

## Corporate Plan 2005-08: Review of Operational Targets and Other Important Measures

### 1. Operational Targets

<b>New Operational Targets</b>			
<b>Group</b>	<b>Operational Target</b>	<b>Comments</b>	<b>Lead Officer</b>
Policy Group	To develop a range of measures designed to capture the economic benefits of grant-aided building repair work.	This work will be informed in part by the outcomes of our Historic Environment Audit (2007/08), possible development of the Buildings at Risk Register as a management tool (2008/09); evaluation of the Historic Environment Regeneration Fund schemes (2008/2012), and consideration of a forthcoming HEACS report on the economic benefits of the historic environment (2008/09).	Donald Carmichael
Inspectorate	To complete 100% of the administration in respect of resurvey of Western Strathdon and Inverness which took place in 2005-06.	This measure was originally proposed as an Agency Key Performance Target. Now included as an Operational Target.	Sally Foster
Inspectorate	Rationalise all non-statutory C and B for group listings.	This measure was originally proposed as an Agency Key Performance Target. Now included as an Operational Target.	Deborah Mays

<b>New Operational Targets</b>			
<b>Group</b>	<b>Operational Target</b>	<b>Comments</b>	<b>Lead Officer</b>
PIC	Completion of a national “smoothing” exercise to set standards for physical access interventions at staffed sites by March 2008.	New target follows completion of Disability Discrimination Act audits of all staffed sites by access consultants by the original deadline. An implementation strategy has been drawn up. Straightforward projects have been set into an agreed programme, and some are underway or completed. Other more invasive suggestions are being considered as part of a national “smoothing” exercise which will ensure impacts are minimised. This section of the implementation requires more time than originally anticipated to ensure a consistent philosophical approach is maintained. Where physical access cannot reasonably be provided a programme of intellectual access solutions is being developed.	
PIC	Complete risk assessments for all unstaffed sites and agree a programme of works by March 2008.	New targets follow completion of risk assessments and programmes of work for staffed sites.	

<b>Amended Operational Targets</b>					
<b>Group/Ref No.</b>	<b>Current Operational Target</b>	<b>Proposed Operational Target</b>	<b>Comments</b>	<b>Lead Officer</b>	
Inspectorate OP 8	Visit and report on 60% of scheduled monuments by 31 March 2008 (within an overall target of visiting each monument over a 5 year period).	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)	Currently rate = 25%. To meet target 5.74 WTE additional Monument Warden posts required. Estimate cost = £168,750 including set up and T&S, plus resource to cover an additional 86 person hours per week spread across admin and casework posts.	Louise Donnelly	
Inspectorate OP 9	Publish a revised Management Plan for the Orkney World Heritage site by 31 March 2007.	Extend target date (dependent on appointment of World Heritage Site co-ordinator).	Demands too much time within current NW Team resources, in process of setting up WHS co-ordinator post. Unlikely to meet 2007 target.	Olwyn Owen	
Inspectorate OP 19	Publish Scotland's Scheduled Monuments – a Guide for Owners and Occupiers by 31 March 2006.	Amend target date to 31 March 2007	Tied to SHEP	Sally Foster	
Inspectorate OP 21	Produce guidance and standards on the issue of informal advice from Historic Scotland on listed building consent cases following discussion with local authorities.	Replace with: Introduce structures to ensure quality control and consistency of advice to local authorities on listed building consent and GDPO referrals and scheduled monument applications.	We do not give <i>informal</i> advice.	Louise Donnelly	
PIC OP 17	Produce Interim Statements of Cultural Significance for all Properties in Care by 31 March 2006.		Transfer from Inspectorate.	Doreen Grove	

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<b>Group/Ref No.</b>	<b>Current Operational Target</b>	<b>Proposed Operational Target</b>	<b>Comments</b>	<b>Lead Officer</b>	
PIC OP 25	Complete the programme of capital and major projects by 31 March 2008.	<ul style="list-style-type: none"> <li>• Complete the Major Project at Stanley Mills by Nov 2007;</li> <li>• Complete the Edinburgh Castle Visitor Reception Project for March 2008;</li> <li>• Complete the SMC application and business plan for Stirling Castle Palace for May 2007.</li> </ul>	Target updated and made more informative.	Chris Watkins	
PIC OP 27	Agree programme of works from management plans for visitor health and safety risk assessments at staffed properties by 31 March 2006.	Agree programmes of work arising from management plans for visitor health and safety risk assessments at staffed monuments by March 2007.	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.	Sarah Morris	
PIC OP 28	Complete the national interpretation strategy by 31 March 2006.	Complete the national interpretation strategy by 31 March 2008.	Prioritisation of Major Projects in 2006 and 2007 has seen this work rescheduled.	Genevieve Adkins	

