

HISTORIC SCOTLAND BOARD

CORPORATE PERFORMANCE REPORT

Purpose

1. To inform the Board of:
 - Key Performance Target (KPT) outturns 2008-09
 - Business Improvement and Other Targets outturns 2008-09;
 - Approval status of KPTs 2009-10

Priority

2. Routine

Key Performance Targets

3. The outturns for 2008-09 are attached at Annex A. Seven out of the nine key performance targets have been met. The 2 exceptions are:

- Historic Scotland Earned Income

Target (£m)	25.879
Provisional Outturn (£m)	23.580
Shortfall (£m)	2.299

- Cash Releasing Efficiency Gains on all Non-Grant Expenditure

Target (£m)	1.000
Provisional Outturn (£m)	0.877
Shortfall (£m)	0.123

Explanatory Notes

Earned income

4. See PIC's analysis of the audited position for details.

Efficiency

5. The efficiency target is dependent on receiving evidence from OGC on procurement savings. These will then be validated by internal audit. The provisional outturn reported in April has been carried forward until the evidence has been received. However we are hopeful that we will meet the target and will report this to HSB in August.

Business Improvements and Other Targets 2008-09

6. The 2008-11 Corporate Plan contains a set of business improvement and other targets for each group and for corporate services which the Board agreed should be reported on

annually. These replace the Operational Targets and Other Important Measures of the 2005-08 Corporate Plan.

7. Outturns for 2008-09 are at Annex B. Thirty eight of the fifty nine BIOTs were achieved, thirteen are in progress or ongoing across the three year plan period and eight have not been achieved. See Annex B for comments on outturns.

Key Performance Targets 2009-10

8. KPTs for 2009-10 have been approved by the Minister. A full list of the approved KPTs is at Annex C.

9. Copies have been sent to the Scottish Parliament Information Centre and will be uploaded to the Historic Scotland website.

10. Exception reports will continue to be provided to the Board at the end of each quarter, beginning August 2009.

Conclusion

11. The Board is invited to:

- Note the outturns for 2008-09 KPTs;
- Note the outturns for the business improvement and other targets; and
- Note the approval of KPTs for 2009-10.

DENISE MATTISON
Corporate Development Manager

10 June 2009

KEY PERFORMANCE TARGETS 2008-09: OUTTURNS

Measure	Target	Provisional Outturn
1. To reach a view on 80% of scheduled monument consent applications within 5 weeks.	80%	79.5 – 89.12% Banding reflects pending cases. Verification due beginning June 09.
2. To reach a view on 97% of applications for listed building and conservation area consents within 28 days	97%	98.3 – 98.6 % Banding reflects pending cases. Verification due beginning June 09.
3. To reach a view on 70% of statutory planning consultations within 14 days in 2008-09 rising to 90% in 2009-10.	70%	89 – 89.6% Banding reflects pending cases. Verification due May 09.
4. Issue 4 Scottish Historic Environment Policy papers in final form or for consultation	Issue 4 Scottish Historic Environment Policy papers in final form or for consultation	100% On request of Ministers, substantial work carried out consolidating current SHEPs into one document. Listed Building Consent and Listing SHEPs launched 28 October 2008 as part of consolidated SHEP document. Target met
5. Stirling Castle Palace Project main contract to be accepted and on site by end of December 2008.	Stirling Castle Palace Project main contract to be accepted and on site by end of December 2008.	Site work progressing Target met
6. Historic Scotland earned income	£25.879m	£23.580m Target not met
7. Performance rating from Mystery Visits Programme	88.5%	92.7% Target exceeded
8. Performance rating from education visit appraisal forms	93%	Final rating of 98.2%. Target exceeded. Target exceeded
9. Cash-releasing efficiency gains on all non-grant expenditure	2%	£0.877m Target not met

