

Business Plan 2011–2015

Department for Culture, Media and Sport

November 2010

This plan will be refreshed annually

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A) Vision

The biggest immediate challenge the Department for Culture, Media and Sport faces is delivering a safe and successful Olympic and Paralympic Games in 2012 – the largest peacetime logistical operation this country has ever faced. We are determined to make the most of it, and we want to ensure that London 2012 will be a symbol of our economic vitality, our social and cultural renewal, and our standing on the global stage.

Our vision is to help create the conditions for growth in the creative and cultural, tourism and leisure economies, removing barriers to innovation and levelling the playing field. Where we judge there is a need for a particular intervention, we will provide real support and set strategy and direction. But we want our sectors to drive their own agenda.

Where the market will not deliver, the Government's role is to try and redress the balance. We have set a stretching ambition to have the best super-fast broadband network in Europe. We know that this infrastructure is an essential building block for economic growth, and that the internet is a powerful democratic force in holding government to account at every level. We know that we may need to break down the digital divide by supporting rural communities. We want there to be truly local TV.

We will play our part in building the Big Society. We want everyone to be able to play sport and enjoy their local and our national culture. Passion for the arts and sport is instilled at a young age – which is why we want to give all children the opportunity to learn to play sport and play a musical instrument. We want to encourage a culture of giving, so that more of us have a greater connection with the things we care about.

We believe that there should be public funding for the arts and culture. We need to make sure that, during a time when we have to reduce public spending, our world-class cultural institutions can continue to thrive. But funding should not be an excuse for dependence. We want to see our cultural institutions adapt their business models, liberating them to raise and spend money as they see fit.

Jeremy Hunt, Secretary of State for Culture, Media and Sport

B) Coalition Priorities

Structural Reform Priorities

1. Deliver the 2012 Olympics and Paralympics

- Deliver a safe and successful Olympic and Paralympic Games in London in 2012, and help to deliver a genuine and lasting legacy throughout the country

2. Create the conditions for growth

- Facilitate sustainable growth in the tourism, media, leisure, creative and cultural industries, including by reforming the media regulatory regime

3. Boost the Big Society

- Encourage philanthropic giving, return the National Lottery to its founding principles and foster the development of a new breed of strong local media groups

4. Facilitate the delivery of universal broadband

- Stimulate private sector investment to deliver the best super-fast broadband network in Europe by 2015

5. Create a sporting legacy from the Olympic and Paralympic Games

- Encourage competitive sport in schools by establishing an annual Olympic and Paralympic-style schools event, improve local sports facilities and establish a lasting community sports legacy

6. Strengthen cultural organisations

- Reform arm's length bodies, support a move towards more sustainable business models and support libraries into the next generation

B) Coalition Priorities

Other major responsibilities

Protect our nation's cultural heritage

- Preserve museum collections, archives, historic buildings, sites and monuments, and maintain free access to national museums and galleries

Support major events and encourage the celebration of ceremonial traditions

- Work with the Scottish Government to deliver a successful Commonwealth Games in Glasgow in 2014, ensure that the 2013 Rugby League and the 2015 Rugby Union World Cups are successful; strongly support the England 2018 FIFA World Cup bid; and co-ordinate the Government's role for Her Majesty The Queen's Diamond Jubilee celebrations in June 2012

Support innovation, diversity and creative excellence in the arts

- Fund the arts and make access to music education fairer so that all children can choose to learn to play a musical instrument

Support cultural, media and sports diplomacy

- Build effective international relationships for the benefit of the sport, creative, cultural and tourism industries

Ensure accountability to Parliament for our policies and the money we spend

- Provide Parliament and interested bodies with factual and timely information on our policies, functions and performance

B) Coalition Priorities

The Department will no longer...

...hold onto power at a national level. We will transfer responsibility for the Royal Parks to the Mayor of London, and we will no longer sponsor museums that should be the responsibility of local communities. We will resolve the future of the Tote and end government intervention in deciding the level of the Horserace Betting Levy

...over-regulate. We will remove unnecessary red tape and barriers, ensuring that people remain protected by only essential regulation. For example, we will cut red tape to encourage the performance of more live music

...spend as much money on administration. We will reduce the cost of the Department by 50%, rationalising our arm's length bodies, and making those that we still require leaner and more effective

C) Structural Reform Plan

The Coalition is committed to a programme of reform that will turn government on its head. We want to bring about a power shift, taking power away from Whitehall and putting it into the hands of people and communities, and a horizon shift, making the decisions that will equip Britain for long term success. For too long citizens have been treated as passive recipients of centralised, standardised services. This Government is putting citizens back in charge, and Structural Reform Plans are part of this shift of power from government to people.

