

Operational Targets

ID	Owner	Measure	Status	2007-08 Progress	2006-07 Outturn	Last Update	Next Report
OP3	Policy Group	Additional investment at a rate of £2.50 for each £1 invested by Historic Scotland in the six City Heritage Trusts	Green	Figures not yet available	Figures not yet available	06-Dec-07	Jun-08
OP4	Policy Group	Take decisions on applications within 2 months of the closing dates under the revised system of Historic Environment Grants	Green	Achieved	Achieved	06-Dec-07	Jun-08
OP5	Policy Group	Begin a review of the 2-year pilot programme for Historic Environment Grants in autumn 2006	Green	Project completed.	Completed. SMT agreed paper.	06-Dec-07	Jun-08
OP6	Policy Group	Complete the review of our support for the voluntary sector and implement agreed changes by 31 March 2008	Green	Project completed.	Operational paper issued.	06-Dec-07	Jun-08
OP7	Policy Group	Respond to consultations with HS under the EIA and SEA regimes, and on strategic development and other plans within statutory and other agreed deadlines.	Green	Achieved	Achieved	06-Dec-07	Jun-08
OP8	Inspectorate	Visit and report on 30% of scheduled monuments by 31 March 2008 (within an overall target of visiting each monument over a 9.8 year period)	Green	At the current rate of visits, we can expect 32.5% of sites to have been visited by 31/03/08	At the current rate of visits, we can expect 32.5% of sites to have been visited by 31/03/08	06-Dec-07	Jun-08
OP9	PIC	Publishing a revised Management Plan for the entire site (The Heart of Neolithic Orkney) - target date (dependent on appointment of WHS co-ordinator)	Green	This target was passed to CRT from HSI. A WHS co-ordinator has been appointed to complete the review of the Management Plan and a first draft will be completed by December 07, in line with the target. This will be the subject of considerable consultation and change over the coming months, and the final plan will be published at the end of July 2008. There is a very clear timetable for delivery in that timescale.	Agreed that PIC will employ a WHC co-ordinator, with funding from Policy Group. Recruitment underway.	06-Dec-07	Jun-08
OP10	Inspectorate	Undertake review of the conservation of the maritime historic environment by 31 March 2008	Green	Review Completed July 2006	Review Completed July 2006	06-Dec-07	Jun-08
OP12	Inspectorate	Consult on whether we continue to produce a published list of scheduled monuments or rely on interactive web-based information delivery, by June 2006	Green	Report analysed and recommendations to be implemented as soon as possible	Report analysed and recommendations to be implemented as soon as possible	06-Dec-07	Jun-08

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OP13	Inspectorate	Issue review of our ancient monument grants, management agreement and archaeology programmes by 31 March 2007 and implement agreed changes	Green	Investment Review responses analysed and first stage report produced. This report and draft stage two report to be discussed at SMT in January. Finalised stage two report to be finalised and published by 31 March 2008.	Review document issued for consultation by 31 March 2007 with response period of three months and analysis thereafter.	06-Dec-07	Jun-08
OP14	Inspectorate	Respond to consultations by planning authorities on development proposals that affect <i>Inventory</i> sites within 14 days	Green	Some slippage due to missing files/information but back on target.	90.32% consultations issued within target. Slippage due to prioritisation of updating and publishing online inventory and revisions to GDPO legislation.	06-Dec-07	Jun-08
OP15	Inspectorate	Working with RCAHMS, extend national coverage of the Historic Land-use Assessment to around 75% by the end of the Plan period by 31 March 2008	Amber	We expect to have achieved around 72.5% coverage by 31 March 2008.	Underway. Approximately 64% coverage achieved by 31 March 2007.	06-Dec-07	Jun-08
OP16	Inspectorate	Undertake an analysis of coastal erosion surveys undertaken to date to identify need for and utility of additional survey or for other interventions and develop a strategy for responding to accelerating coastal change by 31 March 2007	Green	Analysis complete. Target date for the agreement of a site action prioritisation process with SCAPE, including stakeholder consultation, is 31 March 2008.	External commission. Mutually agreed extension to enable more meaningful analysis. Final report due 31 May 2007.	06-Dec-07	Jun-08
OP17	PIC	Produce Interim Statements of Cultural Significance for all Properties in Care by 31 March 2006	Green	Completed	Completed	06-Dec-07	Jun-08
OP18	Inspectorate	Undertake eight Scottish Burgh Surveys by 31 March 2008	Green	13 Burgh Surveys undertaken in reporting period. 6 will have been published by 31 March 2008. The remaining 7 are well advanced and will appear in print over the following 18 months	On schedule	06-Dec-07	Jun-08
OP19	Inspectorate	Publish <i>Scotland's Scheduled Monuments – a Guide for Owners and Occupiers</i> by 31 March 2007	Red	SMC SHEP now finalised. Format for publication being explored and deadline to be set thereafter.	Pending outcome of consultation on SMC SHEP. A revised deadline will be set thereafter.	06-Dec-07	Jun-08
OP20	Inspectorate	Publish <i>Scotland's Listed Buildings – a Guide for Owners and Occupiers</i> by 31 March 2006	Green	Completed in 2006-7	Completed	06-Dec-07	Jun-08