BUSINESS IMPROVEMENT AND OTHER TARGETS 2008-09: OUTTURNS**POLICY GROUP**

Target	Description	Achieved/Not Achieved	Update/Comment	Figure (where applicable)
1	Achieve a closer proportionality between percentage of grant spend per local authority compared with percentage of listed buildings in each local authority area, to address historic patterns of low grant take-up in certain areas.	Achieved	62.5% of local authorities show improvement towards addressing take up by area.	20 of 32 authorities show either a reduction within over subscribed areas or increase in cold spot areas.
2	Improve the leverage rate for grant spend over a 3-year cycle.	Achieved	Leverage increased to 6.2:1 in 2007/08, level maintained in the current year.	2006/07 - 4.6:1 2007/08 - 6.2:1 2008/09 - 6.2:1
3	Take decisions on applications within 2 months of the closing dates under the revised system of Historic Environment Grants.	Achieved	Customers notified within agreed deadline.	
4	90% of priority buildings completed under the CARS scheme round 1 by 2011.	Ongoing	Target relates to 2011 deadline	
5	Undertake a best value review of the Agency's international work during summer 2008	Achieved	Review carried out and recommendations implemented.	
6	Undertake a review of the performance of city heritage trusts to consider whether the trusts are providing value for the public resources invested in them during the summer of 2008.	Achieved	Review carried out and recommendations implemented.	
7	Gather initial baseline data for the Historic Environment Audit during 2008-09 and publish this on our website during 2009	Achieved	Baseline data gathered and compiled on target. Ministerial submission to note data release was sent in late April. Data due to be loaded on website in late May/June 2009.	Data embargoed until May/June 2009. Following Ministerial clearance data to be published on www.heritageaudit.org.uk .

Target	Description	Achieved/Not Achieved/In Progress	Update/Comment	Figure (where applicable)
8	Carry out a review into the effectiveness of the changes made in 2005 to the building repair grant scheme during 2009/10.	Ongoing	2009/10 target, work in hand.	
9	Submit a Gaelic Language Plan to the Bòrd na Gàidhlig during 2010.	Ongoing	This target relates to 2010. Work is in hand.	
10	Work with the Scottish Civic Trust to ensure that the Buildings at Risk Register covers Scotland systematically by 2011, initially improving coverage of A- listed buildings at risk by mid-2009 in order to inform the national target on the historic environment included in the National Performance Framework.	Achieved	All A-list surveys completed and NPF data is available on target and to budget. NPF to be populated mid 2009 (end May/June 2009).	Data embargoed until mid 2009 (end May/June 2009). Following SG and HS clearance will be published on Scotland Performs website.

INSPECTORATE

Target	Description	Achieved/Not Achieved/In Progress	Update/Comment	Figure (where applicable)
1	To design and implement a joint working agreement with Scottish planning authorities: target - 3 pilot schemes in 2008-9; agreements with all 34 planning authorities by close of the plan period.	In progress	On target. JWA drafted and all planning authorities consulted. Document updated and redrafted ready for final roll-out in 2009-10	
2	Introduction of an ePlanning system for local authority consultation: target - April 2010 for full implementation.	Achieved	Achieved. Soft launch with small number of authorities in March 2009. National ePlanning Programme launched on 29 April 2009. Small numbers of eConsultations beginning to be received.	

Target	Description	Achieved/Not Achieved/In Progress	Update/Comment	Figure (where applicable)
3	Replacement of the existing casework management system: target - pilot January 2009 and full implementation September 2009.	In progress	On target to achieve full implementation by September 2009. Nearing functional specification sign off with user acceptance testing scheduled for June/July and training throughout August.	
4	Staged withdrawal of the Memorandum of Guidance on Listed Buildings and Conservation Areas and replacement with new leaflet series: target - April 2009.	Not Achieved	Although the Memorandum was withdrawn on 31 March 2009 and sections 3, 7 and appendices 1 and 3 published as technical guidance notes instead, the full suite of guidance notes will not now be launched until a full consultation has been done. The delivery timescale for the leaflet series has therefore changed to 31 March 2010.	
5	Exploration of possible delegation of consideration of minor works on category B listed buildings to local authorities: target - 2 pilots established in 2008-9 with wider implementation in 2009-10.	In progress	On target. Three pilots successfully run with Glasgow, Edinburgh and Perth & Kinross Councils between October and December 2008. Report on how the pilots were run and their findings will be issued for four month consultation before recess. Responses will inform final scheme.	

