

ENVIRONMENT, PLANNING AND TRANSPORT COMMITTEE

Date: Wednesday 1 November 2000

Time: 2:00 pm - 5:00 pm

Venue: Committee Room 1, National Assembly Building

CADW MID TERM REPORT

Purpose

To report on Cadw's performance against Agency targets contained in the Corporate Plan and indicate broad pricing proposals for 2001-02.

Summary

Cadw met eleven of the thirteen targets in 1999-2000 and is likely to equal or improve upon that performance in the current year. For 2001-02 it is proposed to increase admission prices to the monuments in line with inflation but no more.

Timing

For consideration at the 15 November meeting.

Background and consideration

At Annex A is a table indicating out-turn against targets in 1999-2000 and performance to the halfway point (30 September 2000) in the current financial year. A brief explanation of each target is included.

The outputs to be measured in the strategic targets were decided in 1994-95 when the Agency was last reviewed, with the exception of the net cost per visitor target which was introduced in 1996-97. However, in quantitative terms the targets have changed over time.

Last year the conservation maintenance target (number 1) was achieved for the fifth year in a

row and although bad weather has delayed some projects in the current year we expect to achieve it once more. Haverfordwest Priory was opened to the public in 1999 and St Quentin's Castle (Llanblethian, near Cowbridge) earlier this year. We also believe that we will achieve the target for new community lists (number 2) which has risen from 40 in 1994-95 to 80 at present. Ad hoc listing cases (number 3) are also being resolved within timescales. Last year we marginally exceeded the target for scheduling actions (number 4) and in view of the number already completed at the halfway point may improve on that margin in 2000-01.

Timeliness targets associated with consent cases and grant applications (numbers 5 to 9) continue to be met.

Apart from these targets, which deal with efficiency and throughput, Cadw also aims (number 10) to achieve a market share of 63% of the number of visitors to the top twenty heritage sites in Wales. Last year we succeeded in attracting 62% of visitors - Cadw's most visited sites (Caernarfon and Conwy Castles) are particularly

dependent upon overseas visitors who may have been deterred by the high value of the pound. We welcomed 1.17 million paying visitors in all. Although numbers have declined in the current year (820,000 compared to 825,000 between April and September 1999) this seems to reflect general trends in tourism since our market share has recovered to 63%. We did not increase admission prices for the current year, and propose in 2001-02 to increase them by an average of no more than the rate of inflation, although there are likely to be some variations depending upon the performance of individual sites.

Apart from the costs of conservation, the costs of staffing and presenting the monuments in care to the public exceed the revenue which they earn, and so it is possible to work out a "cost per visitor". This had reached 55 pence in 1995-96. We adopted target number 11 - aimed at deficit reduction - for the first time in 1996-97 when it was set at 40 pence. This target has become more demanding since then, and we just failed to meet it last year (out-turn of 27 pence against a target of 25 pence). We are not able to calculate our progress against it in-year, but given the slight decline in visitor numbers it will be difficult to achieve. On the other hand we are confident of remaining within allocated budgets (number 12) and believe that the 2% efficiency gain (number 13) is likely to be realised, since work volumes associated with consent and grant cases are rising and being accommodated by systems and IT improvements rather than increases in staff.

Compliance

Cadw is required to produce a Corporate Plan under the terms of the Framework Document which defines its scope as an Executive Agency - there is no statutory basis. This paper indicates mid-year performance against the targets contained in the Corporate Plan. There are no other compliance issues.

Action for Subject Committee

The Committee is invited to note and comment on the performance report and pricing policy for 2001-02.

Contact point

Tom Cassidy, Chief Executive of Cadw: Welsh Historic Monuments.

Cadw

October 2000

ANNEX A

CADW: AGENCY TARGETS 2000-01

Target	Performance 1999-2000	Performance 1 April - 30 September 2000
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1	To complete 90% of the Conservation Maintenance Programme	91%	42%
	<i>This annual programme consists of a project list for the maintenance and consolidation of monuments in care, on which outside contractors as well as Cadw's own directly employed labour are engaged. The programme is put together by Cadw's Chief Architect and ratified by the Ancient Monuments Board</i>		
2	To complete 80 Resurvey Lists	80	35
	<i>We talk about "re"survey lists because an earlier (and very incomplete) survey of Wales took place in the 1960s. There are 866 community areas in Wales, and a list needs to be completed for each. 514 had been completed to 30 September 2000. About 1,200 individual properties are listed each year. The work has been contracted out, but is supervised by Cadw.</i>		
3	To resolve 75% of ad hoc listing cases within 17 weeks	95%	87%
	<i>Ad hoc listing (or more commonly, spot-listing) occurs outside the resurvey programme and in response to the threat of demolition or alteration to some significant building of which Cadw becomes aware. Cadw's own Inspectors undertake this work</i>		
	To complete 120 scheduling actions of which at least 90% involve additional protection	121	73
4		97%	95%
	<i>Scheduling gives protection to ancient monuments and archaeological remains. Cases which involve additional protection are distinguished from others because the action might be - for example - to de-schedule a monument</i>		

Target

		Performance	Performance
		1999-2000	1 April - 30 September 2000
5	To resolve 80% of listed building consent cases in four weeks and 90% in seven weeks <i>When local authorities choose to grant listed building consent, they must notify us, and there is an option to "call in" for the National Assembly's determination. In 1999-2000 832 cases were considered.</i>	85% 92%	93% 95%
6	To resolve 75% of schedule monument consent cases in 13 weeks and 90% in 17 weeks <i>Most works to scheduled ancient monuments require consent, and Cadw handles such cases (rather than the local authorities)</i>	88% 95%	95% 95%

7	To resolve 80% of historic building grant applications in 18 weeks	80%	91%
	<i>Historic building grants are available for the conservation of "outstanding" buildings and those which make a significant contribution to conservation areas. The legislation does not define "outstanding" and this judgement is made by the Historic Buildings Council, which considers all applications</i>		
8	To resolve 80% of ancient monument grant applications in 6 weeks	82%	87%
	<i>Ancient monuments grants to local authorities and private owners range from Aberystwyth Castle to more modest remains</i>		
9	To pay 90% of properly presented historic building	92% (hb)	91% (hb)
		96% (am)	100% (am)
	and ancient monument grant claims in 5 weeks		
	<i>Self-explanatory. All cases involve a degree of verification, and some require visits</i>		

	Target	Performance 1999-2000	Performance 1 April - 30 September 2000
		62%	63%
10	To achieve a market share of 63% of number of visitors to top 20 heritage sites		

The "top twenty" comprises thirteen Cadw properties, five National Trust and Cardiff and Pembroke Castles

11	To reduce direct net cost per visitor to 25p	27p	N/A
	<i>Apart from the costs of conservation, the costs of staffing and presenting the monuments in care to the public exceed the revenue which they earn, and so it is possible to work out a "cost per visitor"</i>		
12	To operate within allocated programme and direct running cost budgets	Prog 93%	Prog 41%
		DRC 97%	DRC 49%
	<i>Self-explanatory</i>		
13	Achieve efficiency savings of at least 2%	2%	N/A
	<i>Self-explanatory. Changes in productivity are calculated on the basis of a performance index which embraces fourteen of Cadw's principal areas of activity</i>		