



# DELIVERY

This section covers the efficiency review, our internal change management programme and the work we are doing with our sponsored bodies.

## EFFICIENCY REVIEW

### TARGETS AND PROGRESS TO DATE

This table illustrates the Department's target to deliver £262 million of efficiency gains by 2007-08.

#### DCMS EFFICIENCY FORECASTS, £MILLIONS

SECTOR	GAINS (as of 30-9-05)	FORECASTS 2005-06	FORECASTS 2006-07	FORECASTS 2007-08
Internal	0	0	1	2
NDPBs	34	36	76	113
Local Authorities	28	49	98	146
<b>TOTAL GAINS</b>	<b>62</b>	<b>87</b>	<b>174</b>	<b>262</b>

As agreed with HM Treasury and the Office for Government Commerce, data on efficiency gains are collected every six months from our NDPBs. The latest data that we hold is from September 2005.

No cashable gains have been reported to December 2005 but gains are subject to further verification. It is predicted that approximately 80 per cent of NDPBs', and 70 per cent of local authorities' total efficiency gains will be cashable.

NDPBs' and local authorities' efficiency plans have been carefully scrutinised to ensure that proposed measures represent genuine efficiencies and not cuts in services. Similarly, different bodies' outputs (including productivity or quality measures) are also monitored to ensure that

**BRISTOL SCIENCE CENTRE**  
Children learning through  
interactive fibre-optic exhibit

services are not being cut, as a result of the efficiency programme. Various measures will be used to ensure this, including progress towards meeting Public Service Agreement (PSA) targets, customer satisfaction surveys and Key Performance Indicators.

Full details, including auditing arrangements, are set out in the Department's Efficiency Technical Note, available at: [www.culture.gov.uk](http://www.culture.gov.uk)

#### HEADCOUNT AND RELOCATION

Aside from the new service of supporting the 2012 Olympics, DCMS has a target to reduce its own workforce by approximately 5 per cent (27 posts) by 2008,

and to relocate 600 posts in its NDPBs outside London and the South East by 2010. Headcount reductions will take place as part of the natural turnover of staff, without the need for redundancies. As at December 2005, the headcount figure had reduced by 1 compared to the baseline. This is in line with the trajectory set out in the Department's Efficiency Technical Note which forecast a reduction of 3 posts by March 2006.

The relocation project has plans for over 900 posts to be moved from London and the South East by 2010. Relocation plans announced so far are for 560 posts from the Big Lottery Fund and the Gambling Commission by the end of 2007. It is

planned that 300 posts in the Big Lottery Fund will be relocated to Birmingham and Newcastle, and 260 posts in the Gambling Commission will be relocated to Birmingham. This is in line with the trajectory set out in the Department's Efficiency Technical Note. To date 16 posts have been relocated outside London and the South East.

#### EFFICIENCY INITIATIVES

Internal savings are being generated through improving budget alignment with business planning and identifying more efficient ways of working. This includes greater use of project management and centralising the Department's correspondence handling systems.

NDPBs have identified a variety of projects to improve their efficiency, including:

- Improving procurement practices
- Combining back office functions between institutions
- IT and HR reform
- Embedding efficiency within their Funding Agreements.

Local authorities have similarly identified projects to improve efficiency over the last year. Around half of authorities anticipated making efficiency gains in culture and sport, and one fifth expected to improve the efficiency of their libraries.

## **DCMS CHANGE MANAGEMENT**

Changes initiated under the *Touchstone Change Management Programme* have resulted in DCMS becoming a more project-based organisation. The emphasis now is to maintain momentum and ensure continuous improvement is built into what we do.

This is being achieved through a continuing programme of modernisation to ensure strategic coherence. Progress this year included the establishment of a new Public Bodies Division to act as a focal point for improving the performance of NDPBs; the establishment of a Central Information and Briefing Unit to centralise correspondence with external contacts; launch of the Taking Part survey; and agreement of revised Funding Agreements with our NDPBs.

## **IMPROVING THE WAY WE OPERATE**

We expect senior managers in DCMS to demonstrate their commitment to a project-based approach as practitioners and in enabling and encouraging their staff to do the same. Nearly three quarters of senior staff have been trained as *Gateway reviewers*, and the lessons they learn from reviews they undertake help them to look afresh at their own project portfolios. We are active in updating the project management training modules available to staff, both as individuals and members of project teams. This has enabled us to provide focused support as staff project skills have increased.

We continue to monitor progress through the quarterly presentation of a *Balanced Scorecard* to the Board, which includes:

- *PSA and Efficiency Review Delivery*: we use the traffic light model for assessment of progress on our PSA and Efficiency Review targets.
- *Managing Staff*: we present statistics on sick days, vacancies, the embedding of project working in the organisation and diversity.
- *Efficiency and Control*: resource management accounts and risk registers are analysed, and pressures identified, then presented for resolution of issues.
- *Dealing with the public*: a range of statistics designed to give an indication as to how we are performing, including: the number of letters and Freedom of Information requests from the public, MPs and Peers and the number of Parliamentary Questions answered on time and payment of agreed invoices within 30 days of receipt.

## SUPPORTING NDPB REFORMS

We have continued working with our NDPBs on initiatives to improve effectiveness:

- The new three-year funding agreements between DCMS and our NDPBs have defined the full public value that our expenditure should deliver, and by setting customer satisfaction targets for our bodies we have ensured that quality of service should continue to improve.
- A Peer Review of Arts Council England was undertaken in summer 2005 and published last December. The final report of the Review team noted the successes that the Arts Council had achieved in managing increased investment in the arts since 1997, but noted that there were a number of areas

where further improvements were needed. These included: the Arts Council's alignment with Government priorities; its ability to speak with authority on behalf of the arts sector; its collection and use of evidence; and clarity around the role and focus of the Arts Council National Office. A detailed action plan was drawn up at the time of publication and is now being implemented. Plans are underway to use the 60th birthday of the Arts Council this summer as a way of marking this new chapter in the organisation's history.

- Extensive research has been carried out into best practice in governance, which will lead to new guidance and support for NDPB boards.

## CULTURAL LEADERSHIP FUND

The Chancellor announced a new £12 million Cultural Leadership Fund, available from 2006-07 to benefit leadership in the wider cultural sector. In July 2005 a "Call for Ideas" was launched by Arts Council England and a core group of stakeholders. Following consideration of responses to the document, the group has developed proposals around key themes. The programme will be launched in spring 2006.

