

**ENVIRONMENT, PLANNING AND TRANSPORT COMMITTEE**

**Date:** Wednesday 7 March 2001  
**Time:** 2.00 to 5.00 pm  
**Venue:** Committee Room 2, National Assembly Building

**CADW - CORPORATE PLAN AND STRATEGIC TARGETS*****Purpose***

Each financial year Cadw produces a draft Corporate Plan and recommends strategic targets for the coming twelve months. This paper seeks the Committee's views on the draft plan and targets, prior to consideration by the Assembly Minister.

***Summary/Recommendations***

The Plan sets out the main activities for the Agency which are supported by a gross programme budget of £9,926k and direct running cost provision of £4,680k, and recommends performance targets for the coming year. The Committee is invited to endorse the draft Plan and targets.

***Timing***

The aim each year is to have an approved Plan and targets in place before the start of the financial year to which they relate.

***Background/Consideration***

At Annex A to the draft is a brief explanation of the targets, which also indicates out-turn against them in 1999-2000 and probable out-turn in 2000-01.

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 (number 11), which was introduced in 1996-97. However, in quantitative terms the targets have changed over time. For example, the number of resurvey lists to be completed (target 2) has risen from 40 in 1994-95 to 80 at present. We propose that two targets (numbers 3 and 6) should be increased in 2001-

02.

Cadw will increase admission prices to the monuments in care – and other prices of products and services – broadly in line with inflation in 2001-02, following endorsement by the Committee at its meeting on 15 November 2000 and agreement by the Assembly Minister.

### ***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. Cadw's budgets have already been agreed during the annual budgeting round. There are no other compliance issues.

### ***Cost-Cutting Themes***

Cadw co-operates with a number of other bodies interested in the built heritage in pursuit of related objectives, and these are reflected in the Plan.

### ***Action for Subject Committee***

The Committee is invited to note and comment on the draft Plan and targets, prior to consideration by the Assembly Secretary.

### ***Contact Point***

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

**Cadw**  
**February 2001**

## **CADW CORPORATE PLAN AND STRATEGIC TARGETS**

### **Aims**

Cadw's aims, as set out in its framework document, are:

- to ensure the preservation and conservation of the built heritage in Wales, for the benefit

- of present and future generations;
- to maintain and present to the public for their appreciation, education and enjoyment, the monuments in the care of the National Assembly;
- to earn income to offset the costs of these activities.

These are summarised in the statement: "To protect, to conserve and to promote an appreciation of the built heritage of Wales". The framework document sets seven main objectives for the Agency in pursuit of its aims.

## Objectives

*1. To promote the preservation of buildings of special architectural and historic interest through the exercise of the National Assembly's statutory powers to list such buildings, the operation of the statutory listed building consent procedures and the provision of advice and financial assistance in relation to the maintenance of buildings.*

1.1 The thematic survey of chapels in Wales was completed on schedule last year – all have now been assessed for listing. As part of the general programme of resurvey of the statutory list of buildings of special architectural or historic interest, Cadw aims to complete 80 community lists in 2001-02. Cadw recognises that areas of Wales and periods of its history have a distinct identity, and this will be reflected in the overall composition of the community lists. The programme will be carried forward by listing contractors in accordance with guidelines laid down by Cadw and monitored by our Inspectors. Our objective remains to complete the resurvey by 2005.

1.2 In the meantime, Cadw will continue to respond to requests to consider individual buildings for listing in advance of the general resurvey where they are under threat. Our current target is to resolve 75% of *ad hoc* listing cases within 17 weeks – not all of these cases involve buildings which are under threat, but where threat exists we aim to respond more quickly. In 2001-02 we propose to revise the target to reflect that fact, and to make it more exacting in terms of the percentage we aim to resolve within the chosen time frame. Our objective will be to resolve 90% of listing cases where buildings are under threat within ten weeks and 90% of other *ad hoc* listing cases within 17 weeks.

1.3 As the resurvey gathers pace, the number of listed building consent cases increases. Cadw will aim to deal with 80% of listed building consent cases within four weeks and 90% within seven weeks. Early in 2001-02 Cadw plans to launch a consultation exercise on the question of whether – and on what terms – the right to determine listed building consent cases (on Grade II buildings, not involving demolition) should be delegated to local authorities.

