certainly the perception of the staff.</p> |
| <p>3.6 Performance is systematically measured across all areas of activity and reported systematically to management and stakeholders</p> <p><i>Reports of</i></p> | <p><b>Under Development</b></p> <p>Performance against the annual Key Performance Targets is reported quarterly to the HS Board and the outturn is reported to Ministers and the Parliament and published in the annual report. Performance against the operational targets in the Corporate Plan, and progress on the Continuous Improvement programme, are reported half-yearly to the Board. Within groups performance against KPTs is regularly tracked, and commercial performance at staffed sites is reported weekly.</p> <p>The Agency has some issues to address. It has yet to resolve how to</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

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| <p><i>performance to stakeholders contain information about improvements required</i></p> | <p>report to stakeholders and the public performance against the full range of operational targets. Some important aspects of performance – for example the condition of the fabric at properties in care and the quality of regulatory judgements – are not being measured because of the difficulty of doing so. For the <u>wider historic environment</u> the Audit which Ministers have agreed to establish will in time provide improved data.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>3.7 Systematic use of benchmarking</p>                                                 | <p><b>Under Development</b></p> <p>Within PIC Group visitor numbers and/or commercial performance is benchmarked against other attractions through the Association of Scottish Visitor Attractions, the Association of Leading Visitor Attractions (a UK body) and a bilateral understanding with the National Trust for Scotland. HS sites are also benchmarked against each other.</p> <p>We have started to explore the scope for benchmarking other activities against English Heritage, and possibly the equivalent bodies in Wales and Northern Ireland. Investigation has shown that the respective grant schemes are not sufficiently similar for benchmarking to be useful. There are future plans to consider the handling of scheduled monument consent applications and the condition of properties in care. In each case neither the basis of measurement nor the establishment of accurate comparisons will be straightforward, and we may have to consider whether the returns are likely to justify the investment.</p> <p>The Health and Safety Annual Report 2005-06 reported on benchmarking activity with English Heritage and we will continue to do so annually.</p> <p>The Staff Survey is also an important benchmarking tool which compares the Agency in a number of areas with public sector and other norms.</p> <p>There are a number of other mechanisms, from regular meetings at Chief Executive level to practical exchanges at working level, for comparing our policies and practices with English Heritage and CADW in particular.</p> |
| <p>3.8 We have an information governance framework</p>                                    | <p><b>Under Development</b></p> <p>Following an information audit carried out in 2006 an information, records and documents management programme is under way. The programme includes:</p> <ul style="list-style-type: none"> <li>• Developing a high level data strategy for the Agency and reviewing information management policies.</li> <li>• Raising staff awareness of the importance of good records management</li> <li>• Improving compliance with statutory requirements and embedding best practice</li> <li>• Restructuring to incorporate a new and professionally skilled corporate development and information management unit; and</li> <li>• Exploring an electronic records and document management system.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

## 4. Sound Management of Resources

| Key Requirements                                                                                                                                          | Current Position                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| <p>4.1 There is a systematic approach to risk management.</p>                                                                                             | <p><b>Well developed</b></p> <p>A strategic risk register and a process for periodic reporting and review have been agreed by the Board. Within Groups risk registers and comparable processes are in place. A revised health and safety policy was adopted in summer 2006 and steps have been taken to improve management of key risks, such as occupational road risk. Risk assessments are in place for all staffed properties. Within the Inspectorate, risk management is explicitly included in business plans and CPD.</p> <p>Some business continuity plans are in place but more work on these is needed. This work will be progressed within the framework set out in the Agency's high level Information Systems Strategy, currently in draft.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p>4.2 Regular review by SMT of management of financial resources across all activities.</p>                                                              | <p><b>Well developed</b></p> <p>The Finance Director reports each month to the Board or Senior Management Team on overall expenditure and income against budget, expenditure on grants and major projects against budget and any significant control issues. She reports in more detail on control issues to the Audit Committee, which meets 3 times a year, and the Chair of the Audit Committee reports to the Board any issues of concern which arise from the Committee's discussion of that report or other audit reports.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p>4.3 Organisation has capacity to implement plans and make full use of staff.</p> <p>Staff feel they are valued and their skills and knowledge used</p> | <p><b>Under Development</b></p> <p>The picture is mixed. The record of implementation of the Corporate Plan is good, as evidenced through the Continuous Improvement Programme and the monitoring of targets, objectives and measures.</p> <p>The recent reorganisation of the Inspectorate was a well executed project. Plans in PIC to generate extra income in the autumn of 2005 were successfully implemented. Major projects in PIC are tending to run behind timetable, although costs are well controlled. Recent job evaluation exercises have shown that posts are by and large correctly graded. Work is in hand to reduce and phase out some elements of 'seasonal' overtime in PIC.</p> <p><b>Staff Survey 2005</b> - broadly speaking, the findings for Historic Scotland were fairly positive. On most factors, the agency compared favourably to or was at least in line with MORI normative data.</p> <p>HS doing well at:</p> <ul style="list-style-type: none"> <li>• Advocacy of Historic Scotland as an employer (i.e. above average); Overall satisfaction with the job; Satisfaction with sufficient training to do the job well; Satisfaction with adequate</li> </ul> |