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OP21	Inspectorate	Introduce structures to ensure quality control and consistency of advice to local authorities on listed building consent and GDPO referrals and scheduled monument applications	Green	Ongoing. Draft concordat with Local Authorities drawn up for review. To be launched by 31 March 2008.	Ongoing. Peer review structure established (Casework Surgery; Monthly Inspectorate Training) and 3 Local Authority Pilot Schemes established within the auspices of the ePlanning project	06-Dec-07	Jun-08
OP22	Inspectorate	Undertake listing exhibitions and publications for Kilmarnock and Loch Lomond and the Trossachs National Park in 2005-06 and Cairngorms National Park in 2006-07	Green	Completed, published and launched in August and November respectively.	Kilmarnock met. LL&TNP and CNP exhibition panels and text completed by 31 March. Both launches will take place after Easter to maximise attendance	06-Dec-07	Jun-08
OP24	Inspectorate	Publish <i>Scottish Executive: Carved Stone Policy and Guidance</i> by 31 March 2006	Green	Met in 2006-7	Met	06-Dec-07	Jun-08
OP25	PIC	Complete the programme of capital and major projects by 31 March 2008 <ul style="list-style-type: none"> • Complete the Major Project at Stanley Mills by Nov 2007; • Complete the Edinburgh Castle Visitor Reception Project for March 2008; • Complete the SMC application and business plan for Stirling Castle Palace for May 2007. 	Green	Stanley Mills: Project completed early Dec 2007. Edinburgh Castle Visitor Reception: Project on programme to go live 15th Jan 2008 PICC approval granted and Business Plan approved by HSB Dec 2007	Target updated and made more informative	06-Dec-07	Jun-08
OP26	PIC	Complete DDA audits of all staffed sites and draw up implementation strategy to address highlighted issues by March 2006	Green	This target completed 2006/07- we have now moved on to drawing up an implementation programme against the background of a "national smoothing" strategy	Target Complete. Detailed proposals to address issues raised are already being implemented as part of a programme which sees small and straightforward changes made in ongoing work programmes. Larger or more controversial projects are prioritised and resourced on a longer term programme which includes referral and discussion by a national panel to ensure consistency of approach and defensible decision making.	06-Dec-07	Jun-08

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OP27	PIC	Agree programme of work arising from management plans for visitor health and safety risk assessments at staffed properties by March 2007	Green	Risk assessments of staffed sites completed by Visitor Services staff by 31 March 2006. The works arising in some cases require a considerable time investment to agree the detail of the work programme. While an outline may have been set out, implementation, like DDA, requires wider discussion and benchmarking across our sites to ensure we can defend the consistency of our actions.	Risk assessments of staffed sites completed by Visitor Services staff by 31 March 2006. The works arising in some cases require a considerable time investment to agree the detail of the work programme. While an outline may have been set out, implementation, like DDA, requires wider discussion and benchmarking across our sites to ensure we can defend the consistency of our actions.	06-Dec-07	Jun-08
OP28	PIC	Complete the national interpretation strategy by 31 March 2008	Amber	I still hope that this will be provided by the target date, but it will depend on the appointment of a new head of IU.	Prioritisation of Major Projects in 2006 and 2007 has seen this work rescheduled	06-Dec-07	Jun-08
OP29	PIC	Complete interpretive planning and design for Stirling and Stanley Mills projects by 30 November 2007	Green	These works have continued in line with the Major Projects and both plans are now completed, with the Stanley Mills plan implemented and Stirling operating as a dynamic document to inform the Stirling Castle Palace Project , which is now underway.	These works will continue in line with the revised Major Projects as set out in OP25	06-Dec-07	Jun-08
OP30	PIC	Deliver 15 guidebooks by 31 March 2007	Green	2006-7 target was met.. The current year the target has had to take account of the new Edinburgh Castle GB, which is required in 8 languages. Including these, I anticipate that there will be 15 new guidebooks produced by March 2008	An original target of 6 Guidebooks was increased to 12 following the delegation of additional funds mid way through the year. By year end 15 new guidebooks had been produced.	06-Dec-07	Jun-08
OP31	PIC	Provide a curriculum-linked programme of schools activities at 20 sites across Scotland	Green	This target has been exceeded. School activities for 2007-08 are programmed at 25 sites across Scotland.	27 sites with education activities	06-Dec-07	Jun-08