This section sets out how, and when, the Department will achieve the reforms that are needed to make this happen. Structural Reform Plans are key tools for holding departments to account for the implementation of Programme for Government commitments, replacing the old top-down systems of targets and central micromanagement.

Each month, the Department publishes a simple report on its progress in meeting these commitments. These reports are available on our departmental website and on the Number 10 website.

All legislative timings and subsequent actions are subject to Parliamentary timetable and approval.

1. Deliver the 2012 Olympics and Paralympics

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Deliver a safe and successful Olympic and Paralympic Games in London in 2012, and help to deliver a genuine and lasting legacy throughout the country

ACTIONS	Start	End
1.1 Ensure that the Olympic and Paralympic Games deliver value for money		
i. Identify £20m savings in the 2010 Spending Review process	Completed	-
ii. Review uncommitted project budgets and all releases of contingency funds	Nov 2010	Sep 2012
1.2 Improve governance within Whitehall to ensure effective delivery		
i. Put in place new Whitehall governance structures as part of the Spending Review	Completed	-
ii. Implement improvements to the wider delivery programme with external partners	Nov 2010	Jan 2011
1.3 Ensure that Olympic venues and infrastructure are delivered on time and to budget		
i. Publish final Olympic and Paralympic Transport Plan	May 2011	May 2011
ii. Work with the Olympic Delivery Authority to ensure the:		
a) Completion of the main Olympic Park venues (Olympic Stadium, Aquatics Centre, Velodrome and the Basketball and Handball arenas)	Jul 2011	Jul 2011
b) Completion of the Olympic Village	Jan 2012	Jan 2012
c) Handing over of the Olympic Park for operation	Jan 2012	Jan 2012
1.4 Work with other government departments and the Mayor of London to ensure that essential public services are provided for the Games		
i. Work with the Home Office to review Olympic security preparations	Completed	-
ii. Work with the Home Office, the Mayor of London and other partners to ensure that effective security plans and capabilities are in place	Nov 2010	Jul 2012

MILESTONES

A. Construction of major sporting venues completed	Jul 2011	
B. Opening ceremony of the Olympic Games	27 Jul 2012	
C. Closing ceremony of the Paralympic Games	9 Sep 2012	
D. Transformation of Olympic Park to legacy mode begins	Oct 2012	

2. Create the conditions for growth (p.1 of 3)

Facilitate sustainable growth in the tourism, media, leisure, creative and cultural industries, including by reforming the media regulatory regime

ACTIONS	Start	End
2.1 Enable the tourism industry to deliver faster, more balanced economic growth and streamline and refocus tourism organisations in the process		
i. Publish government tourism strategy	Jan 2011	Jan 2011
ii. Encourage private sector contribution to a new match-funded marketing initiative to promote tourism from overseas	Dec 2010	Apr 2011
iii. Work with Visit England to improve existing consumer feedback platforms, by enhancing rating and star grading systems for accommodation and attractions	Dec 2010	Mar 2012
iv. Reform Visit England to facilitate increased industry expertise on its board	Nov 2010	Mar 2013
v. Restructure Visit Britain to ensure better targeting of high-value and emerging tourism markets, and to achieve significant reductions in its administration costs	Nov 2010	Mar 2013
2.2 Help to make the UK an attractive place to invest by bidding for the 2018 World Cup and other major sporting events, and helping to win backing for major cultural events		
i. Prepare and introduce major sporting events legislation, if the bid for the 2018 World Cup is successful	Dec 2010	Dec 2011
ii. Finalise and publish the summary of government support available to sports bodies bidding for events	Started	Sep 2012
2.3 Work with the Department for Business, Innovation and Skills to enhance the support that the UK's intellectual property framework gives to entrepreneurialism, economic growth and social and commercial innovation	Started	Apr 2011
MILESTONES		
A. Tourism strategy published	Jan 2011	
B. Tourism marketing initiative launched to promote tourism from overseas	Apr 2011	

2. Create the conditions for growth (p.2 of 3)

Facilitate sustainable growth in the tourism, media, leisure, creative and cultural industries, including by reforming the media regulatory regime