### ARTS COUNCIL ENGLAND, SOUTH WEST

Silver bangles made by artist Stephanie Johnson





# LONDON 2012 OLYMPIC AND PARALYMPIC GAMES

6 July 2005 was a momentous day for British sport and a proud day for our country. The International Olympic Committee's (IOC) decision to award the 2012 Olympic Games and Paralympic Games to London was a tremendous honour and achievement. London's success was also a wonderful tribute to the skill and dedication of all those involved in our bid.

We now have a magnificent opportunity to stage the greatest show on earth, but we need the 2012 Games to do so much more than simply deliver 29 days of world-class sport. We have been presented with a once-in-a-lifetime opportunity to transform the UK's sporting, cultural and social landscape.

The passion and commitment that we channelled into the bid is now carrying through to delivering what will be the greatest Games ever. We have already made remarkable progress. Just eight days after the IOC's announcement, the London Olympic Games and Paralympic Games Bill was introduced to Parliament. The Bill received Royal Assent in March 2006. Twenty days after the IOC's announcement, the first Lottery scratchcards were launched to help fund the Games. The first edition of the 'Go for Gold' scratchcard sold faster than any other new £1 scratchcard launched by Camelot. At the end of March we had exceeded the 2005-06 income target.

Work has already begun on the Olympic Park site and a team has been chosen to design the Park. Key appointments have also been made at the Olympic Delivery Authority (ODA) and London Organising Committee for the Olympic Games (LOCOG).

The British people's support and enthusiasm, displayed so vividly during the bidding phase, is as strong as ever. In the first six days after the IOC's announcement, 17,000 people registered an interest in volunteering for the Games. By the beginning of 2006, that number had risen to a remarkable 80,000. We have also continued to build on the strong support that British businesses provided

during the bidding phase. For instance, DCMS hosted a hugely successful 2012 Business Summit in January 2006. A further conference will be held in Leeds in July 2006 to discuss how best to deliver national and regional economic gains from the 2012 Games.

A Nations and Regions Group has been established to ensure the whole of the UK is engaged with and benefits from the Games in 2012. Each nation and region will set up a national or regional working group, which will draw together all those who have a role to play. The progress we have already made was praised by the IOC when they visited London in November 2005.

Delivering the Games will be a great responsibility and it is vital that we press ahead at full speed. Over the coming year, DCMS, as lead Government Department for the 2012 Games, will continue to work closely with other Government departments and relevant bodies in the nations and regions to ensure that the Games leave a lasting legacy and create maximum social, economic, sporting and environmental benefits for London and the UK as a whole.

[LONDON 2012](#)  
Victory celebrations

[CELEBRATING OUR WINNING BID](#)

[VELODROME](#)





# BBC CHARTER REVIEW

We are now in the final stage of the review of the BBC's Royal Charter, which ends on 31 December 2006. The White Paper, *A public service for all: the BBC in the digital age* was published on 14 March 2006 alongside a draft version of the Royal Charter and Agreement.

The White Paper builds on the Green Paper, *A strong BBC, independent of Government*, which was published on 2 March 2005, as well as the findings of our extensive public consultations and programmes of research.

The Green Paper outlined a number of key conclusions that the BBC would remain strong and independent, setting world class standards across a wide range of programmes; and will continue to be established by a 10 year Royal Charter and funded by the licence fee.

In order for the BBC to remain strong there are changes that must be made. The BBC will have a clearer, tighter remit; we will replace the Board of Governors with a new, more transparent BBC Trust that will be directly accountable to licence fee payers; and the responsibility for day-to-day management and delivery of the BBC's services will be delegated to the Executive Board. The BBC will also help drive the process of digital switchover. The detailed role and responsibilities of the BBC Trust and the Executive Board will be set out in the 10 year Royal Charter and Agreement.

We also commissioned two pieces of research on the proposals in the Green Paper. The first report was published in March 2005 and consisted of focus groups discussing the main questions outlined in the Paper. The second project looked at two specific areas of the Paper: Governance and Accountability and Collection and Enforcement of the Licence Fee. Both of these reports were carried out to support and test the results of the consultation, and to make sure we reflected the views of all sections of the population. Both of these reports are available at [www.bbccharterreview.org.uk](http://www.bbccharterreview.org.uk). All this evidence has been analysed and used to finalise the policy in the White Paper. The key outcome of the Charter Review process has been to establish a framework in which the BBC's role is defined more clearly than ever. It will ensure that the Corporation is fit for purpose, able to respond to the demands of changing technology and provide a framework that puts public purpose, performance and accountability at its centre, whilst defining a new relationship between the BBC and the rest of the market.

#### BBC PROGRAMMES

Who do you think you are?

Serious Amazon

Coast

## PART TWO

The White Paper is published at [www.bbccharterreview.org.uk](http://www.bbccharterreview.org.uk). The draft Charter and Agreement are also available, which translate the decisions in the White Paper into legal provisions. The consultation on the draft Charter and Agreement enabled the public and interested organisations to give their views on how the policy was set out. The final Royal Charter and Agreement will be published later this year.



# PERFORMANCE AGAINST OUR PUBLIC SERVICE AGREEMENT TARGETS

Public Service Agreements (PSAs) set out each Department's aim, objectives and key outcome-based targets. They are agreed with HM Treasury and form an integral part of the spending plans set out in Spending Reviews. At each Spending Review since their introduction in 1998, PSAs have been refined and developed in order that Departments continue to focus on the priorities that the Government is committed to deliver.

This section of the report sets out progress towards our PSA targets set in the Spending Reviews (SRs) 2002 and 2004.

## PERFORMANCE INFORMATION

For each of our PSA targets there is at least one performance indicator against which progress is monitored. Associated with each indicator is one or more project(s) that will drive the attainment of that particular indicator. Those projects are brought together under a programme, which co-ordinates and drives the delivery of the overall target. Baselines and data analysis methodologies are detailed in the Departmental Technical Notes available on our website at [www.culture.gov.uk](http://www.culture.gov.uk).

