

HISTORIC SCOTLAND BOARD

Paper Title: PIC BUSINESS PLAN 2007-2012

Purpose

1. This paper introduces the 2007-2012 Business Plan for Properties in Care.

Priority

2. Routine.

Actions required of Historic Scotland Board

3. The Board is invited to note the Business Plan of Properties in Care, which will be circulated at the meeting, and raise questions either at the meeting or outside.

Background

4. The Business Plan is prepared annually, and concentrates in detail on the current year, but looks more broadly over a 5-year planning horizon. There are several reasons for this: many of our projects need the length of planning timetable to bring them forward; much of our work is ongoing so we need to plan internal staff and other resources carefully; the organisation is geographically and functionally diverse, so we need to look ahead so that commitment to agreed work programmes can be built into all the necessary forward plans.

The Business Plan fulfils many functions; it is a means of communicating our priorities across 700+ staff; it draws together all the top level objectives and priorities of both Properties in Care as a whole and individual Branches; it provides a framework for managing and monitoring our activity through PIC Management Group.

The process of creating of the Business Plan is also a means of drawing together not just the top level managers of PIC Management Group, but also all staff who have an active and inclusive role to play in pulling together our business objectives.

This is only the second year that PIC has had such a plan, so its structure and content can still be seen as flexible. Already, however, it is serving its primary purpose of providing a clear and consistent documentation of our priorities.

Headline Messages

5. There are several important messages that the Plan seeks to emphasise not just to staff but also outside partners. The central one is that of quality and being “world class” in what we do. This is not just an aspiration but also an expectation. The reality is that we are very well respected in all our work, and our feedback measures on quality all show this to be the case. Our benchmarking against other organisations shows us to be consistently professional and of high quality.

The second core message is that of teamwork and a lot of effort has been put into getting the procedures and systems in place to encourage and enable teamwork. Project planning, branch planning and team structures have all be addressed over the past 12 months.

Finally, Properties in Care is continually increasing the consistency of our work within and between Branches, and we are continually working to be more efficient, effective and economic in our work.

Objectives

6. The majority of objectives develop from year to year, so there are no significant policy or operational shifts in this plan from the 2006/07 Business Plan. However, a number of important features and issues are worth noting.

- ◆ The complexity of our work across 345 sites is large. We are responsible for a wide range of statutory and operational objectives.
- ◆ The budgets available not only have to stretch across 345 sites, but they are constantly under efficiency pressures and, in parallel, need to cover increasing and legitimate requirements such as health and safety, equality, sustainability and social inclusion.
- ◆ Our conservation budgets are increasingly having to be used to cover small and/or routine maintenance projects. Having completed a full range of Condition Surveys for our portfolio, we are aware than many large conservation projects will become critical in the medium to long term.
- ◆ The income targets remain challenging. The visitor figures across Scotland remain relatively flat, and forecasts for the future continue this trend. There is, however, increasing pressure to grow our income at a higher rate than is currently the case.
- ◆ There are several areas of our work where links with the rest of Historic Scotland and the wider historic environment and its stakeholders are critical. In our conservation work, visitor and tourism, education and conservation policies our internal and external relationships are vital.

Summary

Copies of the Business Plan will be circulated at the meeting. Any questions arising from the brief presentation can be answered at the Board meeting, but additionally, any individual or subsequent points can be discussed with the Director of Properties in Care separately.

PETER BROMLEY

Properties in Care

17 April 2007