Target	Description	Achieved/Not Achieved/In Progress	Update/Comment	Figure (where applicable)
6	To develop a strategy and Historic Scotland action plan for designation, protection and promotion of Scotland's marine historic environment: target – over the plan period.	Achieved	<i>Towards a Strategy for Scotland's Marine Historic Environment</i> is available online on the HS website, compiled and published in association with BEFS.	
7	To implement changes to the archaeological, ancient monuments and management agreement grants programmes in light of the 2007-8 review: target - September 2008.	Achieved	All agreed changes implemented by September 2008.	
8	Review Scottish Burgh Survey Programme and identify new strategy: target - April 2009.	Achieved	Internal review completed within stipulated timescale. Further work is required with external stakeholders prior to implementation. This is not currently a priority.	
9	Identify and implement a publication and archiving strategy for backlog archaeological projects: target - June 2008.	Achieved	Strategy agreed within stipulated timescale and first projects currently being progressed.	
10	Implementing eBuy and eProcurement systems within the Inspectorate, working with the Agency's Procurement Unit: target - April 2009.	Achieved	eBuy System successfully implemented on 01 November 2008	
11	Meet statutory and agreed deadlines as a consultation authority (on behalf of Scottish Ministers) for strategic environmental assessment. These are: Screening responses – within 28 days. Scoping responses – within 35 days Environmental reports – as agreed.	Achieved	414 consultations, including screening and scoping requests as well as environmental reports were received for comment. All screening and scoping requests responded to within statutory timeframes	100%

Target	Description	Achieved/Not Achieved/In Progress	Update/Comment	Figure (where applicable)
12	Meet statutory and agreed deadlines as a consultee (on behalf of Scottish Ministers) under the Environmental Impact Assessment Regulations. These are: Scoping responses – within 5 weeks or other agreed period Environmental Statements - within 4 weeks or other agreed period.	Achieved	326 consultations including pre-screening, screening and scoping requests as well as Environmental Reports. All screening and scoping requests responded to within statutory timeframes	100%
13	To undertake regular liaison with other consultation authorities – the Scottish Environmental Protection Agency and Scottish Natural Heritage – and with the Scottish Government SEA Gateway over the application of SEA legislation in Scotland	Achieved	Regular meetings held with Scottish Government SEA Gateway including other key agencies plus capacity building meetings direct with Local Authorities (26 projects over last year)	

PROPERTIES IN CARE
Conservation and Maintenance

Target	Description	Achieved/Not Achieved	Update/Comment	Figure (where applicable)
1	Achieve planned progress in eight out of ten programmed high priority conservation projects each year	Not Achieved	Funding was taken from 3 programmes as part of the spending review.	6 out of 10 achieved.
Target	Description	Achieved/Not Achieved/In Progress	Update/Comment	Figure (where applicable)
2	Review of Ancillary Accommodation for Asset Management Register to be completed by 2011. Develop a forward plan by the end of 2011 but with initial projects for further investigation highlighted in 2008.	Achieved	A new policy for residential accommodation has been drawn up. Lease reviews are in place and a policy for business cases is in progress.	Review continues and due for completion by 2011.
3	Best value review of professional services to be completed by November 2008	Achieved	Review of professional resource branch completed and signed off by SMT. Phases 1 and 2 complete (architects input to Grants and review of Professional resource branch)	Review due to report to SMT August 09. Phase 3 review on target and due to report to SMT August 09.
4	Complete roll-out of incident response framework across PIC on a prioritised basis with completion of all sites by 2011	Ongoing	No 2008 related business plan objective. Framework achieved and roll out planned.	Documentation for staffed sites to be issued during 2009. Target on line to be achieved.
5	Agree implementation strategy arising from Health and Safety risk assessments and create a programme of works to be completed by March 2011.	Ongoing	No 2008 related business plan objective. Monument Access Group meetings will encompass DDA and H&S issues and provide an operational guide to ensure consistent approach.	On-going objective.