## PROGRESS WE HAVE MADE AGAINST SR2002 (2003-06) PSA TARGETS

### PSA 1 TARGET

Enhance the take-up of sporting opportunities by 5-16 year olds by increasing the percentage of school children who spend a minimum of two hours each week on high quality PE and school sport within and beyond the curriculum from 25 per cent in 2002 to 75 per cent by 2006 (Joint target with DfES)

# PART THREE

## PE AND SCHOOL SPORT

### INDICATOR

Percentage of 5-16-year olds in schools who spend a minimum of two hours each week during term time on high quality PE and sport within and beyond the National Curriculum. (Source: Annual Audit of School Sport Partnerships.)

Proportion of lessons in which the quality of teaching is assessed by Office for Standards in Education (Ofsted) as good or better.

### PROJECT DESCRIPTION

This is a project of nine linked programmes, collectively delivering the national PE,

School Sport and Club Links (PESSCL) strategy. It is being delivered through an extensive network of delivery agents and partnerships. Those programmes are:

- Specialist Sports Colleges
- School Sports Partnerships
- Gifted & Talented
- QCA PE & School Sport Investigation
- Step into Sport
- Professional Development
- Club Links
- Swimming
- Sporting Playgrounds

Linked work on coaching also supports delivery and forms part of the PSA 2 programme.

### PROGRESS REPORT

#### **Ahead**

- Evidence of Partnerships' desired impact on schools.
- Network of School Sport Partnerships now at 411. Target was 400 by 2006 covering 80 per cent of maintained schools (5 per cent above target).
- Refocusing action to support target groups - girls, ethnic minorities, pupils from deprived backgrounds and Key Stage 4 pupils to sustain and increase participation.
- Target trajectories in place and reviewed after 2005 survey.
- Partnerships have set 2006 targets for key outcomes.

## LATEST OUT-TURN DATA

Overall, 69 per cent of pupils in partnership schools participate in at least two hours of high quality PE and school sport in a typical week – up seven percentage points from the 2003/04 survey. The ambition by 2010 is to offer all children at least four hours of sport every week. This should comprise at least two hours of PE within the curriculum and an additional two to three hours of sport beyond the school day (delivered by a range of school, community and club providers).

A national network of sports colleges and school sport partnerships is supporting delivery of this target. At present there are 381 designated specialist sports colleges, including ten academies with a sports focus and 80 per cent of schools are now within one of the 411 operational partnerships.

The 'Autumn Performance Report 2005' incorrectly stated the percentage of PE teaching judged by Ofsted to be good or better. It should have stated that Ofsted judged that in 2003/04, the quality of teaching was good or better in 80 per cent (not 76 per cent) of secondary schools and 60 per cent (not 62 per cent) of primary schools.

Source of Data: The 2004-05 School Sport Survey and 2003/04 Ofsted reports PE subject reports.



## PSA 2 TARGET

Increase significantly take-up of cultural and sporting opportunities by new users aged 20 and above from priority groups.

### THE ARTS

#### INDICATOR

Increase attendance from under represented groups in arts events.

Targets: Increase attendance by 3 per cent and participation by 2 per cent.

#### PROJECT DESCRIPTION

The package of interventions underpinning this objective is being delivered by Arts Council England (ACE), managed and

monitored through the Funding Agreement with DCMS. ACE is working through three main funding channels: regularly-funded organisations (RFOs), grants for the arts (open application funds) and flexible funds (which are not open to application).

#### PROGRESS

##### Slippage

- Based on the latest survey information, only one of the six targets is currently on target.

- DCMS is working with ACE to put in place new reporting procedures for the programmes being funded by ACE for the SR2004 target.
- Evidence suggests individual programme elements are impacting on priority groups but at a slower rate than expected.

#### ANGEL OF THE NORTH

Sculpture by  
Antony Gormley

#### ARTS LATEST OUT-TURN DATA

	Attended at least two events			Participated in at least two events		
	Baseline	Target	Latest Out-turn	Baseline	Target	Latest Out-turn
Disabled people (limiting longstanding illness)	29% (2001)	32%	26%	12% (2001)	14%	12%
Socially excluded (Social classes C2DE)	23% (2001)	26%	26%	10% (2001)	12%	9%
Black and ethnic minority	32% (2002)	35%	30%	15% (2002)	17%	11%

Data are collected from the Office for National Statistics Omnibus Survey

### NATIONAL MUSEUMS AND GALLERIES

#### INDICATOR

Increase by 8 per cent by 2005-06 adult visitors in socio-

economic groups C2, D and E to DCMS-sponsored national museums and galleries.

#### PROJECT DESCRIPTION

The maintenance of free access is key to increasing admissions from these groups. The Funding

Agreements for 2003-06 set targets for each museum to undertake specific activities depending on its own circumstances.

#### PROGRESS

**Met**

#### LATEST OUT-TURN DATA

2002-03 Baseline	Target	2004-05 out-turn
5,362,167	5,791,140 (8%)	6,820,939 (27%)

Performance data collected from DCMS-sponsored museums and galleries.

## REGIONAL MUSEUMS

### INDICATOR

Attract 500,000 visits to regional museums by new users

### PROJECT DESCRIPTION

£60 million was allocated over the period of the Spending Review for building the capacity of groups of 'hub' museums in the nine regions, to enable them to extend their reach to under-represented groups and step up their educational activities. The funds were administered by the Museums Libraries and Archives

Council under a framework agreed with DCMS. Development is in two phases, with the three Phase 1 hubs receiving 70 per cent of the SR2002 funds.

### PROGRESS

**Met**

### LATEST OUT-TURN DATA

(Project started from a zero base).

2004-06: New users for the first two years of the target have been 3,086,283, of which 1,263,403 were from priority groups.

Performance data provided by the Museums, Libraries and Archives Council

### FLAMEWORKS

Artist-led workspace for artists in Devon and Cornwall

## SPORT

### INDICATOR

Sports Coaching

- National Coaching Certificate in 20 sports by 2006.
- 45 Coach Development Officers by 2005.
- 3,000 Community Sports Coaches by 2006.

### PROJECT DESCRIPTION

This project aims to create a step change in the recruitment, education, employment and deployment of coaches working in England and elsewhere in the UK. It will seek to transform coach education, professionalise and diversify the coaching workforce and open up access to enable many more people to benefit from coaching.

### PROGRESS

**On course**

- Trajectories in place and being kept under review.
- 2005-06 research in progress.
- Five sports to deliver the new certificate to coaches in early 2006 with a total of 21 sports by the end of 2006.