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|                                                                                         | <p>resources to do the job; Usefulness of training provided; and Perception of Service provision to customers</p> <p>HS in line with the average:</p> <ul style="list-style-type: none"> <li>• Satisfaction in working for an organisation that looks after its employees; Communication – level to which employees feel they are being kept informed; Perception that they are not being involved when changes are made; Perception that reasons for change are not well communicated; and satisfaction with feeling part of a team.</li> </ul> <p>HS - issues to consider:</p> <ul style="list-style-type: none"> <li>• Perceived levels of morale within Historic Scotland; Satisfaction with benefits' package; and Satisfaction with pay and working hours.</li> </ul> <p>More data and more analysis are needed of, for example, variations in workload in the Inspectorate and how effectively maintenance squads are deployed. The next staff survey should ask if people feel fully utilised.</p>                                                                                                                                                                                                                     |
| <p>4.4 Effective management of staff resources with regular performance assessment.</p> | <p><b>Under Development</b></p> <p>The comprehensive performance management system introduced in 2005 covers:</p> <ul style="list-style-type: none"> <li>• Performance review and development system</li> <li>• Competency framework</li> <li>• Probation procedure</li> <li>• Capability procedure</li> </ul> <p>It followed extensive consultation with staff and is regarded by them as a significant improvement.</p> <p>The evidence from the last staff survey and subsequent staff workshops is that we need to improve the capabilities of managers, particularly in addressing poor performance, communicating with their staff and adopting a corporate approach to problems. Management development programmes are in place in the Inspectorate and at senior level in PIC Group.</p> <p>The project management system used in PIC is based on the Prince 2 system. All projects within PIC are managed through the agreed process with either PIC Management Group, Capital Projects Group or, as necessary, HSB acting as the appropriate gateway. PIC has also developed a 5-year planning horizon for our project programme to ensure consistent and well-managed schemes coming forward across the estate.</p> |
| <p>4.5 Efficient management of fixed assets.</p>                                        | <p><b>Well developed</b></p> <p>We have a fixed asset register, which is a database that records financial and other details (location, type, description, registration number etc) on all the operational fixed assets over the capitalisation thresholds (over £10,000 for Land and Buildings, over £5000 for Plant and Equipment, over £1000 for IT). We process additions/disposals and transfers on a monthly basis to ensure the register is as accurate as possible. In addition, annual registers are sent out to the area offices to physically verify the existence and location of assets on the register. We also keep a</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