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OP32	PIC	Provide 30 downloadable curriculum-linked site profiles by 31 March 2008	Green	There are currently 26 resources downloadable from the website. 4 others have been authored and will be available by March 2008, meeting the overall target	25 sites profiles authored, 12 downloadable now, all available June 2007	06-Dec-07	Jun-08
OP33	PIC	Achieve an increase of 10% in the number of lifelong learning groups/organisations participating in educational activities and events at properties in care by 31 March 2008	Green	Figures at 30 November 2007 show an overall increase of 9% in lifelong learners participating in educational activities. The target of 10% is expected to be exceeded.	37% increase in lifelong learning groups	06-Dec-07	Jun-08
OP34	PIC	Attract 3.13 million visitors by 31 March 2008	Green	Currently at 2.849 million visitors which is 1% up on budget. We are forecasting to end the year 1% up on budget with 3.163 million visitors.	The final figure for the year is 3,123,354 visitors; 7% ahead of budget and last year. We now anticipate hitting the Operational Target by March 2008.	06-Dec-07	Jun-08
OP35	PIC	Achieve retail income of £6 million by 31 March 2008	Amber	Retail income is currently 2% down on budget, but we expect to end the year only 1% short of budget with retail income of £5.911 million over our three year target.	The Retail Outturn for 2006-07 was £5,685,887. This is 4% down on budget but 2% up on last year. We will have to make greater progress in 2007-08 to achieve our three year target.	06-Dec-07	Jun-08
OP36	PIC	Achieve admissions income of £12.181 million by 31 March 2008	Green	Admissions income is up 3% year to date, and we predict a year end position of £12.437 million (+3% on budget).	The Admissions outturn for 2006-07 was £11,478,091. This is 7% up on last year, but 4% down on budget. We have a target of £12.81 million for 2007-08; 5% growth on 2006/07.	06-Dec-07	Jun-08
OP37	PIC	Achieve other commercial income of £5.659 million by 31 March 2008	Amber	HQ income is currently 1% down on budget due to income phasing differences; however, we expect to end the year on target (£5,656,661). (NB It is difficult to produce a more accurate year end forecast for the Travel Trade income which is being skewed by the late invoicing for the Trade Explorer Pass without Graeme around).	The outturn for the other commercial income is £5,300,191. This is 1% down on budget, but 7% up on last year. We have a target of £5.569 million for 2007-08; 5% year on year growth. Note: this is provisional and linked to the income KPT for 2007/08 on which decision is yet to be taken	06-Dec-07	Jun-08