Major Projects

Target	Description	Achieved/Not Achieved	Update/Comment	Figure (where applicable)
1	To ensure that in March 2011 the Stirling Castle Palace Project is on schedule and within budget	Achieved	Site work progressing within timescales and budget.	Complete contract by March 2011
2	Produce and actively manage a prioritised rolling programme of capital projects across the estate.	Achieved	Monitored progress and spend	On-going objective
3	Prepare a business plan and options appraisal recommending a solution for replacement visitor facilities at Maeshowe to present to the Historic Scotland Board by January 2009.	Not Achieved	Options have been identified and preliminary discussions have taken place on the preferred option. Discussions to take place with the Director of Finance and the Director of the Inspectorate. Progress has been delayed until HSB consider the proposal in June 09.	On-going objective

Visitor Services and Business Development

Target	Description	Achieved/Not Achieved	Update/Comment	Figure (where applicable)
1	Achieve visitor numbers of 3.1m by 2010, aiming to retain that level for the final year of the plan. Achieve visitor numbers of 3.077m in 2008-09.	Not Achieved	Due to the current climate this has been difficult to achieve.	We welcomed 2.9m visitors. This is down 5% on budget and down 9% on last year. Target set for 2.9m visitors for 2009-10.
2	Record 78% of visitors reporting a Value for Money rating of "Excellent" or "Good" by 2011. Record 73% rating in 2008-09.	Achieved	Target exceeded	Outturn figure of 86.80%.

Target	Description	Achieved/Not Achieved	Update/Comment	Figure (where applicable)
3	Grow membership numbers to 90,000 by 2011. Grow member numbers to 84,000 in 2008-09.	Achieved	Target exceeded -ahead of the 2011 target.	Membership numbers peaked at 90,726 for this year in September. Revised target for 2009-10 is 100,000 members.
4	88% of sites achieving 4 or 5 star visitor status by 2011. 85% rating for 2008-09.	Achieved	Target for 2008-09 achieved.	85% achieved in 2008-09. Target on-going to 2011.
5	Develop and roll out electronic admissions and retail systems to all sites by 2011. Appoint consultants to assess the current systems in 2008.	Achieved	New programme to be devised and business case prepared for new admissions and retail system by end May 2009. Note: new programme has since been devised.	If bid successful and funding secured the programme will show tendering process underway in 2009 and contracting and implementation 2010-11.
6	40% of admission sales to Edinburgh Castle sold in advance by 2011	Ongoing	On average 28% of visitors to Edinburgh Castle are entering the castle without visiting the ticket office compared to 2007-08. Expect target to be achieved. No 2008 business plan objective; performance against ECVR business plan targets monitored elsewhere.	40% of admission sales to Edinburgh Castle sold in advance by 2011 on-going objective. .

Target	Description	Achieved/Not Achieved	Update/Comment	Figure (where applicable)
7	Establish a volunteering scheme at Stanley Mills by 2011. Project scoped in 2008.	Ongoing	The entire team at Stanley visited the Scottish Mining Museum in February, met with various members of the team there, and discussed volunteering. There are many volunteers at the Museum involved in numerous different projects, and this highlighted the supervision, training and assistance required from regular staff. Objective on target to be achieved.	Unsure whether this objective will remain in the same format. A volunteer co-ordinator post is required (Doreen Grove is trying to arrange this). In the short term Stanley will continue to use ad-hoc volunteers (mainly former staff).

Understanding and Access

Target	Description	Achieved/Not Achieved	Update/Comment	Figure (where applicable)
1	Achieve a target of 73,000 visits through the free educational visits scheme by March 2011.	Achieved	Target exceeded	Total of 76,672 visits in 2008-09. Target of 73,000 remains for 2009-10.
2	Support statutory formal education by providing a Curriculum for Excellence focused programme of schools activities for pupils aged 3-18 at 28 sites across Scotland by March 2011. Target to reach 24 sites in 2008-09.	Achieved	Target exceeded	Schools programme is running at a total of 30 sites. Target of 28 sites remains for 2009-10.
3	Support the social justice agenda by providing a schools outreach programme throughout Scotland for 20 primary schools per annum in areas of multiple deprivation or rural isolation.	Achieved	Objective achieved by end of the third quarter.	Outreach tour delivered to 20 primary schools. Target remains for 2009-10.