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|                                                                                            | <p>list of "Attractive Assets" that fall below the threshold e.g Laptops, Mobile Phones, PDAs.</p> <p>For the heritage assets in the care of PIC there is a complete set of recent condition surveys and an annual inspection process. Questions of disposal or effective utilisation do not generally arise, although some recent projects, such as the Queen Anne Building at Edinburgh Castle, have been designed to exploit previously under-used spaces, and surplus land associated with a maintenance depot was sold in 2005. Obviously our marketing activity aims to attract business to the spaces we have available for functions, and recent business in this sector has been strong. We have reviewed our use of vehicles. Independent analysis confirmed that best value for money resides with retaining pool car ownership. Minor changes to policy and procedures (such as Longmore Vehicle Liaison Officer and standardisation of equipment etc.) will yield improvement in HS performance and efficiency savings.</p> |
| <p>4.6 There is a strategy for procurement and management of contract and contractors.</p> | <p><b>Well developed</b></p> <p>A procurement strategy is in place. The Agency participates in several large SE contracts for basic services, including the SCOTS IT network. Contract and contractor management is devolved to groups, but subject to Agency-wide guidance. An e-Procurement project is well under way.</p> <p>The e-Procurement project needs to be carried through to completion, on present plans around the end of 2008</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>4.7 Procurement expertise, guidance and training in place.</p>                          | <p><b>Well developed</b></p> <p>The Agency has an experienced procurement unit, which has a good record of achieving savings. Full guidance is in place and readily accessible by staff. The Agency's arrangements have been benchmarked against the recent McClelland Report and show up well. We have reviewed the McClelland report and consider that Historic Scotland already complies with most of the recommendations outlined in the report, and that we are in a good position to respond to any initiatives that lead from these recommendations, subject to current resource constraints</p> <p>Delivery of good procurement support and training for all staff will be an important requirement in the e-Procurement project</p>                                                                                                                                                                                                                                                                                             |
| <p>4.8 Annual accounts prepared according to recognised accounting standards.</p>          | <p><b>Well developed</b></p> <p>The Agency fully complies with recognised accounting standards and SE guidance. Annual accounts are audited by Audit Scotland and have obtained clear audit certification.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p>4.9 Sound financial controls that minimise the risk of fraud and</p>                    | <p><b>Well developed</b></p> <p>Internal Audit provided substantial assurance on the effectiveness of the Agency's systems of control in their June 2006 audit report. The Agency</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

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| <p>error.</p> <p>There are policies on fraud investigation and whistleblowing</p>                              | <p>continually reviews its controls through internal processes and reviews and through responding to internal and external audit reports. The Agency has commenced roll out of an electronic procurement system which will help strengthen controls further. As part of this, a system of electronic approvals is also being introduced and the processing of invoices is being centralised.</p> <p>The Fraud Response Plan sets out the arrangements to be followed when a suspected fraud is reported to ensure prompt and effective action is taken and appropriate investigations are undertaken. The Whistleblowing Policy allows employees of the Agency to report serious concerns without fear of reprisals. Both policies are published in the HS Staff Handbook.</p> <p>Further training on risk management is planned.</p> |
| <p>4.10 Full financial consequences of decisions are assessed before commitments made.</p>                     | <p><b>Well developed</b></p> <p>The Board's policy is that for each significant project or initiative the full financial implications and risks must be assessed, and sound project management arrangements must be in place, before approval can be given. The Finance Director is responsible for enforcing this policy and it has been followed on recent and current projects.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>4.11 High standards of budgeting, monitoring and reporting.</p>                                             | <p><b>Well developed</b></p> <p>Regular monitoring and reporting is done through the HS Board, Senior Management Team and HS Audit Committee.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p>4.12 Systematic feedback on major financial decisions provided to ensure anticipated benefits realised.</p> | <p><b>Well developed</b></p> <p>Major financial decisions are either investments at properties in care or large grants. Recent major investments at Urquhart, Queen Anne Buildings (Edinburgh) and Stirling Great Hall have been subject to post implementation reviews, as has the minor project at Whithorn. Grants awarded have specified outcomes and conditions attached. Projects are monitored by the Agency's architects to ensure work is done to the requisite standard.</p> <p>Prince 2 was endorsed by HS Board as the Agency's project management methodology, which includes post-project review.</p> <p>As noted above, more work is needed on the evaluation of wider benefits from grants, and we need to consider more extensive, but still proportionate, evaluation of grant programmes.</p>                      |
| <p>4.13 Training and support for appropriate staff to ensure skills for managing budgets.</p>                  | <p><b>Under Development</b></p> <p>Finance Group ensure appropriate training for staff.</p> <p>Online version of training available to all staff. Not well used, but could be more effective if people are given time to work through the package.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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| <p>4.14 Appropriate electronic payment procedures used; suppliers paid promptly.</p> | <p><b>Well developed</b></p> <p>Electronic payments are extensively used and the Agency has an excellent record on prompt payment; 99.33% of invoices for goods and services from suppliers were paid within the 30 day credit period in 2005-06. The agency complies with the Confederation of British Industry's Prompt Payers Code. Unless otherwise stated in the contract, payment is made within 30 days of receipt of invoices for goods and services completed to the satisfaction of the agency.</p> |
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## 5. Use of Review and Options appraisal