ACTIONS	Start	End
2.4 Change the media regulatory regime by reforming Ofcom and deregulating the broadcasting sector		
i. Identify areas for scaling back Ofcom duties	Completed	-
ii. Reform Ofcom through the introduction of the Public Bodies Bill to reduce unnecessary spending and return responsibility for broadcasting policy to DCMS	Completed	-
iii. Conduct a scoping exercise to identify avenues for reducing regulatory and competition controls for inclusion in a new Communications Bill	Nov 2010	Nov 2011
iv. Complete the legislative process	Nov 2011	Apr 2015
2.5 Ensure that the BBC becomes more accountable and offers better value for money for licence fee payers		
i. Give the National Audit Office access to the BBC's accounts	Started	Nov 2011
ii. Secure a detailed arrangement to implement the new licence fee settlement, by amending the BBC Agreement and legislating to implement new funding commitments, including provisions on: (a) new partnership with the Welsh language TV channel (S4C) and (b) the BBC World Service	Nov 2010	Mar 2013
2.6 Work with Digital UK to ensure the switchover of TV transmitters from analogue to digital across the UK, region by region		
i. Implement digital switchover in Yorkshire, Anglia, Central England and Scottish TV	Started	Dec 2011
ii. Implement digital switchover in Meridian, London, Tyne Tees and Ulster TV	Started	Dec 2012
MILESTONES		
C. Digital switchover implemented in Yorkshire, Anglia, Central England and STV	Dec 2011	
D. Digital switchover implemented in Meridian, London, Tyne Tees and UTV	Dec 2012	
E. Ofcom reformed	Apr 2012	

3. Boost the Big Society (p.1 of 3)

Encourage philanthropic giving, return the National Lottery to its founding principles and foster the development of a new breed of strong local media groups

ACTIONS	Start	End
3.1 Introduce incentives to increase charitable giving		
i. Work with Cabinet Office and the Treasury to bring together proposals to incentivise more social investment, philanthropy and giving, including a strategy to boost giving from private individuals to cultural institutions, incorporating insights from behavioural science	Dec 2010	Dec 2010
ii. Implement measures to facilitate fundraising by cultural and charitable institutions		
a) Agree with national museums a framework for creating charitable trusts, which will encourage and manage museum donations and private income	Nov 2010	Mar 2011
b) Implement new framework and establish trusts	Apr 2011	Mar 2012
3.2 Reform the National Lottery so that more money goes into sport, the arts and heritage		
i. Lay statutory instrument to allocate 60% of National Lottery funding to the arts, sport and heritage causes, and 40% to the voluntary and community sector	Completed	-
3.3 Reform the Big Lottery Fund to ensure that only voluntary and community sector projects are funded and to prevent funding of politicised projects		
i. Issue new policy directions to the Big Lottery Fund	Sep 2010 (Overdue)	

MILESTONES		
A. Proposals to increase charitable giving published		Dec 2010
B. Agreements with museums in place to establish the first group of new charitable trusts		Mar 2011
C. Impact of National Lottery reforms comes into effect (more funding for original causes of sport, the arts and heritage, and the voluntary and community sector)		From Apr 2012
D. Complete the transfer of a proportion of accumulated reserves to new museum trusts		Mar 2015

3. Boost the Big Society (p.2 of 3)

Encourage philanthropic giving, return the National Lottery to its founding principles and foster the development of a new breed of strong local media groups

ACTIONS	Start	End
3.4 Stop wasteful spending by National Lottery distributors, by banning lobbying activities and reducing administration costs to 5% of total income		
i. Agree plans for administrative cost reductions with distributors	Dec 2010	Dec 2010
3.5 Scrap rules on local cross-media ownership to create more opportunities and flexibility for local media		
i. Announce the removal of all local cross-media ownership rules	Completed	-
ii. Lay order before Parliament	Nov 2010	Nov 2010
3.6 Enable the creation of new local TV stations		
i. Commission economic analysis of options	Started	Dec 2010
ii. Publish consultation paper	Jan 2011	Jan 2011
iii. Conduct consultation	Jan 2011	Mar 2011
iv. Publish final decision following consultation	Apr 2011	Apr 2011
v. Issue any necessary directions or draft legislation	May 2011	Oct 2011
vi. Propose new licensing arrangements for local TV stations	Nov 2011	Nov 2011
3.7 Work with the Cabinet Office to review the government advertising model		
i. Publish a review of government advertising, encompassing the potential for a payment by results model, using government channels, and a US-style Ad Council	Mar 2011	Mar 2011
MILESTONES		
E. Review of government advertising published	Mar 2011	
F. Licensing arrangements for local TV stations established	Nov 2011	
G. First local TV stations licensed	By Aug 2012	
H. 10 to 20 local TV stations licensed	By May 2015	