Target	Description	Achieved/Not Achieved	Update/Comment	Figure (where applicable)
4	Development of two PIC Microsite web sites in 2008.	Achieved	Target exceeded	Design templates completed. Content for Whithorn, Picts and Trinity all developed. To be uploaded by web team during April/ May. Roll out content for additional sites (number TBC once budget agreed).
5	Complete the Sites and Monuments database with the archaeological data enhancement for a cross-section of 50 PICs small to large by 2009.	Achieved	Completion of database design process.	Software purchase & installation in CRT. Roll-out to C&M is expected in 2009-10.
6	Develop eight guidebooks in line with the guidebook programme.	Achieved	Target exceeded	10 titles completed including 9 official souvenir guides, 1 equivalent publication in CD ROM format for St Vigeans Museum and 1 Homecoming volume. On-going roll-out of OSG's and production of no less than 8 category C guides in 2009-10.
7	Publish a PIC archaeological research strategy by March 2009.	Not Achieved	Target not reached due to other work commitments.	Complete U&A parts of PIC research by end June 2009. Produce consultation draft, along with programme for implementation.

Target	Description	Achieved/Not Achieved	Update/Comment	Figure (where applicable)
8	Achieve Museums Libraries and Archives Council accreditation by 2011 and develop strategy for individual site accreditation.	Ongoing	Start of formal application process. Preparation & submission of core application & site applications for Melrose Abbey & Skara Brae. On target to achieve.	Prepare further site-specific applications (subject to successful core application).

TECHNICAL CONSERVATION GROUP

Target	Description	2008-09	Achieved/Not Achieved	Update/Comment	Figure (where applicable)
1	Number of research projects managed.	12	Achieved		14 Achieved
2	The number of publications, articles and media outputs delivered	10	Achieved		
3	Number of outreach activities delivered	30	Achieved		
4	Volume of specialist technical advice provided	30	Achieved		359 Achieved
5	Number of HLF Bursaries awarded	30	Achieved	13 year long & 20 short term	33
6	Number of downloads of TC electronic media from HS website	30,000	Achieved		
7	Number of applied conservation projects completed.	10	Achieved	Major projects only	

CORPORATE SERVICES

Target	Description	Achieved/Not Achieved	Update/Comment	Figure (where applicable)
1	Delivering best value reviews/business area health checks for TCG, professional services, finance, human resources and marketing in 2008-09	Not Achieved	Not all health checks were carried out in 2008/09. TCG - COMPLETE Professional services - IN PROGRESS Finance - COMPLETE Human resources - COMPLETE Marketing - IN PROGRESS	
2	Initiating a further three best value reviews/business area 'health checks' in each of 2009-10 and 2010-11	Ongoing	Ongoing target which will be looked at in 2009/10	
3	Implementing agreed recommendations arising from the corporate services benchmarking study (2008-09)	Ongoing	Awaiting Scottish Government data analysis and report	
4	Participating in the delivery of IT enabled business improvement projects which will include:	In Progress		
	• Completing roll-out of the e-procurement by December 2008;	Achieved	eProcurement completely rolled out to the Agency on 28 November 2008	
	• A new casework management system for the Inspectorate by March 2009;	Not Achieved	New casework management system due for September 2009 (see Inspectorate return)	
	• Launch of the Historic Scotland Intranet in 2008;	Achieved	New HS Intranet was launched in November 2008	

Target	Description	Achieved/Not Achieved	Update/Comment	Figure (where applicable)
	<ul style="list-style-type: none"> Ongoing development of the Historic Scotland web site 	Ongoing	The development of the website is an ongoing process. Notable developments in 2008-09 include: Grants info going online; Online recruitment; New section on Climate Change; Added satellite navigation downloads for all our visitor attractions in Places to Visit; Added travel planner information to all visitor attraction pages.	
	<ul style="list-style-type: none"> Develop and roll out electronic admissions and retail systems by 2011 	Ongoing	New programme to be devised and business case prepared for new admissions and retail system by end May 2009. Note: new programme has since been devised.	If bid successful and funding secured the programme will show tendering process underway in 2009 and contracting and implementation 2010-11.
5	Review the operation of the Historic Scotland audit Committee in 2009	Achieved	Completed the self assessment checklist, revised the terms of reference, including 2 performance measures and developed a forward work programme.	
6	Ensuring at least 90% of Ministerial correspondence cases replied to within Scottish Government timescales	Not Achieved	87.85% of cases responded to within the timescales set out by SG	87.85%