| Key Requirements                                                                                                     | Current Position                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| <p>5.1 Review activity is conducted on a regular basis and becomes integrated into management arrangements.</p>      | <p><b>Well developed</b></p> <p>The Agency has an extensive programme of policy review, which is described above. The organisation of 2 of the groups (Policy and Inspectorate) in the Agency was reviewed in 2005-06. Within the Inspectorate, a post-restructuring review was completed in January 2007. All staff were involved in the review process and have received a copy of the results of the review.</p> <p>We are committed in the Corporate Plan to undertaking 3 best value reviews each year, and are on track. The continuous improvement programme includes a number of other reviews of procedures and working practices. PIC keeps commercial performance on sites, sales of particular products in shops and mystery visit scores under continual review.</p>                                                                                                                                                     |
| <p>5.2 Reviews anticipate future changes in stakeholder needs, demographic, cultural, socio-economic etc factors</p> | <p><b>Well developed</b></p> <p>We have systems in place to identify and monitor trends through visitor surveys, educational visit feedback, Visitscotland and Visit Britain benchmarking data and networking with ASVA and ALVA.</p> <p>Recent examples are the shifts in travel trade work towards growing markets such as Sweden and China, the development following pilots of a new style of guide book, the factoring of voluntary sector needs into the review of grants, the development of a new policy on volunteering and our participation in the e-planning project to respond to developments in local authority planning departments.</p> <p>The Inspectorate meets regularly with local authorities and the customer service review included local authorities.</p> <p>There are other trends, such as the application of "public value" theory to the historic environment, on which we need to do further work.</p> |
| <p>5.3 Reviews</p>                                                                                                   | <p><b>Well developed</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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| <p>concentrate on identified priorities and areas for improvement</p>                                                         | <p>Recent and current reviews target acknowledged problem areas. The evidence for this is set out in the Continuous Improvement Programme which identifies priority areas for review. The Board reviews the Continuous Improvement Programme every 6 months and will in future agree the programme for Best Value reviews. Within Groups reviews are also identified and commissioned by Group Directors, principally through the Group business planning process.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>5.4 Reviews address cross-cutting agendas such as equalities, joint working and sustainability.</p>                        | <p><b>Well developed</b></p> <p>Recent and current examples include the completion of assessments under the DDA at all staffed sites, the review of environmental management at the Agency's HQ, and the reviews of support for the voluntary sector and archaeology, both of which will look at joint working. Meetings were held in 2005 with all the other public bodies in the heritage field to review the scope for joint working and shared services. Most if not all of the studies commissioned by TCRE are directed at more effective maintenance and repair of historic fabric, and therefore at sustainability.</p> <p>We have mechanisms in place for cross-cutting agendas within Properties in Care. We have meetings to cover access as part of the equality programme, and we also represent Historic Scotland at the Equality Meetings for the wider Scottish Executive. We have working arrangements with Forestry Enterprise and the Scottish Natural Heritage to implement joint sustainability projects. Our wider role is part of many cross-cutting programmes including tourism, education and communities.</p> <p>We should continue to keep under review the case for reverting to SE central control of HR, and for adopting the next generation of the SE accounting system.</p> |
| <p>5.5 Reviews consider joint-working options with partners to achieve effective policy development and service delivery.</p> | <p><b>Well developed</b></p> <p>Given the Agency's statutory responsibilities there is limited scope for formally sharing responsibility for much of what we do (eg our regulatory role and our responsibility for caring for properties). The main challenge we face is to collaborate effectively with partners to our mutual benefit. Reviews examine the scope for this: for example the recent review of the case for a new body managing both our properties and those of NTS concluded that more could be achieved in the foreseeable future through collaboration, and the review of support for the voluntary sector will consider how we can work best with bodies like the Scottish Civic Trust. A stock take of our links with the Forestry Commission in autumn 2005 showed scope for more effective collaboration. Other examples include HS participation (along with SNH and SEPA) in the SE's e-Planning initiative and the NHTG report on skills.</p> <p>The Inspectorate liaises with RCAHMS regarding the programmes of</p>                                                                                                                                                                                                                                                               |