4. Facilitate the delivery of universal broadband

Stimulate private sector investment to deliver the best super-fast broadband network in Europe by 2015

ACTIONS	Start	End
4.1 Create a level playing field between incumbents and new providers		
i. Examine barriers to new providers seeking to invest in fibre optic networks	Completed	-
ii. Hold an industry round table to discuss ways to increase certainty and confidence for potential investors	Dec 2010	Dec 2010
4.2 Open up access to infrastructure to facilitate super-fast broadband in many areas		
i. Conduct a public consultation (with participation from industry regulators) on access to ducts, sewers and poles that can be used to carry fibre optic cable	Started	Nov 2010
ii. Work with Ofcom to require BT and other infrastructure providers to allow the use of their assets to deliver super-fast broadband	Nov 2010	Nov 2011
iii. Regularly review and introduce, if necessary, legislative powers to open relevant utility infrastructure to broadband providers	Jan 2011	May 2015
4.3 Facilitate the introduction of super-fast broadband in remote areas at the same time as in more populated areas		
i. Start market testing community-led pilots in the Highlands and Islands, North Yorkshire, Cumbria and Herefordshire	Apr 2011	Apr 2011
ii. Publish joint policy paper with BIS, setting out the lessons learned from community-led pilots and the Government's approach to investment in broadband until 2015	Nov 2011	Nov 2011
iii. If required, instruct Broadband Delivery UK to allocate funding to areas where the market has not delivered, after digital switchover has finished in 2012	Sep 2012	Sep 2012
MILESTONES		
A. Broadband round table held	Dec 2010	
B. Community-led pilots started	Apr 2011	
C. Broadband policy paper published with BIS	Nov 2011	

5. Create a sporting legacy from the Olympic and Paralympic Games

(p.1 of 2)

Encourage competitive sport in schools by establishing an annual Olympic and Paralympic-style schools event, improve local sports facilities and establish a lasting community sports legacy

ACTIONS	Start	End
5.1 Launch an Olympic and Paralympic-style schools event		
i. Work with sports to develop guidelines for their entry into the competition	Started	Dec 2010
ii. Ensure that Sport England selects bodies to develop the competition at the intra-school level, inter-school level and county-level	Started	Dec 2010
iii. Launch the School Olympics at the Olympic Park	Dec 2010	Dec 2010
iv. Ensure that Sport England appoints delivery bodies for county-level competitions and the national competition	Jan 2011	May 2011
v. Publish the finalised framework and rules for each level of the competition	Sep 2011	Sep 2011
5.2 Use the 2012 Olympic and Paralympic Games to establish a lasting community sporting legacy		
i. Direct the Sport Lottery Distributor to take responsibility for the community sports legacy following London 2012	Completed	-
ii. Publish the community legacy strategy for sports	Nov 2010	Nov 2010
5.3 Support sports facilities and clubs		
i. Determine appropriate steps to protect playing fields	Started	Dec 2010
ii. Consult on playing fields proposals	Jan 2011	Apr 2011
iii. Introduce a programme of improvement and protection for playing fields as part of the community sports legacy	May 2011	May 2011
MILESTONES		
A. School Olympics launched at the Olympic Park	Dec 2010	
B. School Olympics sport days and nine county level events held	By Sep 2011	
C. Olympic and Paralympic-style schools event established as an annual event	From Sep 2012	

6. Strengthen cultural organisations

Reform arm's length bodies, support a move towards more sustainable business models and support libraries into the next generation

ACTIONS	Start	End
6.1 Reform the arm's length bodies in the cultural sector		
i. Support Arts Council England in reforming the way regular funding is invested in arts organisations, to ensure a more strategic approach	Started	Jun 2011
ii. Identify options for relinquishing control and sponsorship of each non-national museum currently funded by DCMS	Started	Apr 2011
iii. Abolish the UK Film Council, transferring essential activities to another body whilst reviewing policy to support a more sustainable British film industry	Nov 2010	Mar 2012
iv. Abolish the Museums, Libraries and Archives Council, and transfer essential functions to another body	Started	Mar 2012
6.2 Support public libraries into the next generation through the Future Libraries Programme		
i. Work with ten pilot areas in England to develop options for achieving greater efficiency and improved services according to local need	Started	Mar 2011
ii. Share emerging learning from the pilots among local authorities through a range of activities (for example peer support, active learning sets, workshops)	Jan 2011	Jul 2011
iii. Publish update on the progress of the Future Libraries Programme	Mar 2011	Mar 2011
MILESTONES		
A. Future Libraries Programme operating in ten pilot areas	Mar 2011	
B. Update on Future Libraries Programme published	Mar 2011	
C. Arts Council England's funding structure reformed	Jun 2011	

D) Departmental expenditure

This section sets out how the Department is spending taxpayers' money as clearly and transparently as possible.