1.4 Cadw is a source of advice and information for those in Wales who have statutory responsibilities for the built heritage - such as local authority officers - and interested members

of the general public. We have reinforced our links with local authorities by establishing a Built Heritage Forum for conservation officers, which meets twice every year. Grant aid has been offered to local authorities to meet 80% of the costs of creating buildings at risk registers. So far support has been committed or provided for 16 local projects, and we will encourage other authorities to respond positively.

1.5 On the advice of the Historic Buildings Council, Cadw offers grant aid each year for the repair of historic structures to private owners and local authorities, religious denominations and the National Trust. The Agency will maintain its targets to resolve 80% of historic buildings grant applications within eighteen weeks and pay 90% of properly presented claims within five weeks of receipt. Last year the historic buildings grant scheme was revised to enable Cadw to target grants better, and improved monitoring controls were introduced. As part of this initiative a project to computerise the historic buildings database was commenced and this will be completed in the course of 2001-02.

1.6 We will continue to work in partnership with the Heritage Lottery Fund to maximise benefits to Wales from the HLF's townscape initiative, and with local authorities to develop town schemes. Each of these will be based upon a local conservation strategy and a delivery plan. Cadw will work with the Church in Wales and the Welsh Religious Buildings Trust to ensure the success of the mechanisms for caring for the best of the redundant churches and chapels.

*2. To promote the recording and conservation of ancient monuments through the exercise of the National Assembly's statutory powers to schedule such monuments, the operation of the scheduled monument consent procedures, and the provision of advice and financial assistance in relation to the maintenance of monuments not in the guardianship of the National Assembly.*

2.1 Cadw intends to complete 120 scheduling actions in 2001-02, of which at least 90% will involve additional protection. Following a recommendation of the National Assembly's Audit Committee, Cadw will aim to ensure that most of the better known monuments in Wales are scheduled over the next six years. During that period Cadw will tackle the largest remaining group of known monuments still needing to be considered for scheduling, comprising around 5,000 prehistoric sites (mainly burial mounds, stone circles and standing stones). We will fund the four Welsh Archaeological Trusts to undertake a programme of assessment, enabling us to significantly increase the number of sites scheduled.

2.2 The Agency will also support rescue archaeology throughout Wales by grant-aiding the Archaeological Trusts to carry out threat-related field work, and to provide advice on the archaeological impact of planning proposals.

2.3 We intend to maintain the five year cycle of visits to scheduled sites by field monument wardens, involving 20% monuments in the course of the year, and deal with increasing pressures - the number of sites grows as the programme advances - through information

technology efficiencies in Cadw, such as the development of the computerised scheduled monument database. Financial assistance for maintenance of the monuments and archaeological sites not in the care of the National Assembly will be available through ancient monument grants and management agreements. In particular, Cadw will grant aid a programme to monitor and enhance the management of Offa's Dyke. We will aim to resolve 80% of ancient monument grant cases in six weeks and pay 90% of properly presented claims within five weeks of receipt.

2.4 We will increase the target which deals with the timeliness of scheduled monument consent cases, aiming to deal with 90% of them (previously 75%) within thirteen weeks.

2.5 Cadw will work with countryside agencies and organisations, national and local authorities and utility companies to ensure that proper account is taken of the historic environment in formulating and implementing their policies. We will contribute to the implementation and development of the Tir Gofal scheme (an agri-environmental initiative) and co-operate with the Countryside Council for Wales in implementing those aspects of it which cover the historic environment.

2.6 The second and final part of the Landscapes Register was published earlier this year, and in 2001-02 we will issue the final volume of the Parks and Gardens Register, dealing with Dyfed. The Agency will provide advice to local authorities on planning applications involving land which figures in the Registers. We will publish further booklets in the *Caring for . . . . .* series and use the Agency's web site to disseminate the results of our work and that of organisations which we grant aid.

*3 To maintain those monuments which are in the care of the National Assembly consistent with their archaeological and historic importance and in a manner which ensures value for money.*

3.1 Cadw maintains 127 monuments in the care of the National Assembly, and does so in line with a works programme based upon a Quinquennial Review of needs across the whole estate and individual monument management plans. In our works conservation (as in the provision of grant for historic repair to structures not in our guardianship or ownership) we reflect the National Assembly's policy of sustainability in the planning of works, the choice of materials, the nature of the intervention and the uses to which structures are subsequently put. Cadw will continue to deploy its own workforce of directly employed labour (Cadwraeth Cymru) as well as specialist contractors in this work. The Agency's objective will be to complete 90% of the conservation maintenance programme in 2001-02. We will continue to work with local communities and the police to address the problem of vandalism at some sites.