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|                                                                                                     | <p>listing and scheduling to take advantage of any synergies in terms of their fieldwork and ours. We also meet regularly with RCAHMS more generally to discuss issues of common interest and we collaborate on projects such as Historic Landscape Assessment for Scotland and the provision of historic environment information through Pastmap. The Inspectorate also explore collaborative research and other initiatives with Architecture and Design Scotland and work closely with the SE Architecture Policy Unit.</p> <p>We are still considering how to take forward our strategy on Buildings at Risk. We have received a proposal from the Scottish Civic Trust to develop a better understanding of the scale and extent of buildings at Risk across Scotland through an enhanced survey programme. The proposal envisages that it will take up to 3 years to carry this out. In the meantime we expect to hold consultations with local authorities and other stakeholders about how we use this survey when completed to reduce at risk buildings throughout Scotland.</p> <p>The Conservation Area Regeneration Scheme (CARS) with grants totalling £6.7m has been launched with 13 local authorities taking part. A second round of applications closes in April 2007. A recent seminar held in Longmore House in conjunction with the Heritage Lottery Fund had representatives from every local authority bar one discussing future applications to CARS and the HLF.</p> <p>We meet not only with the NTS, but also the Historic Houses Association to look for joint working opportunities both at policy and operational level. And we regularly meet with VisitScotland and the Scottish Enterprise at operational and strategic level.</p> |
| <p>5.6      Reviews conducted within a consistent approach with necessary skills and knowledge.</p> | <p><b>Well developed</b></p> <p>All reviews are conducted within a framework of established project management principles which ensures skills and knowledge are in place from the outset. A mix of in-house and bought-in expertise is used to fit the subject.</p> <p>We should at some point look back at what the recent review programme has achieved and what lessons we can learn about process.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>5.7      SMT regularly monitors progress on implementing reviews' recommendations / actions.</p> | <p><b>Well developed</b></p> <p>System now in place for twice yearly reports on progress to the HS Board based on traffic light system.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## 6. Sustainable Development

| Key Requirements                                                                                         | Current Position                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| 6.1 Commitment to contribute to achievement of sustainable development.                                  | <p><b>Well developed</b></p> <p>At a strategic level 2 of the 5 aims of the Agency (to care for, protect and enhance the historic environment, and to secure greater economic benefits from the historic environment) are about sustainability. Each of the Groups has objectives in the Corporate Plan which are about sustainability, whether it be addressing the lack of conservation craft skills, conserving the properties in care, or managing change in the wider historic environment. Effective use of physical resources is central to all the Agency's work. Conservation decisions draw on the latest technical knowledge, and the Agency has an active programme of technical research. Potential exists to look at how preservation and adaptive re-use of the historic environment contributes more widely to the sustainability agenda.</p>                                                                                                 |
| 6.2 Sustainable development is reflected in all objectives and plans at corporate and operational level. | <p><b>Well developed</b></p> <p>At an operational level we adopted an environmental management policy in summer 2006, we act as a consultation authority under the strategic environmental assessment regime, we continue to issue internationally-recognised guidance on conservation techniques and the effective use of traditional materials, we continue to operate a range of grant schemes to assist the repair and adaptation of important buildings and at our properties in care we have 34 gold, 32 silver and 8 bronze awards under the Green Tourism Business Scheme (GTBS).</p> <p>We need in due course to look at rolling out the environmental management system beyond our HQ. Given the location of our properties we are inevitably quite dependent at many of them on car-borne visitors, but we need to look for opportunities to encourage more sustainable travel. Further work is needed on performance indicators in this area.</p> |

## 7. Equal Opportunities Arrangements

We are working up in outline, for March 2007, a draft operational policy for the Agency on equalities, which brings out those aspects of the equalities agenda which are most important for the Agency and explains how we intend to track our performance on equalities.