Target	Description	Achieved/Not Achieved	Update/Comment	Figure (where applicable)
7	Respond to all information requests within 20 working days in line with the Freedom of Information (Scotland) Act 2002	Not Achieved	While the majority of requests were responded to within the 20 working days as set out in the Act, there were 3 requests that went over the 20 working days	68 requests completed in less than 20 working days 4 requests completed in 20 working days 3 requests completed in more than 20 working days

KEY PERFORMANCE TARGETS 2009-10

National Outcome – We value and enjoy our built and natural environment	
2009-10 Target	Commentary
1. Performance rating from Mystery Visits Programme – 89%	This target is based on visits to properties by trained assessors which yield a single score against a range of criteria. This target is at a high level (well above that of NTS and Forestry Commission who use the same contractor) but the target for 2009-10 is raised slightly. It fits with the “improving service to customers” objective of the action plan agreed between HS and the Minister.
2. Performance rating from visitor feedback forms at top 3 sites: 96% excellent or good.	New for 2009-10. This target is based on visitor feedback at Edinburgh, Stirling and Urquhart Castles, which together account for over 60% of visits to all Historic Scotland properties. The target is in line with recent survey results, but visitor expectations continue to rise. This fits with the “improving service to customers” objective of the action plan.
3. Performance rating from education visit appraisal forms – 93.5%	This target is based on the responses of teachers who bring school parties to HS sites. It is also at a high level and room for improvement is limited, but the target for 2009-10 is raised slightly. This fits with the “improving service to customers” objective of the action plan.
4. Issue 18 new publications of general interest aimed at helping people value and enjoy the historic environment	New for 2009-10. This includes publications based on thematic listing programmes and technical research, new guidebooks and new microsites for particular properties. It does not cover publications such as reports of archaeological excavations for a specialist audience, publications for schools as part of our education programme or publications linked to the “protect and enhance” leg of the National Outcome. This fits with the “communicating more positively” objective of the action plan.
National Outcome – We realise our full economic potential with more and better employment opportunities for our people	
2009-10 Target	Commentary
5. Historic Scotland earned income - £24 million	Income for 2009-10 is difficult to forecast. This target was agreed with the Minister on the understanding that it would be reviewed in the light of quarter 1 performance.

National Outcome – We are better educated, more skilled and more successful, renowned for our research and innovation	
2009-10 Target	Commentary
6. Eight 12 month Bursary Awards and 125 short term placements aimed at the National Progression Award (NPA) in Conservation of Masonry	New for 2009-10. These bursaries and short term placements are aimed at the new qualification established in 2007 in partnership with HLF, SQA, Constructionskills and Scottish Enterprise. This is linked to the “working better with partners” objective of the action plan.

National Outcome – We and protect our built and natural environment and enhance it for future generations	
2009-10 Target	Commentary
7. To reach a view on 80% of scheduled monument consent applications within 5 weeks	No change. This and the other casework targets are linked to the “improving service to customers” objective of the action plan.
8. To reach a view on 97% of applications for listed building and conservation area consents within 28 days	No change.
9. To reach a view on 90% of statutory planning consultations within 14 days	This was a new target for 2008-09 in recognition of the Government’s intention to make the planning system more responsive.

National Outcome – Our public services are high quality, continually improving, efficient and responsive to local people’s needs	
2009-10 Target	Commentary
10. Cash-releasing efficiency gains on all non-grant expenditure – 2%	This reflects the target set by the Government following the conclusion of the 2007 Spending Review. This target amounts to £1 million per year in Historic Scotland.
11. A positive balance of 20% in the responses in a survey to a question about whether HS has got better at engaging with stakeholders	New for 2009-10. This is designed to capture the overall success of the action plan.