3.2 Major projects include the continuing consolidation of Blaenavon Ironworks and ongoing work at Caerphilly, Chepstow, Tintern, St Davids and Rhuddlan. The consolidation of Hafoty

medieval hall house (on Anglesey), Dolforwyn Castle (near Newtown) and Denbigh Burgess Gate was accomplished last year, and projects at Dinefwr and Caernarfon Castles (the Black Tower) will be completed by summer 2001. New works will begin at Kidwelly and Montgomery and a new visitor centre will be constructed at Caerphilly Castle.

3.3 Twenty-two projects will be undertaken using in-house labour organised into seven regional teams (West and East Glamorgan, North Gwent and Monmouthshire, West Wales, Mid Wales and North East Wales). An additional seven projects each valued at more than £100,000 will be contracted out.

3.4 Following a review of aspects of public safety, a new hazard signing system has been introduced and in the course of 2001-02 will be installed at 72 monuments.

*4. To attract, inform and educate visitors to ancient monuments in the care of the National Assembly by marketing, presentation and interpretation and to promote a wider understanding and appreciation of the built heritage of Wales.*

4.1 Cadw's marketing efforts recognise the importance of the monuments to the work of the British Tourist Authority, the Wales Tourist Board, local authorities and regional tourism companies, marketing consortia and others engaged in marketing Wales. The castles of Wales represent a "unique selling proposition", and we will continue to work with the Wales Tourist Board and other organisations in pursuit of marketing and corporate objectives.

4.2 Thirty-one sites will be staffed during the year. Twenty-one of the sites will be managed by Cadw's custodial staff, and the other ten by agents working under contract to Cadw. We will maintain the target to achieve a market share of 63% of the number of visitors to the top twenty heritage sites in Wales.

4.3 Dolforwyn Castle and Hafoty will be opened to the public in the course of 2001-02. New historical interpretation will be provided at Blaenavon Ironworks, Castell Coch and Ewenny Priory, and replacement exhibitions developed at Strata Florida Abbey and Dolwyddelan Castle. New or replacement interpretation panels will be installed at over 20 sites throughout Wales and new audio tour systems supplied for some sites, including Tretower Court and Castle. Four guidebooks will be revised and reprinted in the light of fresh research, and the new Welsh language guidebook to the castles and abbeys of Deheubarth (originally planned for 2000) will be published in 2001.

4.4 We will publish and distribute around 3.5 million items of bilingual promotional literature, including regional brochures and site specific leaflets. We will also join with tourism associations and marketing consortia to achieve the promotion of Cadw sites. As part of our efforts to educate and inform, Cadw provides a number of services to schools, including dedicated resource packs and work sheets for some sites. Part of the material on our web site

is dedicated specifically for school use, and this will be augmented by a virtual reality model of Tintern Abbey in the course of the year.

*5. To maximise income from the operation of monuments in care in a manner consistent with the Agency's conservation duties.*

5.1 Four years ago Cadw introduced a target to reduce the deficit of income over expenditure connected with the presentation of the monuments to the public. Apart from the costs of conservation, expenditure on their presentation (for example, staff costs and information panels) exceeds the income they earn, and so it is possible to calculate a "net cost per visitor". The target puts a premium on cost effectiveness while encouraging the Agency to increase visitor numbers. The "net cost per visitor" fell from a high of 51 pence in the mid 1990s to 27 pence in 1999-2000. A target of 25 pence was set for the current financial year, but we are unlikely to meet it since visitor numbers fell over the course of the summer and autumn. (Other visitor attractions also suffered and we have maintained our market share). We propose no change to the target of 25 pence in 2001-02.

5.2 A charge will be made for admission at thirty-one sites. Admission prices, and the prices of printed material and services to the public (such as lettings), will be increased in line with inflation.

5.3 The Agency has set an income target of £3,576k in 2001-02, composed of the following elements:

Admissions and sales	£3,220k
Receipts from the Heritage Lottery Fund and other bodies	£ 60k
Returned VAT	£ 296k

*6. To ensure that the net cost of the Agency's activities to public funds is kept to a minimum.*

6.1 Cadw is able to deploy a net programme budget of £6,350k in 2001-02, unchanged from the current year. Together with earned receipts, it will be distributed as follows. (The allocated budget for running costs amounts to an additional £4,680k).