| Key Requirements                                                                            | Current Position                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| <p>7.1 Objectives and plans at corporate and service level reflect Equal Opportunities.</p> | <p><b>Under development</b></p> <p>The most important area in which the Agency can contribute to greater equality is in facilitating access to the sites it manages. The Corporate Plan commits us to completing DDA audits for all staffed sites, developing a strategy to address highlighted issues and introducing British Sign Language tours at Edinburgh and Stirling Castles. We are on track to do this. At SE Departmental level, the Education Department Disability and Gender Equality Scheme (a Departmental Action Plan) commits HS to specific equalities activities which demonstrate our statutory and voluntary obligations to promote gender and disability equality.</p> <p>The Inspectorate has been working with the Disability Rights Commission on access to historic buildings. Introduced visitor packs for owners of historic buildings.</p> <p>Looking further ahead one of the core 2006-2011 PIC Business Plan objectives is improving access and inclusion.</p> <p>HR is about to carry out a comprehensive Equalities Impact Assessment of our key HR policies and procedures. Where necessary, the relevant HR policies and procedures will be revised. The current review of the scope for more flexible working patterns is a significant opportunity to address particular equalities issues.</p> <p>We need to give greater prominence to the promotion of equal opportunities in our statement of values, and we need to look more systematically at the scope for encouraging equal opportunities in other areas of our work.</p> |
| <p>7.2 Diversity of user needs recognised in service planning and improvement.</p>          | <p><b>Well developed</b></p> <p>PIC have a good record of facilitating disabled access to properties and building their needs into the design of new facilities. Inevitably there are many monuments where full physical access cannot be provided without unacceptable interventions in the fabric. PIC are developing virtual tours and web-based site information where physical access is difficult, and a number of pilot sites are already developed. PIC produce guidebooks and other literature in Gaelic for sites in the Western Isles and in other languages where there is a demonstrable demand. This is constantly kept under review.</p> <p>PIC Interpretation Unit are developing new audiences through public programmes and the Education Unit is developing new audiences through community projects, outreach and working with organisations</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

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|                                                                                    | <p>such as the Black Environment Network (BEN). The Education Unit have a scheme to sponsor bus-travel to sites for schools in isolated rural areas and economically-deprived areas. PIC customer research helps determine the visitor profile.</p> <p>HS staff sit on Built Environment Reference Group chaired by Disability Rights Commission.</p> <p>The diversity of TCRE publications emanating from specialist scientific and academic research was translated into professional and technical language to enable the uptake of information about the historic environment to be as accessible as possible to a broad range of users. In addition, this technical information is further distilled into a form which can be understood by the lay person. Current developments are also focusing on the electronic delivery of the technical material in an area which is anticipated will expand to cover a wide range of users.</p> |
| <p>7.3 Commitment to mainstream equalities within the BV framework.</p>            | <p><b>Under development</b></p> <p>We have committed to preparing an operational policy on equality.</p> <p>We produce guidebooks and other literature in Gaelic for sites to the Western Isles but we do not produce all guidebooks in Gaelic. We also produce guidebooks and other literature in different languages where there is a demonstrable demand – for example, at Edinburgh Castle, with over 1 million visitors, we produce a wide range of guidebooks in foreign languages. Our approach is constantly kept under review. We are already developing virtual tours and web-based site information where physical access is difficult, and a number of pilot sites are already developed.</p>                                                                                                                                                                                                                                    |
| <p>7.4 Equalities issues are taken into account at reviews.</p>                    | <p><b>Under development</b></p> <p>Disabled access audits are in place for all sites and action-plans are being implemented. In all new projects within PIC, disability is included in specifications and briefs. In terms of other equality issues, PIC work with many representative groups, including disability and ethnic groups. Additionally, our customer and visitor information and feedback allows us to closely monitor the social and other profile of our visits and any specific needs arising.</p> <p>Disabled access was a key consideration in the plans for the major projects at Stirling Castle, Edinburgh Castle and Stanley Mills and at other sites. Issues are closely considered in reviews affecting properties in care and HR. They need to be more systematically addressed in all other review activities across the agency.</p>                                                                               |
| <p>7.5 Equalities requirements are taken into account in procurement strategy.</p> | <p><b>Well developed</b></p> <p>When specifying contracts we note that the Service provider must comply with equal opportunities legislation.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p>7.6 Identify</p>                                                                | <p><b>Under development</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