### LATEST OUT-TURN DATA

**February 2006:** Five sports are now approved to deliver UKCC, 45 Coach Development Officers operational and 1,761 Community Sports Coaches in place.

Performance data provided by Sport England and sports coach UK

## HISTORIC ENVIRONMENT

### INDICATOR

Attract 100,000 visits by new users from minority and socially deprived groups to the historic environment

### PROJECT DESCRIPTION

This project is producing a step change in the way the sector manages engagement with the historic environment, including a more inclusive approach to site interpretation and the development of offers, which appeal to different sections of the community.

### PROGRESS

**Met**

### LATEST OUT-TURN DATA (The project started from a zero base)

**2004-05 out-turn:** 323,478 visits by new users from minority and socially deprived groups.

Performance data provided by English Heritage



### **PSA 3 TARGET**

#### **Improve the productivity of the tourism, creative and leisure industries**

DCMS seeks to support this objective at a microeconomic level, with key projects designed to impact on its sponsored industries. These take two forms: research aimed at understanding drivers of performance in the industries; and policies informed by research and other evidence.

The impact of these projects will be measured and assessed through analysis of the contribution the tourism and leisure and creative industries make to UK productivity. This will be a long term project. The base year for the data on productivity performance is 2002.

The performance of each of the projects supporting the PSA targets and the latest productivity data is reported overleaf.

## GAMBLING ACT 2005

### INDICATOR

This legislation will modernise the regulation of all forms of gambling while providing greater protection for children and vulnerable people. It will be brought into force in 2007, once the new national regulator, the Gambling Commission, and all local licensing authorities have completed the consultations and other preparatory work they will need to undertake.

### PROGRESS

#### Met

- The Act was given Royal Assent on 7 April 2005
- Target date for full implementation September 2007

## COMMUNICATIONS ACT 2003

### INDICATOR

The Act is a major reform of regulation in the communications sector and provides a regulatory framework that can respond to the market as it changes.

### PROGRESS

#### Met

Act came into force 29 December 2003.

## LICENSING ACT 2003

### INDICATOR

This legislation reformed and streamlined archaic licensing laws, strengthening competition and increasing choice and flexibility for consumers while providing a greater degree of local and appropriate regulation and minimising harmful practices.

### PROGRESS

#### Met

Act came into force on 24 November 2005.

## THE DIGITAL TELEVISION ACTION PLAN

### INDICATOR

The purpose of the Digital Television Action Plan was to set out for Ministers the options on switchover from analogue to digital television. The final report of the Action Plan has now been produced and the Plan is replaced with a Programme for the implementation of switchover.

### PROGRESS

#### Met

- The Digital Television Action Plan, issued in 2001
- Report on Digital Television Project published on 23 March 2005
- Government commitment to complete switchover in 2012 (commencing in 2008)

## TOURISM MARKETING

### INDICATOR

There is a direct link between promotional work to increase visitor spend and increased productivity. The impact first of Foot-and-Mouth Disease and then of 9/11 led to a significant reduction in overseas visitors and spending. The domestic tourism market also declined, although in this instance it was more resilient. These events highlighted the particular fragility of the visitor economy to external shocks.

Two key projects were devised to deliver the required reforms:

- The reform of the tourism support infrastructure – see PSA 4 below;

- Establishment of a renewed focus on professional marketing within the new VisitBritain.

### PROGRESS

#### Met

- Domestic marketing plan prepared September 2003
- 2003-04 30:1 return on investment achieved
- 2004-05 initial figures indicate 29:1 investment achieved

## LATEST PRODUCTIVITY OUT-TURN DATA

### PROGRESS

#### Slippage

Our PSA target requires productivity improvements above the service sector as a whole. From figure 1, below, it is clear that while productivity in the Creative Industries and all service sectors improved at broadly the same rate, productivity in the tourism related and other leisure industries fell. Table 1, below, sets out the figures in more detail.

### 1. OVERVIEW

Figure 1 – Indices of real change in productivity

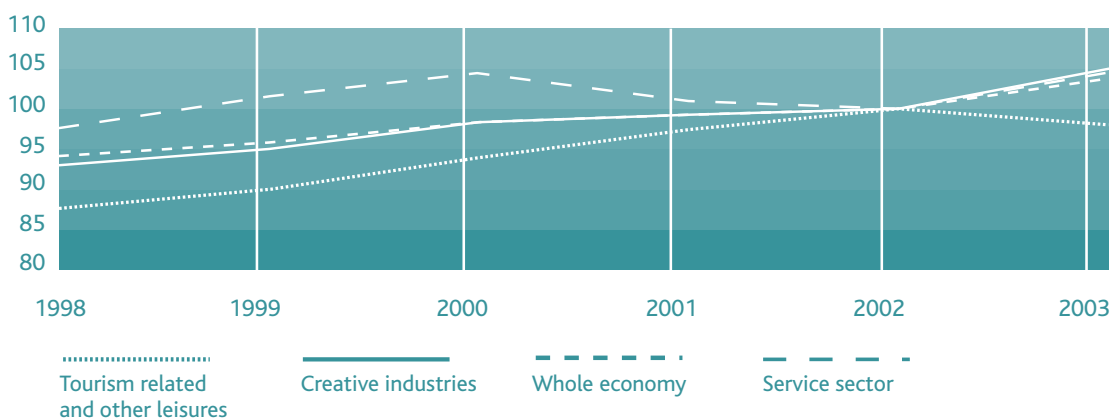


Table 1: Annual and average percentage productivity changes from 1998 onwards<sup>5</sup>

Sector	1999	2000	2001	2002	2003	Average 1998-2003
Creative Industries (excl design and craft)	3.4%	3.7%	-3.3%	-0.9%	3.1%	1.2%
Tourism-related & other leisure	3.0%	4.3%	3.1%	3.2%	-2.4%	2.2%
All services	0.9%	2.5%	1.4%	1.0%	3.3%	1.8%
Whole economy	1.6%	3.1%	1.3%	0.9%	3.9%	2.2%

Despite the successful conclusion of a number of our projects productivity in the tourism sector has fallen. Productivity is measured as gross value added (GVA) divided by total employment (see Technical Note for more detail on definitions and methodology). The fall in tourism productivity is driven by a 2 per cent increase in employment while GVA has remained broadly constant.