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OP38	PIC	Achieve membership of Friends of Historic Scotland of 80,000, of whom 82% are retained from previous year by 31 March 2008	Green	We have reached 83,112 members this year so have beaten the target.	75,749 at highest point and 78% of the projected target. Achieving 80,000 will still be challenging for this year.	06-Dec-07	Jun-08																
OP39	PIC	Maintain an average score of 85% in the Green Tourism Business Scheme	Green	Some properties are still to be inspected this year. GTBS still need to discuss the reports of the properties inspected so far before they can officially confirm the awards or scores. We have been advised that the majority of sites should retain their award, but are likely to drop in their score from the previous visit. New criteria coming into full effect in 2009 will mean that sites will need to improve to maintain their award.	86% average GTBS score	06-Dec-07	Jun-08																
OP40	TCRE	Continue our integrated approach to in-house and enabled research commissions, leading to the production and publication of technical conservation literature: <table style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <tr> <td style="padding: 0 10px;">Research Projects</td> <td style="padding: 0 10px;">2005-06</td> <td style="padding: 0 10px;">2006-07</td> <td style="padding: 0 10px;">2007-08</td> </tr> <tr> <td></td> <td style="text-align: center;">(£m)</td> <td style="text-align: center;">(£m)</td> <td style="text-align: center;">(£m)</td> </tr> <tr> <td style="padding: 0 10px;">Commissions</td> <td style="text-align: center;">11</td> <td style="text-align: center;">13</td> <td style="text-align: center;">13</td> </tr> <tr> <td style="padding: 0 10px;">Publications</td> <td style="text-align: center;">8</td> <td style="text-align: center;">6</td> <td style="text-align: center;">4</td> </tr> </table>	Research Projects	2005-06	2006-07	2007-08		(£m)	(£m)	(£m)	Commissions	11	13	13	Publications	8	6	4	Green	32 project commissions underway. 9 technical publications produced.	33 project commissions underway. 9 technical publications produced.	06-Dec-07	Jun-08
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	(£m)	(£m)	(£m)																				
Commissions	11	13	13																				
Publications	8	6	4																				
OP41	TCRE	Award approx 20 grants each year over the Plan period to aid private sector conservation skills development (budget £20K)	Green	21 Grants awarded, total £18,000	20 Grants awarded	06-Dec-07	Jun-08																
OP42	TCRE	Manage 3 Research Interns Per Year	Green	2 Research Interns will complete in Feb 08, 1 intern will complete in March 08	2 internships completed	06-Dec-07	Jun-08																
OP43	TCRE	Develop five Craft Skills Fellowships each year over the Plan period	Amber	1 Craft Fellow (Patternmaking completes in Jan 08, 1 Teaching Fellow appointed Dec 07, 1 Craft Fellow to commence April 08.	2 completed, 2 ongoing 1 stalled.	06-Dec-07	Jun-08																
OP44	TCRE	Explore the possibility of establishing the provision of two Academic Chairs in Scottish Conservation (Repair and Maintenance) by 31 March 2008	Red	Not progressed	Not formally progressed.	06-Dec-07	Jun-08																
OP45	TCRE	Respond to all technical queries within four working days	Green	Achieved	95% achieved within 4 days	06-Dec-07	Jun-08																

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OP46	Continuous Improvement	Deliver the Historic Scotland training plan commitments by 31 March 2008	Green	On stream and on target	On-going, as per the Agency's Annual Training Programme	06-Dec-07	Jun-08
OP47	Continuous Improvement	Commit at least £60,000 to voluntary further education programme for staff by 31 March 2008	Green	On stream and on target	As above. During 06-07 we are committed to spend £25,000	06-Dec-07	Jun-08
OP48	Continuous Improvement	Carry out nine best value reviews by 31 March 2008 (three each year)	Green	3 reviews undertaken/underway: Information Systems Unit Voluntary bodies Monument Opening Hours	3 reviews undertaken/underway: Information Systems Unit Voluntary bodies Monument Opening Hours	06-Dec-07	Jun-08
OP49	Continuous Improvement	Carry out review of risk management processes by 31 March 2006	Green	Training being delivered as part of annual refresh. Due to be complete in January 2008	Training to be delivered as part of annual refresh	06-Dec-07	Jun-08
OP50	Continuous Improvement	Realise time-releasing savings equivalent to £1 million by 31 March 2008	Red	Final figures will be calculated after 31/03/08 but unlikely to meet target (some projects did not go ahead as planned)	£258,516	06-Dec-07	Jun-08
OP51	Continuous Improvement	Deliver image management systems by 31 March 2007. Revisit business case for eRDM by 30 June 2007.	Green	Image management system delivered. eRDM business case to be considered by SMT and HS Board early 2008	Image management system delivered. eRDM scoping study underway leading to development of business case	06-Dec-07	Jun-08
OP52	Continuous Improvement	In line with Freedom of Information, respond to all correspondence requests within 20 working days	Green	97% of reported requests answered within 20 working days.	97% of reported requests answered within 20 working days.	06-Dec-07	Jun-08
OP53	Inspectorate	To complete 100% of the administration in respect of resurvey of Western Strathdon and Inverness which took place in 2005-2006	Green	The target for 2007-8 relates to resurveys completed in Central Strathdon and Dunfries and Galloway. We are currently on target to complete 100% of the administration (where legal ownership has been identified) by 31 March 2008.	99.1% achieved (2 of the 228 cases were accidentally PA in Registry without completion and this was not spotted in time for the schedulings to be completed). Revisions to tracking system proposed.	06-Dec-07	Jun-08
OP54	Inspectorate	Rationalise all non-statutory C and B for group listings.	Green	B for group exercise completed in December. Non-statutory C exercise completed 31 March 2007	B for group exercise completed in December. Non-statutory C exercise completed 31 March.	06-Dec-07	Jun-08

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