We have included a table to show the Department's planned expenditure over the Spending Review period, as agreed with the Treasury. It is split into money spent on administration (including the cost of running departments themselves), programmes (including the frontline), and capital (for instance new buildings and equipment). As soon as possible, we will include the proportion of this expenditure that goes to the voluntary and community sector and to small businesses.

By April 2011, each department will also publish a bubble chart setting out in detail how its settlement will be allocated for the 2011/12 financial year, across its key programmes and activities.

Table of spending for 2011/12 to 2014/15

This section sets out the Department's planned expenditure over the Spending Review period, as agreed with the Treasury.

£bn ^{1 2 3}	Baseline 2010/11	2011/12	2012/13	2013/14	2014/15
Total departmental expenditure allocation	2.6	2.7	2.3	1.3	1.2
Olympics	1.2	1.2	0.8	0.0	-0.1
<i>Administration spending⁴</i>	0.2	0.2	0.2	0.1	0.1
<i>Programme spending⁴</i>	1.2	1.3	1.7	1.1	1.0
<i>Olympics</i>	0.0	0.1	0.6	0.0	0.0
<i>Capital spending</i>	1.2	1.3	0.4	0.1	0.1
<i>Olympics</i>	1.0	1.1	0.2	0.0	-0.1
<i>Spend on voluntary and community sector (%)⁵</i>	Data to be confirmed				
<i>Value of contracts to small and medium sized enterprises (%)⁵</i>	Data to be confirmed				

1. Detailed breakdown of these budgets will be published by April 2011
2. Excludes departmental Annually Managed Expenditure
3. Numbers may not sum due to rounding

4. Excludes depreciation
5. To be confirmed at the end of each financial year

Common areas of spend

The indicators below will help the public to judge whether the Department is being run efficiently, and can be compared across departments.

Indicators
Overall:
Cost of operating the department (including procurement, employment cost and property) over time and against projected cost
Number of employees, including breakdown by job type, seniority and their contract type (full time/part time)
Cost of corporate services (including human resources, finance, information and communications technology, communications, procurement) as a percentage of the cost of operating the department
On 3rd party spend:
Property cost per square metre and per employee
Cost of standard desktop computer per employee and number of electronic devices (laptops, desktops, mobile phones etc.) per employee
Value of major areas of spending (office products, travel etc.)
Number and value of major government projects and whether they will be delivered on time and to budget

E) Transparency

Greater transparency across government is at the heart of our commitment to enable the public to hold politicians and public bodies to account, to reduce the deficit and deliver better value for money in public spending.

This section will set out the information that will enable users of public services to choose between providers, and taxpayers to assess the efficiency and productivity of public services, holding them more effectively to account. By publishing a wide range of indicators, we will enable the public to make up their own minds about how departments are performing. We will use transparency to facilitate the choice and democratic accountability which will replace top-down targets and micromanagement.

All the data in this section will be made available free of charge, and we will regularly review whether our published data meets the needs of the public.

This section is published in draft until April 2011 to allow for further consultation.

Information strategy (p.1 of 2)

Transparency is a key operating principle for the Department for Culture, Media and Sport. We are committed to sharing information and will be releasing data in line with the Public Data principles. We will embed a culture of transparency throughout our delivery chain, and the arms length bodies that we sponsor will be adopting similar levels of transparency as a term of their funding.

Transparency is championed at Board level by the Director of Finance and SIRO, Simon Judge:
simon.judge@culture.gsi.gov.uk, 020 7211 2350.

The Prime Minister has made it clear that all the public must have access to data that will help to hold us to account. Under this principle, we will:

- Release data on the Department's administrative spend and provide information on how the organisation is run
- Release data on the resource that is invested into programmes, policy and procurement
- Provide information on the delivery and outcomes of major programmes and the impact of our policies
- Continue to provide timely and accurate information to the public and Parliament about all of our activities, in particular we aim to respond to correspondence within 48 hours

The Department is already regularly publishing organisational data, listed on the next page, to reflect our continuing work to strive for even greater value for money. The financial data on this list will be released on a monthly basis, whilst the rest will be reviewed and published as appropriate (at least on an annual basis).