There may be two potential causes for these trends. The first is a change in the composition of foreign visitors. The second may be related to the measure of employment

- The average expenditure per inbound visitor fell by 1 per cent in 2003 potentially causing a reduction in income generated per employee.
- Employment is measured as the total number employed regardless of the number of hours they work. It does not, therefore, take account of switching between full and part-time employment. It is possible that the tourism sector has shifted towards more part time and flexible working as a result of the uncertainty caused by incidents such as 9/11, SARS and foot and mouth disease.

<sup>5</sup> Data is collated from ONS's Annual Business Inquiry (ABI)



## **PSA 4 TARGET**

To improve significantly the value for money of the Department's sponsored bodies, measured by a matrix of NDPB indicators.

Under this PSA, we seek to continue improving the value delivered through our sponsored bodies by:

- Implementing targeted reform programmes for specific NDPBs where a major and pressing need has been identified;
- Better aligning NDPB activity with DCMS priorities, through new tighter funding agreements;
- Reforming the delivery of Lottery funds to ensure fairer and more cost-effective distribution to all areas and communities throughout the UK;
- Improving our appointments function and the way in which we deal with the Boards of our NDPBs;
- Identifying generic constraints on NDPB performance with which the Department can help, including those relating to pay and the workforce.

This is being delivered through seven related, though distinct projects. Progress against each is presented here.

## REFORM OF BRITISH LIBRARY

### PROGRESS

#### Met

- 95 posts removed in 2003-04 resulting in savings of £2.7 million per year
- Further savings of 40 posts in 2004-05 with savings of an additional £1.1 million per annum
- Structural and senior staff changes made

## REFORM OF BRITISH MUSEUM

### PROGRESS

#### Met

- 160 posts removed resulting in a net loss of 127 staff. Cost savings of £6.8million per year
- Phase II of change programme to address internal restructuring issues being implemented. This will not deliver large savings, but it will help to modernise the culture of the museum
- Severance target secured

## REFORM OF SPORT ENGLAND

### PROGRESS

#### Met

- Strategy clear, large scale reorganisation complete
- Staff reductions have created administrative savings of £40m over five years

[BRITISH MUSEUM](#)  
Glass roof detail

## REFORM OF TOURISM BODIES

### PROGRESS

#### Met

- VisitBritain Head Office structural changes and development of overseas hub offices now completed.
- Annual savings of £1.74 million resulting from merger – savings redirected towards marketing activity
- Tourism now fully incorporated into RDA Tasking Framework
- Agreed DCMS/VisitBritain/Regional Development Agencies/local authorities/Industry policy priorities published in July 2004 as *Tomorrow's Tourism Today*

## REFORM OF ENGLISH HERITAGE

### PROGRESS

#### Met

- Modernisation project completed March 2005
- Restructuring of property management function complete (investment £3.1 million; savings £0.9 million year on year).
- Regional restructuring complete, including rationalisation of back office functions,
- Restructuring of archaeology and historic buildings advisory service complete.
- Restructuring of back office functions complete (resources and IT)

## LOTTERY REFORM

### PROGRESS

#### On course

- Bill received second reading in the Lords on 6 February 2006 and is expected to continue to make good progress through Parliament
- Main elements of reform delivered through secondary legislation.

## NDPB MODERNISATION STRATEGY

### PROGRESS

#### Met

- This project has been subsumed into the Department's Efficiency Review programme and is reported in that section of the Annual Report.

## **PROGRESS WE HAVE MADE AGAINST SR2004 (2005-08)**

### **PSA TARGETS**

#### **PSA 1 TARGET**

Enhance the take-up of sporting opportunities by 5-16 year olds so that the percentage of school children who spend a minimum of two hours each week on high quality PE and school sport within and beyond the curriculum from 25 per cent in 2002 to 75 per cent by 2006 and to 85 per cent by 2008.

### **PE AND SCHOOL SPORT**

#### **INDICATOR**

Percentage of 5-16-year olds in schools who spend a minimum of two hours each week during term time on high-quality PE and sport within and beyond the National Curriculum.

An indicator for quality was finalised in October 2003 following the introduction of a new framework for Ofsted's inspection of schools from September 2003.

#### **PROJECT DESCRIPTION**

This is a programme of nine linked projects, collectively delivering the PE, School Sport and Club Links (PESSCL) Strategy. It is being delivered through an extensive network of delivery agents and partnerships. Those programmes are:

- Specialist Sports Colleges
- School Sports Partnerships
- Gifted and Talented
- QCA PE & School Sport Investigation
- Step into Sport
- Professional Development
- Club links
- Swimming
- Sporting Playgrounds

#### **PROGRESS**

##### **Ahead**

- Overall delivery plan and sub-delivery plans have been

updated and extended to run up to 2008

- Target trajectories in place

#### **LATEST OUT-TURN DATA**

Overall, 69 per cent of pupils in partnership schools participate in at least two hours of high quality PE and school sport in a typical week – up seven percentage points from the 2003/04 survey. The ambition by 2010 is to offer all children at least four hours of sport every week. This should comprise at least two hours of PE within the curriculum and an additional two to three hours of sport beyond the school day (delivered by a range of school, community and club providers).

A national network of sports colleges and school sport

partnerships is supporting delivery of this target. At present there are 381 designated specialist sports colleges, including ten academies with a sports focus and 80 per cent of schools are now within one of the 411 operational partnerships.

The 'Autumn Performance Report 2005' incorrectly stated the percentage of PE teaching judged by Ofsted to be good or better. It should have stated that Ofsted judged that in 2003/04, the quality of teaching was good or better in 80 per cent (not 76 per cent) of secondary schools and 60 per cent (not 62 per cent) of primary schools.

Source of Data: The 2004-05 School Sport Survey and 2003-04 Ofsted reports PE subject reports.

## PSA 2 TARGET

Halt the year on year increase in obesity among children under 11 by 2010, in the context of a broader strategy to tackle obesity in the population as a whole. (Joint target with DH and DfES).

### INDICATOR

Prevalence of obesity as defined by National BMI percentile classification for children aged between 2-10 years (inclusive) measured through the Health Survey for England. Baseline year is weighted average for three year period 2002-04.

### PROJECT DESCRIPTION

The prevalence of obesity has trebled since the 1980s, and well over half of all adults are either overweight or obese – almost 24 million adults.

If the number of obese children continues to rise, children will have a shorter life expectancy than their parents.