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PIC OP 29	Complete interpretive planning and design for Stirling and Stanley Mills projects by 2006/07.		Complete interpretive planning and design for Stirling and Stanley Mills projects by 30 November 2007.		These works will continue in line with the revised programmes for Major Projects as set out in OP 25.	Genevieve Adkins
PIC OP 30	Roll out new guidebook programme to 12 sites by 31 March 2008.		Deliver 15 guidebooks by 31/03/07.			Genevieve Adkins
PIC OP 32	Provide 20 downloadable curriculum-linked site profiles by 31 March 2008.		Increase the target to 30.		Target already been achieved.	Jenny Hess
PIC OP 34	Attract 3.14 million visitors by 31 March 2008.		Target of 3.13 million.		We are proposing a target of 3.13 million for next year based on a forecast out-turn of 3.12 million for 2006/07. This may look like a soft target, but it is unlikely that we will achieve the same increase in April during the Free Weekend and the focus for the team is growing income faster than visitor numbers in the year ahead. <b>Note: this is provisional and linked to the income KPT for 2007-08 on which a decision is yet to be taken.</b>	Fiona Docherty

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PIC OP 35	Achieve retail income of £6.42 million by 31 March 2008.		£6 million.		We are proposing a target of £6 million; 4% year on year growth based on the forecast out-turn of £5.768 million for 2006/07. <b>Note: this is provisional and linked to the income KPT for 2007-08 on which a decision is yet to be taken.</b>	Fiona Docherty
PIC OP 36	Achieve admissions income of £11.92 million by 31 March 2008.		Target of £12.181 million.		We are proposing a target of £12.181 million; 5% year on year growth based on the forecast out-turn of £11.557 million for 2006/07. <b>Note: this is provisional and linked to the income KPT for 2007-08 on which a decision is yet to be taken.</b>	Fiona Docherty
PIC OP 37	Achieve other commercial income of £5.53 million by 31 March 2008.		Target of £5.659 million.		We are proposing a target of £5.659 million; 5% year on year growth based on the forecast out-turn of £5.371 million for 2006/07. <b>Note: this is provisional and linked to the income KPT for 2007-08 on which a decision is yet to be taken.</b>	Fiona Docherty
Continuous Improvement (CDU) OP 51	Deliver eRDM and image management systems by 31 March 2007.		Deliver image management system by 31 March 2007.  Revisit eRDM business case for by 30 June 2007.		Image Management system delivered. eRDM – SMT decided not to pursue eRDM within the timescales originally set.	John Barber

<b>Removed Operational Targets</b>			
<b>Group</b>	<b>Operational Target</b>	<b>Comments</b>	<b>Lead Officer</b>
Policy Group OP 1	Publish Scottish Historic Environment Policy as follows: Year      Number 2005-06      3 2006-07      3 2007-08      3	This is now a KPT so will no longer be reported on as an operational target.	Donald Carmichael
Policy Group OP 2	It is not easy to assess the secondary impacts of grant-aided building repair work. We plan to undertake further work with stakeholders and Audit Scotland and to collaborate with colleagues in England, Wales and Northern Ireland to develop meaningful measures to assess the impact of our work in these areas	SMT has agreed not to pursue formal UK-wide benchmarking in the context of HS grant schemes.	Donald Carmichael
Inspectorate OP 9	Completing the geophysical survey of the inner buffer zone of The Heart of Neolithic Orkney World Heritage Site.	HS has grant-aided geophysics work in Orkney over a number of years, however we are not carrying out this work ourselves or commissioning it directly so this should not be our target.	Olwyn Owen
Inspectorate OP 11	Publish Historic Scotland Operational Guidance on Scheduling on internet by 31 March 2006.	Overtaken by SHEP initiative.	Sally Foster
Inspectorate OP 23	Publish the Streetscape Manual by 31 March 2008	Dumfries and Galloway were to lead. Currently in abeyance. Remove due to review of priorities by HS and Dumfries and Galloway.	Louise Donnelly