Ancient Monument and Historic Buildings Grants	£3,993k
Listing Contracts	£ 250k
Archaeology and related initiatives	£1,254k
Conservation Maintenance and Development	£2,831k
Presentation	<u>£1,598k</u>
	£9,926k
Receipts	£3,576k

Net programme provision	£6,350k
Running costs	£4,680k

6.2 Although Cadw has "contracted back" a number of support services to central providers in the National Assembly, the Agency continues to take direct responsibility for financial monitoring and controls, compliance with public sector procedures, most aspects of personnel management, public appointments to built heritage bodies and the procurement of goods and services. We will continue to develop our procurement and compliance procedures to further strengthen the systems of accountability, in particular to conform with new requirements on corporate governance. Following the award of Investors in People status in 2000, we will commission a trial assessment of our adherence to Investors in People standards in preparation for formal reassessment in 2002-03. A key part of progress over the next year is likely to be the development in consultation with staff of systems and approaches to management as part of the Better Government initiative.

6.3 As an Executive Agency, Cadw will be required to achieve an efficiency improvement of at least 2% in 2001-02. Movements in productivity will be measured by a performance index, covering most of the Agency's activities. Executive Agencies are periodically reviewed to ensure that their status remains appropriate and objectives are being met. Cadw was last reviewed in 1994-95, and will be subject to a further review in 2001-02.

*7 To achieve such financial and other performance targets as may be determined.*

7.1 The Agency proposes to increase targets 3 and 6 in the coming year.

1. To complete 90 per cent of the approved conservation maintenance programme.
2. To complete 80 resurveys.
3. To resolve 90 per cent of listing cases where buildings are under threat within 10 weeks and 90 per cent of others within 17 weeks.
4. To complete 120 scheduling actions, of which at least 90 per cent involve additional protection.
5. To resolve 80 per cent of listed building consent cases within 4 weeks and 90 per cent of cases in 7 weeks.
6. To resolve 90 per cent of scheduled monument consent cases within 13 weeks.

7. To resolve 80 per cent of historic building grant applications in 18 weeks.
8. To resolve 80 per cent of ancient monument grant applications within 6 weeks.
9. To pay 90 per cent of properly presented claims for historic buildings and ancient monuments grants within 5 weeks of receipt.
10. To achieve a market share of 63 per cent of the number of visitors to the top twenty heritage sites in Wales.
11. To reduce direct net cost per visitor at Cadw's sites to an average of 25 pence.
12. To operate within allocated programme and running cost budgets.
13. To achieve efficiency gains of at least 2 per cent.

**Cadw  
February 2001**

**ANNEX A**

**AGENCY TARGETS 2000-01**

	<b>Target</b>	<b>Out-turn 1999-2000</b>	<b>Probable Out-turn 2000-2001</b>
1	To complete 90% of the Conservation Maintenance Programme <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>	91%	90-92%

2	To complete 80 Resurvey Lists <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>	80	80-82
3	To resolve 75% of ad hoc listing cases within 17 weeks <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>	95%	90-95%
4	To complete 120 scheduling actions of which at least 90% involve additional protection <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>	121 97%	120-125 90-95%
		<b>1999-2000</b>	<b>2000-2001</b>
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%	85% 95%
6	To resolve 75% of scheduled 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%	90-95% 90-95%

7	To resolve 80% of historic building grant applications in 18 weeks <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>	80%	85%
8	To resolve 80% of ancient monument grant applications in 6 weeks <i>Ancient monuments grants to local authorities and private owners range from Aberystwyth Castle to more modest remains</i>	82%	85%
9	To pay 90% of properly presented historic building and ancient monument grant claims in 5 weeks <i>Self-explanatory. All cases involve a degree of verification, and some require visits</i>	92% (hb) 96% (am)	90-95% (hb) 90-95% (am)
		<b>1999-2000</b>	<b>2000-2001</b>
10	To achieve a market share of 63% of number of visitors to top 20 heritage sites <i>The "top twenty" comprises thirteen Cadw properties, five National Trust and Cardiff and Pembroke Castles</i>	62%	64-65%
11	To reduce direct net cost per visitor to 25p <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>	27p	Unlikely to be achieved
12	To operate within allocated programme and direct running cost budgets <i>Self-explanatory</i>	Prog 93% DRC 97%	Likely to be achieved
13	Achieve efficiency savings of at least 2% <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>	2%	Likely to be achieved