Being obese and overweight means that you are at more risk of the biggest killer diseases, such as heart disease, cancer and Type 2 diabetes.

If current trends continue, at least a third of adults, a fifth of boys and a third of girls will be obese by 2020.

### PROGRESS

#### Not yet assessed

- Complex delivery chain, with a wide range of delivery agents and stakeholders nationally, regionally and locally. NAO reported on the delivery chain.
- Delivery plan, including risk register, milestones, trajectories and trends being finalised

- Analytical work has identified which work programmes will contribute most to target, which are the most cost effective and will impact the most on the children who are likely to be obese in 2010
- Programme Board, Food & Health Working Group and Food & Drink Advertising Forum meeting and will review progress against outputs/outcomes and adjust work programmes accordingly

### LATEST OUT-TURN DATA

Progress against the target will be measured through the Health Survey for England. The baseline will be established for the three year period 2002-04 once data from the 2004 Health Survey for England is available in winter 2005-06.



### **PSA 3 TARGET**

By 2008, increase the take-up of cultural and sporting opportunities by adults and young people aged 16 and above from priority groups

#### **INDICATOR**

Increase the number who participate in active **sports** at least twelve times a year by 3 per cent, and increasing the number who engage in at least 30 minutes of moderate intensity level sport, at least three times a week by 3 per cent.

#### **PROJECT DESCRIPTION**

This target represents a substantial challenge, with unprecedented increases in participation required if it is to be achieved. In particular, it recognises the need to reduce inequalities in participation in sport for key priority groups.

The target will be primarily delivered through Sport England. Their Delivery Plan includes the following key elements:

- **Marketing Sport** – targeted campaigning and marketing of sport through Everyday Sport and Active Places.
- **Building the delivery system** – developing an effective regional and local delivery system for community sport
- **Building capacity** – improving the quality and quantity of clubs, coaches and volunteers that are needed to support the development of sport.
- **Building Infrastructure** – providing the right facilities to encourage greater participation in sport
- **Improving Performance** – new measurement of participation at local level

through Active People survey; driving up standards of local authority service provision through CPA/LAA/LPSA mechanisms.

#### PROGRESS

##### Not yet assessed

- Complex delivery chain involving many partners
- Sport England Delivery Plan in place.
- New Sport England reporting framework in place for reporting against outcomes and interventions
- New Funding Agreement has strong focus on PSA target
- Sport indicators will form part of the CPA assessment for the first time in CPA 2006
- After a successful North-East pilot, the Everyday Sport campaign has been rolled out

in London and the South East.

- The Active People survey, the largest survey of its kind ever undertaken, is well underway. Emerging results will be available in June 2006.

#### LATEST OUT-TURN DATA

The estimates below are *provisional*. The primary reasons for this are because the final weights will not be applied to the data until the full year has been gathered. In the interim period, temporary weights have been applied. Also, the estimates are based on interviews achieved over a six month period. Given the timescale of the data and the nature of the activities, certain estimates will be influenced by this seasonality.

[TATE GALLERY](#)

[SURFING IN CORNWALL](#)

#### Participation in active sport by priority group during the past four weeks

	At least 1 active sport	Percentage Range <sup>A</sup>
Black & minority ethnic	48.5	45.5 – 51.4
Limiting disability	31.1	29.0 – 33.1
Lower socio-economic	43.6	42.0 – 45.3
Women	45.9	44.5 – 47.4
<b>All adults</b>	<b>52.4</b>	<b>51.3 – 53.5</b>

#### Participation in moderate intensity level sport by priority group during the past week

	At least 3x30	Percentage Range <sup>A</sup>
Black & minority ethnic	16.6	14.3 – 18.9
Limiting disability	9.3	8.0 – 10.6
Lower socio-economic	14.2	13.0 – 15.4
Women	15.8	14.6 – 16.9
<b>All adults</b>	<b>19.1</b>	<b>18.2 – 20.0</b>

A. Using 95 per cent confidence interval. Figures have been rounded to 1 decimal place.

## INDICATOR

Increase the number who participate in **arts** activity at least twice a year by 2 per cent and increasing the number who attend arts events at least twice a year by 3 per cent.

## PROJECT DESCRIPTION

Despite relatively sustained levels of participation amongst disadvantaged groups the programmes have not yet made a significant impact. Breaking down barriers to access and exploiting the full wealth of UK culture have been key to our strategies in recent years.

This target will primarily be delivered through The Arts Council England, but for the first time we will be engaging with non-DCMS delivery agents to increase participation across the sector as a whole.

The Arts Council delivery strand includes and comprises the following key elements:

- The utilisation of funding agreements with Regularly Funded Organisations and in turn with 3rd tier organisations to drive progress in delivery for priority groups
- Targets for Lottery Capital and Grants for the Arts distribution
- Dissemination of lessons learnt and best practice from previous pilot programmes such as decibel and the *New Audiences programme* and from new pilots as appropriate
- Development of better business models for arts organisations, including strategies for increasing participation and attendance at arts events by priority groups
- Lessons will continue to be drawn and good practice disseminated from the *New Audiences Programme*, which was a national action research programme (1998-2004) designed to test new approaches to building and reaching new audiences.

## PROGRESS

### Not yet assessed

- Complex delivery chain, target not to be solely delivered through ACE
- Steering Group includes non-DCMS sponsored bodies
- ACE delivery plan in process of being finalised, to include details of priority group programmes
- Evidence being gathered on what interventions work
- Project working group convened to look at demand issues across the arts, heritage and museums participation projects
- New Funding Agreement will have a strong emphasis on PSA targets

## LATEST OUT-TURN DATA

The estimates below are *provisional*. The primary reasons for this are because the final weights will not be applied to the data until the full year has been gathered. In the interim period, temporary weights have been applied. Also, the estimates are based on interviews achieved over a six month period. Given the timescale of the data and the nature of the activities, certain estimates will be influenced by this seasonality.