## 2. Other Important Measures

<b>New Other Important Measures</b>			
<b>Group</b>	<b>Other Important Measures</b>	<b>Comments</b>	<b>Lead Officer</b>
	None to add		

<b>Amended Other Important Measures</b>						
<b>Group</b>	<b>Current Important Measures</b>	<b>Other</b>	<b>Proposed Important Measures</b>	<b>Other</b>	<b>Comments</b>	<b>Lead Officer</b>
Policy Group OIM 2	Number of properties on the Buildings at Risk register (BARR), by local authority.		<b>Annual collation</b>		The information is available from the SCT but these BARR benchmarks are nonetheless fairly meaningless because the BARR's coverage is patchy and the BARR is not used as a management tool. This may change in the light of ongoing discussion with SCT and the outcomes of the HE Audit. We could use the BARR as one indicator of the success of our grants programme, if it was developed and used more consistently. It is likely to be 2008/09 before we can engineer meaningful change in the usefulness of the BARR. In the meantime, these two OIMs can remain, with the above caveats, annual rather than quarterly data collection, and perhaps a new OP to cover development of the BARR (see OP2 below).	Donald Carmichael

<b>Amended Other Important Measures</b>						
<b>Group</b>	<b>Current Important Measures</b>	<b>Other</b>	<b>Proposed Important Measures</b>	<b>Other</b>	<b>Comments</b>	<b>Lead Officer</b>
Policy Group OIM 3	Number of properties removed from the Buildings at Risk Register (BARR) by local authority.		<b>Annual collation</b>		The information is available from the SCT but these BARR benchmarks are nonetheless fairly meaningless because the BARR's coverage is patchy and the BARR is not used as a management tool. This may change in the light of ongoing discussion with SCT and the outcomes of the HE Audit. We could use the BARR as one indicator of the success of our grants programme, if it was developed and used more consistently. It is likely to be 2008/09 before we can engineer meaningful change in the usefulness of the BARR. In the meantime, these two OIMs can remain, with the above caveats, annual rather than quarterly data collection.	Donald Carmichael
Policy Group OIM 9	Combined turnover of City Heritage Trusts		<b>Annual collation</b>		This seems a rather pointless measure since the City Heritage Trust turnover is predictable, it being a capped scheme. Information becomes available with the annual accounts – so it will always appear “red” until the end of the Financial Year. We can, however, leave it be, since the aim may simply be to signal our interest in the annual accounts and full use of the associated grant.	

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<b>Group</b>	<b>Current</b>	<b>Other</b>	<b>Proposed</b>	<b>Other</b>	<b>Comments</b>	<b>Lead Officer</b>
	<b>Important Measures</b>		<b>Important Measures</b>			
Inspectorate OIM 6	Number and range of grants to owners of ancient monuments.		<b>Transfer</b> from Policy Group to Inspectorate. <b>Delete</b> “and range”. <b>Annual collation</b> of total amount broken down into bands.		Currently under Policy Group in CIP but lies within the Inspectorate. <i>Range</i> is not defined. Figures fluctuate throughout the year so annual collation is preferable.	Noel Fojut
Inspectorate OIM 10	Number of scheduled ancient monuments (SAMS) by local authority area.		<b>Annual collation</b> instead of quarterly. We will report on total number and provide a suitable breakdown. <b>Replace</b> SAMS with scheduled ancient monuments		Will be required for historic environment audit.	Donna Stewart
Inspectorate OIM 11	Number of SAMS consent cases by local authority area and type of work		<b>Annual collation</b> instead of quarterly. <b>Replace</b> SAMS cases with scheduled ancient monuments cases. <b>Delete</b> <i>type of work</i>		Will be required for historic environment audit. Inconsistent terminology. <i>Type of work</i> not meaningful measure and data not held.	Donna Stewart
Inspectorate OIM 12	Number of SAMS reported by Monument Wardens to have been damaged in the course of the year by natural decay/deterioration and human action.		<b>Reword:</b> Number of scheduled ancient monuments reported to have been damaged by unauthorised works.		Significant number of monuments subject to natural decay. More meaningful measure would be number of formal damage cases.	Donna Stewart
Inspectorate OIM 14	Number of management agreements with owners of SAMS.		<b>Replace</b> SAMS with scheduled ancient monuments. We will report on <b>annual total</b> of active agreements.		Inconsistent terminology. We assume this to be the total number where payments are being made. Agreements run over a number of years.	Donna Stewart

