

HISTORIC SCOTLAND BOARD

1. KEY PERFORMANCE TARGETS 2008-09: QUARTER 4 PROVISIONAL OUTTURNS; AND

2. KEY PERFORMANCE TARGETS 2009-10: PROGRESS UPDATE

Purpose

1. To inform the Board of provisional outturns for Key Performance Targets (KPTs) 2008-09 and to provide an update on progress towards approval of KPT proposals for 2009-10.

Priority

2. Routine

Key Performance Targets

3. The provisional outturns for 2008-09 are attached at Annex A. Seven out of the nine key performance targets have been provisionally 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 monthly report from PIC for details. A full analysis of the audited position will be provided for the end of May.

Efficiency

5. The shortfall of £0.260 million projected in February 2009 has not materialised but the forecast outturn remains £0.123m short of the £1 million target. Annex B sets out the 3 year efficiency programme and highlights the provisional status of efficiency projects at the end of the first year.

6. Please note, however, that we are still in the process of calculating a number of efficiencies, particularly those which have emerged towards the end of the year, and pursuing confirmation of the validity of calculation methodologies with the SG Efficient Government Unit. There are indications that the potential exists to fully meet the target. This target, as with all the others, is subject to audit so a cautious understatement of the provisional outturn is provided here. Final, validated outturns will be reported in due course.

Key Performance Targets 2009-10

7. Following discussion at February's Board, a paper setting out the proposed KPTs for 2009-10 went forward to Leslie Evans on 6 March. The proposals, which are set out to show the contribution HS is making towards the Scottish Government's national outcomes, are provided at Annex C.

8. For 2009-10, in light of discussions with the Minister, we proposed four new KPTs:

- Percentage of visitors at our top three sites (Edinburgh, Stirling and Urquhart castles) who rate their visit as excellent or good;
- Performance rating from mystery visits to Events Programme;
- Number of new publications aimed at helping people to value and enjoy the built environment and protect it and enhance it for future generations; and
- Bursary Awards and short term placements aimed at developing traditional skills.

9. The first of these represents 60% of visitors to our properties. It captures directly the views of visitors and complements the targets for 'mystery visits' based on feedback from independent auditors and from leaders of education visits. The second focuses on our popular events programme aimed at family days out. The third embraces a range of publications relating to 'enjoyment' (e.g. guidebooks) and 'protection' (e.g. our technical 'Inform' guides on specific conservation issues). The fourth is a good example of collaborative working with others (Scottish Enterprise, Heritage Lottery Fund, Scottish Qualifications Authority and ConstructionSkills) in pursuit of a national outcome.

10. As a consequence of including new KPTs, and in order to restrict the total number to eleven, we have dropped two previous KPTs relating to the Stirling Castle Project and policy related issues. The Stirling Castle Project main contract is due to be completed by March 2010 and our programme of Scottish Historic Environment Policies is nearing completion.

11. We are now waiting for formal approval of the proposals for 2009-10 but the Minister has agreed in principle an income KPT of £24.0m.

Conclusion

12. The Board is invited to:

- Note the provisional outturns for 2008-09 KPTs;
- Note that the final outturn for the business improvement and other targets in the Corporate Plan will also be reported in June; and
- Note the KPTs for 2009-10 submitted to Ministers.

DENISE MATTISON
Corporate Development Manager
15 April 2009

KEY PERFORMANCE TARGETS 2008-09: PROVISIONAL 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

PROPOSED KEY PERFORMANCE TARGETS 2009-10

Proposed 2009-10 Targets	Commentary	Targets 2008-09
Contributing to national outcome – valuing and enjoying the built environment		
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 I propose that you raise it slightly.	Performance rating from Mystery Visits Programme – 88.5%
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.	N/A
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 consequently limited, but I propose that you raise it slightly.	Performance rating from education visit appraisal forms – 93%
4. Performance rating from mystery visits to Events Programme – 95%	This is a new target based on the mystery visit results for a basket of ten major events to be held at properties across the country – for example: jousting at Fort George and ‘Cross and Saltire’ at Arbroath Abbey. Past results for events have been quite variable and this is a stretching target	N/A
5. Issue 18 new publications of general interest aimed at helping people value and enjoy the historic environment”	This target includes publications based on thematic listing programmes and our technical research, new guidebooks and new microsites for particular properties. It does not cover other publications such as reports of archaeological excavations etc for a specialist audience, publications for schools as part of our education programme and publications linked to the “protect and enhance” leg of the National Outcome.	N/A

Proposed 2009-10 Targets	Commentary	Targets 2008-09
Contributing to national outcome – realising full economic potential		
<p>6. Historic Scotland earned income - £24 million. [As per discussion with Minister on 19 March 2009.]</p>	<p>Income for 2009-10 is extremely difficult to forecast. The proposed target of £22.9 million is against a backdrop of:</p> <ul style="list-style-type: none"> • expected out-turn of £23.7m against target of £25.87m for 2008-09; • downward trend in visitor numbers throughout 2008, which HS expect to continue through the main season in 2009 because of the current economic climate; • the retail operation is showing a similar downward trend and the outlook does not look strong; • a recent sharp downturn in functions and corporate events at HS sites, an area of business likely to decline still further; • the absence, so far, of any discernible impact on income from Homecoming, despite the range of events HS are promoting to capitalise on it; • a discussion at the HS Board meeting last week where the Board endorsed the proposed target as likely to represent good performance in an exceptionally tough year. 	<p>Historic Scotland earned income - £25.879 million.</p>
Contributing to national outcome – more skilled		
<p>7. Eight 12 month Bursary Awards and 125 short term placements aimed at the National Progression Award (NPA) in Conservation of Masonry.</p>	<p>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.</p>	<p>N/A</p>

Proposed 2009-10 Targets	Commentary	Targets 2008-09
Contributing to national outcome – protect and enhance the built environment for future generations		
8. To reach a view on 80% of scheduled monument consent applications within 5 weeks.	No change	To reach a view on 80% of scheduled monument consent applications within 5 weeks.
9. To reach a view on 97% of applications for listed building and conservation area consents within 28 days	No change	To reach a view on 97% of applications for listed building and conservation area consents within 28 days
10. 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. I know Mr Swinney wants to see the target increased to 90%.	To reach a view on 70% of statutory planning consultations within 14 days in 2008-09 rising to 90% in 2009-10.
Contributing to national outcome – high quality, continually improving and efficient public services		
11. 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.	Cash-releasing efficiency gains on all non-grant expenditure – 2%