[LOTTERY GOOD CAUSES](#)

Young brass musicians

### Attendance at arts events by priority group during the past 12 months

	At least 2 events	Percentage Range <sup>A</sup>
Black & minority ethnic	21.9	19.5 – 24.4
Limiting disability	23.6	21.7 – 25.5
Lower socio-economic	17.4	16.2 – 18.7
<b>All adults</b>	<b>32.8</b>	<b>31.8 – 33.9</b>

### Participation in arts activities by priority group during the past 12 months

	At least 2 activities	Percentage Range <sup>A</sup>
Black & minority ethnic	20.4	18.1 – 22.8
Limiting disability	18.5	16.8 – 20.2
Lower socio-economic	16.1	14.9 – 17.4
<b>All adults</b>	<b>23.8</b>	<b>22.9 – 24.7</b>

A. Using 95 per cent confidence interval.  
 Figures have been rounded to 1 decimal place.



## INDICATOR

Increase the number accessing **museums and galleries** collections by 2 per cent.

## PROJECT DESCRIPTION

We will continue to build on the successful *Renaissance in the Regions* framework and the work of the National Museums and Galleries programmes increasing participation. This will be strengthened by closer working with museums outside of the DCMS sponsored museums to share best practice and develop joint programmes, where possible.

We will build on the progress that has been achieved by the DCMS sponsored museums by:

- rolling out “Renaissance” to the Hub museums in more of

the English Regions and so increasing further the number of visits from priority groups

- working with sponsored National Museums and Galleries to pursue particular programmes aimed at priority groups
- working with sponsored National Museums and Galleries to engage in partnerships with museums and galleries in the regions aimed at encouraging participation from priority groups

## PROGRESS

### Not yet assessed

- Complex delivery chain, target not to be solely delivered through DCMS sponsored museums
- Steering Group includes non-DCMS sponsored bodies

- National museums and galleries have provided lists of priority group programmes
- Project working group convened to look at demand issues across the arts, heritage and museums participation projects
- New Funding Agreements include C2DE target

## LATEST OUT-TURN DATA

The estimates below are *provisional*. The primary reasons for this are because the final weights will not be applied to the data until the full year has been gathered. In the interim period, temporary weights have been applied. Also, the estimates are based on interviews achieved over a six month period. Given the timescale of the data and the nature of the activities, certain estimates will be influenced by this seasonality.

## Attendance at museums and galleries by priority group during the past 12 months

	At least 1 visit	Percentage Range <sup>A</sup>
Black & minority ethnic	36.3	33.4 – 39.1
Limiting disability	31.8	29.8 – 33.9
Lower socio-economic	29.3	27.7 – 30.8
<b>All adults</b>	<b>42.7</b>	<b>41.6 – 43.8</b>

A. Using 95% confidence interval.

B. Figures have been rounded to 1 decimal place.

### INDICATOR

Increasing the number of visiting designated **Historic Environment** sites by 3 per cent.

### PROJECT DESCRIPTION

We will continue to attract new users to the historic and built environment through established marketing and events, which are proven to be the most effective drivers for increasing access.

We will strengthen our links with non-DCMS sponsored heritage organisations to share best practice and develop joint programmes where possible.

This target will be delivered through English Heritage, alongside other major heritage

organisations, with engagement of the wider sector.

English Heritage is developing a variety of different programmes and activities:

- Increasing visitor focus at English Heritage properties
- Using the expansion of Heritage Open Days and the Blue Plaques Scheme to broaden access at the local community level
- Attracting new visitors to English Heritage sites
- Specific projects run by English Heritage, including outreach, education and events programmes
- National projects, including projects run by others but supported through English Heritage's grant programmes

### PROGRESS

#### Not yet assessed

- Complex delivery chain, target not to be solely delivered through DCMS sponsored heritage bodies
- Steering Group includes non-DCMS sponsored bodies.
- Delivery plan being finalised which will include contributions from both DCMS NDPBs and non-DCMS bodies
- Project working group convened to look at demand issues across the arts, heritage and museums participation projects
- New Funding Agreement has a strong focus on PSA target

### LATEST OUT-TURN DATA

The estimates below are *provisional*. The primary reasons for this are because the final weights will not be applied to the data until the full year has been gathered. In the interim period, temporary weights have been applied. Also, the estimates are based on interviews achieved over a six month period. Given the timescale of the data and the nature of the activities, certain estimates will be influenced by this seasonality.

#### Attendance at designated historic environment sites by priority group during the past 12 months

	At least 1 visit	Percentage Range <sup>A</sup>
Black & minority ethnic	47.3	44.3 – 50.2
Limiting disability	58.0	55.9 – 60.2
Lower socio-economic	57.5	55.8 – 59.1
<b>All adults</b>	<b>69.7</b>	<b>68.7 – 70.7</b>

A. Using 95 per cent confidence interval. Figures have been rounded to 1 decimal place.



## PSA TARGET 4

By 2008, Improve the productivity of the tourism, creative and leisure industries

The DCMS seeks to support this objective at a microeconomic level, with key projects designed to impact on its sponsored industries. These take two forms: research aimed at understanding drivers of performance in the industries; and policies informed by the research and other evidence.

Impact of these projects will be measured and assessed through analysis of the contribution the Tourism and Leisure and creative industries make to UK productivity. This will be a long term project. The base year for the data on productivity performance is 2002, and the trends in productivity up to and including 2002 are shown in the graph with comments on page 81.

### LATEST OUT-TURN DATA

Provisional data will be available from Office for National Statistics (ONS) December 2006/January 2007, but the final data will not be available until summer 2007.

## IMPLEMENTATION OF THE LICENSING ACT

### PROJECT DESCRIPTION

This legislation reformed and streamlined archaic licensing laws, strengthening competition and increasing choice and flexibility for consumers while providing a greater degree of local and appropriate regulation and minimising harmful practices.

### PROGRESS

#### On course

- Act fully implemented on 24 November 2005. Early indications positive – but clearly too early to assess fully.
- Scrutiny Councils initiative launched and drawing together qualitative information about practical effects of new regime on the ground.
- Guidance Review initiated – first phase to draw on issues raised during transition period.
- Fees Panel Interim Report published on 5 December 2005.

[STONEHENGE](#)

[EDEN PROJECT](#)

[ICE SKATING](#)  
Somerset House

## IMPLEMENTATION OF GAMBLING ACT

### PROJECT DESCRIPTION

When implemented the Gambling Act will replace most existing gambling law. It will extend to the whole of Great Britain. It puts in place an improved, more comprehensive structure of gambling regulation, and creates a new independent regulatory body the Gambling Commission.