<b>Amended Other Important Measures</b>						
<b>Group</b>	<b>Current Important Measures</b>	<b>Other Important Measures</b>	<b>Proposed Important Measures</b>	<b>Other</b>	<b>Comments</b>	<b>Lead Officer</b>
Inspectorate OIM 15	Number of listed buildings by category and local authority area.		<b>Annual collation</b> instead of quarterly. We will report on total number and provide a suitable breakdown.		Will be required for historic environment audit.	Donna Stewart
Inspectorate OIM 16	Number of listed building consent applications by local authority area and type of alteration/work.		<b>Annual collation</b> instead of quarterly. <b>Insert</b> <i>and conservation area consent</i> <b>Delete</b> <i>type of work</i>		Will be required for historic environment audit. Conservation Area Consent should also be included. <i>Type of work</i> not meaningful measure and data not held.	Donna Stewart
Inspectorate OIM 17	Number of listed buildings for which demolition consent is given/refused.		<b>Replace</b> with <i>Number of building consent applications for demolition referred to the Scottish Ministers.</i>		This specific data cannot be extracted by IT system. HS does not grant consent, so we do not know if local authorities issue consent following HS consultation. If local authority refuses consent application isn't notified to HS so no means of measuring. LAs do have data on LBC/CAC cases which could be sifted to extract those which relate to demolition. This would require prior notification by HS that we intend to collect this data on what timescale.	Donna Stewart
Inspectorate OIM 19	Number of conservation area consents for demolition by area.		<b>Replace</b> with <i>Number of Conservation Area Consent Applications (for demolition) referred to the Scottish Ministers.</i>		See OIM 17 above.	Donna Stewart

<b>Amended Other Important Measures</b>						
<b>Group</b>	<b>Current Important Measures</b>	<b>Other</b>	<b>Proposed Important Measures</b>	<b>Other</b>	<b>Comments</b>	<b>Lead Officer</b>
Inspectorate OIM 20	Number of protected wrecks.		<b>Annual collation</b> instead of quarterly. We will report on total number and provide a suitable breakdown.		Two different protection types under different legislation: Scheduled and Designated.	Donna Stewart
Inspectorate OIM 21	Number of sites on the Inventory of Gardens and Designed Landscapes, by local authority area.		<b>Annual collation</b> instead of quarterly. We will report on total number and provide a suitable breakdown.		Non-statutory status of post-1998.	Tony Cairns

<b>Removed Other Important Measures</b>			
<b>Group</b>	<b>Other Important Measures</b>	<b>Comments</b>	<b>Lead Officer</b>
Inspectorate OIM 13	Number of scheduled ancient monuments de-scheduled.	Information will be provided in breakdown under OIM 10	Donna Stewart
Inspectorate OIM 18	Number of listed buildings known to have been demolished without consent by area.	In most local authorities where they intend to take follow-up action, a retrospective application is made. These cases will be included in the refusal figures. It would appear that no formal record is kept of those cases which are known but no further action is to be taken. May be required for historic environment audit. No means of measuring this, as it normally falls outwith the existing consents system unless retrospective. Reliant on notification by public/local authorities.	Donna Stewart
Inspectorate OIM 22	Measures to mitigate the threat posed by agricultural ploughing: Number of sites excavated suffering damage where conservation is impossible; and- Number of projects relating to major plough land landscapes supported.	Too narrow – why ploughing and nothing else?	Noel Fojut
Continuous Improvement (CMU) OIM 37	Return on investment of new web developments.	If we have no plans to collect this information, this measure could be removed. However, post-project reviews and collection of information on return on investment is a larger issue across the Agency.	Pat Connor

CDU, February 2007