

**Date:** Wednesday 14 November 2001  
**Time:** 2.00 to 4.30 pm  
**Venue:** Committee Room 3, National Assembly Building

## **CADW MID TERM REPORT**

### **Purpose**

1. To report on Cadw's performance against Agency targets contained in the Corporate Plan and indicate broad pricing proposals for 2002-03.

### **Summary**

2. Cadw met twelve of its thirteen targets in 1999-2000 but will not equal that performance in the current year, principally because of the impact of foot and mouth. For 2002-03 it is proposed to increase prices to cover increased costs in line with inflationary rises in order to sustain income in real terms, but no more.

### **Timing**

3. For consideration at the 14 November meeting.

### **Background and consideration**

4. At **Annex A** is a table indicating out-turn against targets in 1999-2000 and performance to the halfway point (30 September 2001) in the current financial year. A brief explanation of each target is included, along with a comment on performance where appropriate.

5. 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.

6. Last year prices were increased in line with inflation. Although we believe that Cadw's prices may now be a little lower than others charged in the heritage sector, we propose to adopt a similar course next year because the market overall has been a declining one, and we will aim simply to cover increased costs. There will be some variations depending upon the performance of individual sites and the need to deal in figures which make handling change practicable.

## Compliance

7. 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

8. The Committee is invited to note and comment on the performance report and pricing policy for 2002-03.

## Contact point

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

**Cadw**  
**November 2001**

## ANNEX A

### CADW: AGENCY TARGETS 2001-02

	Target	Performance 2000-01	Performance 1 April - 30 September 2001
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>	90%	51%

*The target was achieved last year but only by a very small margin, which would have been greater had it not been for the withdrawal of squads from some rural sites because of the outbreak of foot and mouth disease towards the close of the financial year. Their redeployment, however, means that the target is not under threat in 2001-02. It is not uncommon to be well over half way to its achievement at 30 September because much work is weather-dependent and summer offers the best opportunity for it.*

2	<p>To complete 80 Resurvey Lists</p> <p><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. 589 had been completed to 30 September 2001. About 1,500 individual properties are listed each year. The work has been contracted out, but is supervised by Cadw. This year's performance will be affected by foot and mouth because it has impacted on the resurvey in rural areas, and we are unlikely to complete more than 60 lists.</i></p>	81	29
3	<p>To resolve 90% of listing cases where buildings are under threat within 10 weeks and 90% of others within 17 weeks</p>	90%	88%
			83%

*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.*

*This target was made more exacting in the current year – it was previously to resolve 75% of cases within 17 weeks. Performance against targets are monitored at least monthly, and in the light of that we take action where performance seems to be dipping. At the half-way point our performance was marginally below target on cases such as these; and in dealing with ancient monument grant applications and grant payments (targets 8 and 9). Resources have been concentrated on these areas and we believe that in all cases the annual targets are likely to be met.*

	To complete 120 scheduling actions of which at least 90% involve additional protection	121	48
4	<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> <i>Scheduling – which takes place predominantly in rural areas – had to be suspended for some months because of foot and mouth, and we are unlikely to complete more than 80 scheduling actions this year.</i>	95%	92%
5	To resolve 80% of listed building consent cases in four weeks		89%
	and 90% in seven weeks	91%	93%
	<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 2000-01 760 cases were considered</i>	95%	
6	To resolve 90% of consent cases in 13 weeks <i>Most works to scheduled ancient monuments require consent, and Cadw handles such cases (rather than the local authorities).</i>	93%	93%
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>	91%	93%
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>	89%	72%
9	To pay 90% of properly presented historic building and ancient monument grant claims in 5 weeks	90% (hb)	88% (hb)
	<i>Self-explanatory. All cases involve a degree of Verification, and some require visits.</i>	98% (am)	84% (am)
10	To achieve a market share of 63% of the number of visitors to top 20 heritage sites	64%	66%

*The "top twenty" comprises thirteen Cadw properties, five National Trust and Cardiff and Pembroke Castles. We marginally exceeded the target last year and in real terms our performance to 30 September is probably equivalent – the additional market share (2%) is likely to reflect the closure of some National Trust properties during foot and mouth, which were more severely affected than Cadw's sites.*

11	<p>To reduce the 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>  <i>This was the one target which we failed to achieve last year – like other attractions, Cadw suffered a decline both in numbers of paying visitors and income. Neither is the target likely to be met in the current year – at the midway point numbers were around 10% down (equivalent to or slightly better than comparable attractions in the rest of Wales and the UK) due principally to foot and mouth and a severe reduction in overseas visitors.</i></p>	35p	N/A
12	<p>To operate within allocated programme and direct running cost budgets</p>	Achieved	Likely to be achieved
13	<p><i>Self-explanatory.</i>          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></p>	2%	N/A