We have also asked all our arm's length bodies to publish similar data.

Information strategy (p.2 of 2)

Corporate data published by DCMS:

- Staff Organogram
- Headcount data and aggregate costs of all permanent staff
- Grades, job titles and annual pay rates for Senior Civil Servants earning over £150,000
- Details of SCS expense claims and meetings with lobbyists
- Energy consumption of Departmental HQ
- All items of expenditure over £500
- All new tender documents for contracts over £10,000
- All new contracts, including details of all new ICT contracts

Over the next 5 months we will be working with the Museums, Arts Council England and the Sports bodies as they allocate money to the organisations they fund. As part of their funding agreements there will be a commitment to publish information so people can track value for money (for example, data will be released on Arts Council funding per attendance at a regularly funded arts organisation).

DCMS has created a specific space to host all Transparency information: www.transparency.culture.gov.uk . All datasets will be registered on data.gov.uk and published in line with the Public Data Principles. The Department supports the principles of the new 'right to data' and members of the public can request data and further information via transparency@culture.gov.uk.

Input indicators

The draft sample detailed in the table below are subject to consultation and a revised set will be ready for publication by April 2011

The draft input indicators set out in this section are an illustrative subset of the data that the Department will make available. They do not reflect the entire value of the sectors that we fund. Neither do they cover all the resources being invested into delivering the impacts that the Department and our the public, private and voluntary sector partners are aiming to achieve.

Input indicator	When will publication start?	How often will it be published?	How will this be broken down?
DCMS subsidy per home with broadband access that would not otherwise be connected	Apr 2011	Annual	By local authority
Ratio of actual spend to anticipated spend on the Olympic and Paralympic Games	Apr 2011	Annual	N/A
Input indicator for the School Olympics being developed (e.g. subsidy per participant)			
Input indicator associated with tourism being developed (e.g. subsidy per foreign visitor)			
Input indicator for the Arts being developed (e.g. Arts Council England subsidy per attendance at regularly funded organisation, Arts Council England subsidy per funded performance)			
Input indicator for Museums being developed (e.g. subsidy per visit)			
Input indicator for sport being developed (e.g. subsidy per coach, subsidy per total number of sport sessions)			
Input indicator for Heritage being developed (e.g. subsidy per property ,subsidy per visit)			

Impact indicators

Our impact indicators are designed to help the public to judge whether our policies and reforms are having the effect they want. It is difficult to quantify the true impact of the culture, sport and heritage on people's lives, but these indicators aim to give a broad picture of how the Department is performing.

Impact indicator	When will publication start?	How often will it be published?	How will this be broken down?
Proportion of adults and children who regularly participate in sport	Apr 2011	Annual, with quarterly estimates	By region, gender, age, disability and ethnicity
Proportion of adults and children who regularly participate in cultural activities and/or proportion of adults and children satisfied with their last cultural experience	Apr 2011	Annual, with quarterly estimates	By region, gender, age, disability and ethnicity
Proportion of people who volunteer or donate to cultural or sporting organisations	Apr 2011	Annual	By region, gender, age, disability and ethnicity
Proportion of people employed in tourism and/or spend per foreign visitor	Apr 2011	Quarterly	National
UK broadband take-up	Apr 2011	Annual	By local authority

Other data

As detailed in our information strategy, we will publish a range of other datasets on our website, and these can be found at: www.transparency.culture.gov.uk

Our organogram is available at http://www.culture.gov.uk/about_us/working_with_us_organogram

We have highlighted key data, which will be particularly useful to help people to judge the progress of structural reforms:

1. Data which will help people to judge the progress of structural reforms

- Progress against Olympic and Paralympic Games milestones and anticipated activity
- National Lottery funding to the arts, sport and heritage causes, and the voluntary and community sector, by cause and by region
- Number of local TV stations licensed, by region
- Take up of digital television
- % of existing broadband infrastructure opened up to all providers
- Number of schools participating in Olympic and Paralympic style events, by local authority

2. Other key datasets

- Olympic and Paralympic economic report (spend vs. profile; estimated costs; progress against milestones (including staging and government services and ODA activity)
- Sport medals (number of medals won at the Olympic or Paralympic Games or the most significant international events)
- Child participation in sport and competitive sport (levels of children participating in sport and levels of children participating in competitive sport)