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| equalities performance measures.                                                                    | <p>Equalities monitoring is being reviewed across HR.</p> <p>PIC have employed consultants to review the HS approach to disabled access. In addition PIC monitor the use of sites, covering issues such as gender, age and disability. In 2007 PIC will undertake a major quinquennial visitor survey, again covering many of the equalities issues.</p>                |
| 7.7 Employment policies are committed to equal opportunities and training in place to support this. | <p><b>Under development</b></p> <p>A commitment to equal opportunities is included in our employment policies. (See 7.1) Equality of opportunity is incorporated within all HR training events, induction, management, recruitment etc.</p> <p>Particularly given forthcoming changes in the law, we need to consider more extensive equalities awareness training.</p> |
| 7.8 Programme of comparability studies, equal pay audits, and equal pay reviews.                    | <p><b>Well developed</b></p> <p>Regular equal pay audits and reviews are undertaken. Our next equal pay audit is scheduled for 2007/08.</p>                                                                                                                                                                                                                             |

## 8. Joint Working

| Key Requirements                                                        | Current Position<br>(See also sections 2.1 and 5.5 above.)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| 8.1 SMT encourages opportunities for formal and informal joint working. | <p><b>Well developed</b></p> <p>As comments in the earlier sections bring out, the Agency has a wide and growing range of informal collaborations, covering other public bodies, the voluntary sector, the Heritage Lottery Fund, trade associations, professional associations, private owners and local groups. We have hardly any formal partnerships. Reviews regularly examine the scope for extending collaboration. We share important services with the core of the SE, and contribute regularly to other aspects of SE policy.</p> <p>Local authorities are probably the group with which we could most valuably extend our collaboration. And to this end we have recently re-created the Local Authority Forum. We are also fully committed to the Scotland-wide e-planning project for which Efficient Government Funding is in place.</p> <p>The HR Director is a key member of the inter-agencies HR Directors Group and his colleagues work closely with other agencies on a range of issues including HR Metrics and Baseline Personnel Security Standards.</p> |
| 8.2. Commitment to working with partnership                             | <p><b>Well developed</b></p> <p>The organisations with which we need to maintain a joined up approach</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

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| <p>organisations to ensure joined up approach</p> | <p>are generally those public bodies with which we have concordats, such as SNH, RCAHMS and NMS, and one of the purposes of the concordat arrangements is to ensure respective roles remain clear. In the area of skills and materials a key part of TCRE's work is to bring the various interests together to secure a coordinated approach to problems, and they have a good track record. The preparation of a nomination of the Antonine Wall as a World Heritage Site is being undertaken in close collaboration with all the local authorities embracing the line of the Wall, and with DCMS.</p> <p>Finding ways of making the consent system more joined up for applicants is a continuing challenge.</p> <p>Properties in Care have a well developed network which includes VisitScotland, NTS, HHA and Scottish Enterprise.</p> |
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## 9. Accountability

| Key Requirements                                                                                                         | Current Position                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <p>9.1 Identification of information required by stakeholders to form a view of the performance of the organisation.</p> | <p><b>Under Development</b></p> <p>The Framework Document clearly defines the accountability of the Minister and the chief executive. On reporting see 3.6 above. The publications scheme under FOI makes a wide range of further information available.</p> <p>In addition to the issues to be addressed listed in 3.6, the Agency needs to resolve how to report on, and in some cases how to count, the "other important measures" listed in the corporate plan. Further work is needed on what "other measures" should be counted in future. There is a link with our work on the development of the Historic Environment Audit.</p> |
| <p>9.2 Arrangements in place to secure best value.</p>                                                                   | <p><b>Under Development</b></p> <p>This self-assessment shows that a fair amount of what is needed is in place. Projects under way as part of the continuous improvement programme will fill most of the gaps in our arrangements.</p>                                                                                                                                                                                                                                                                                                                                                                                                   |