Currently, we are working towards 1 September 2007 as the target date for full implementation of the Act. The main tasks needed to be completed to meet this target are:

- Establishment of the Gambling Commission, its relocation to Birmingham and the development of its approach to regulation.
- Parliamentary approval for the secondary legislation necessary for full implementation of the Act.
- Working with licensing authorities.
- Establishment of an independent advisory panel that will provide advice to the Secretary of State about which licensing authorities should have power to issue licences for casinos.
- A programme of research into the prevalence of gambling and problem gambling, and its causes.

### PROGRESS

#### On course

- Gambling Commission established and launched October 2005
- Programme of secondary legislation being planned, timetable published
- Independent Casino Advisory Panel appointed and started work October 2005
- Preparations in hand to undertake Prevalence Study in 2006
- Licensing authorities fully involved, full consultation through the premises licensing group

## DIGITAL SWITCHOVER IMPLEMENTATION

### PROJECT DESCRIPTION

The Government is committed to achieving switchover by 2012, starting in 2008. It has also confirmed the region-by-region timetable and the scope of schemes which will be established to help over 75s and those with significant disabilities make the switch.

Digital UK, an independent organisation set up by the public service broadcasters and multiplex operators with representation from the digital television equipment retailers and manufacturers will co-ordinate the switchover to digital television.

### PROGRESS

#### On course

- Report on the Digital Television Project published March 2005
- Number of households adopting digital TV stands at 70 per cent (Ofcom)
- Project structure in place. Role and responsibilities of each party agreed. Project plans for each workstrand in place
- Regulatory Impact Assessment published October 2005
- Cost benefit analysis shows quantifiable benefits of around £1.1- £2.2 billion (in net present value terms)

## TOURISM

### PROJECT DESCRIPTION

We are taking forward work with our delivery partners, which will focus on the investment, skills and competition drivers, and also innovation and enterprise. Resulting projects will be complemented by a number of enabling programmes and other activities which will provide us with the knowledge, infrastructure and influence needed to underpin our Programme. New projects will come on stream, arising from the conclusion of earlier projects or in response to developments, or commissioned by key stakeholders. Projects will be evaluated in the light of their conclusions.

The work is being managed as a programme because of the complex interdependencies between the different projects. Our overall success will be measured in terms of headline tourism productivity increases ie. it will not be possible to prove the cause and effect between one work programme and a certain amount of productivity gain.

### PROGRESS

#### On Course

- External events can impact on tourism industry
- Complex delivery chains and interdependencies. Largely rests on the ability to influence other Departments, local and regional partners, and the industry

- Strategic priorities work (marketing/e-tourism, quality, skills and data) progressing through to 2008
- Sector Skills Strategy in development. Minister held first Skills Summit.
- New UKTS data beginning to come on stream – will provide better indication of health of domestic market
- Further work to take place on how to measure the impact of DCMS interventions.



[ARTS COUNCIL ENGLAND,](#)  
[SOUTH WEST](#)

Artist Carole Waller working on her paintings, laminated between glass

## **CREATIVE INDUSTRIES PROJECTS**

### **PROJECT DESCRIPTION**

We initially focussed on two priority projects most likely to increase productivity and so best deliver our PSA target: the Creative Industries Intellectual Property Forum and the film co-production review. These projects are supported by ongoing policy work that either seeks to address productivity drivers across the sector or maintains a fruitful Government dialogue with the film and music sectors. In 2005 we launched a new Creative Economy Programme jointly with DTI to bring greater efficiency and coherence to Government support for the

creative industries, and to develop agreed priorities and a new strategic platform for the future. A key area of work is on evidence and data. The Programme is being taken forward in consultation with industry stakeholders.

### **PROGRESS**

#### **On Course**

- Complex/long delivery chain – sector mainly made up of small businesses
- New Creative Economy Programme (CEP) has been launched for delivering increased productivity identifying key interventions for Government.
- CEP will deliver interim results in summer 2006, and final conclusions in the autumn. New Action Plan will flow from CEP

- Good progress on film treaty project, treaty with India nearing agreement
- Intellectual Property Rights project on track. New IP stakeholder group to be set up to monitor implementation of recommendations from the IP Forum

## PSA DATA SYSTEMS

We do not directly collect the data for monitoring SR2002 PSAs. Our calculations of productivity (for S2002 PSA 3 and SR2004 PSA 4) are based on data collected by the ONS Annual Business Inquiry (ABI).

Our SR2004 PSA3 Participation target is measured using data from the Taking Part Survey. Taking Part is a continuous national survey of adults (aged 16 and over) from a representative cross-section of private households in England that launched in July 2005. The survey also collects information from children aged 11-15 (since January 2006 only).

## PSA DATA LIMITATIONS

The data have some limitations when used to examine the reported changes in productivity:

- At low levels of disaggregation the estimates from the ABI may fluctuate as a result of the sampling process and the complex way that Value Added is estimated. As a result trend changes are likely to be more robust than year on year changes.
- Firms are classified by their main activity. The value added from any secondary activity will be allocated to their main category. This could lead to under or over estimates in some cases.
- To make meaningful comparisons across time it is necessary to ensure prices are constant. GVA figures are all expressed in 2002 prices, and an average annual GDP deflator is used.
- GVA and employment from Standard Industrial Classification (SIC) codes are split to make the DCMS estimates of productivity. Constant proportions are used for tourism sectors such as bars, restaurants etc and Creative Industries.



- The Inter-Departmental Business Register (IDBR), used for Office for National Statistics business surveys, covers businesses that are registered for VAT and will not include small businesses whose turnover is below the VAT threshold and who are not registered for VAT. The register will include businesses running a PAYE scheme. This means that coverage of businesses in some sectors of the creative industries will be limited.

#### DCMS DATA COLLECTION/OUTPUTS

In addition to the Taking Part Survey, DCMS also produces annual economic estimates of the Creative Industries. Changes may be made to this statistical bulletin in light of the findings from the Creative Economy Programme.

DCMS has also collected statistical data on Liquor Licensing, last published in October 2004. Following the full implementation of the Licensing Act 2003, the scope and content of this bulletin will be reviewed prior to any future release.

A Betting Licensing statistical bulletin was published in October 2003. Again, following the formal launch of the Gambling Commission in October 2005, future releases of this bulletin will be reviewed.



#### [LIVE PERFORMANCE](#)

Performance artists at the Eden Project

#### [ARTS COUNCIL ENGLAND, SOUTH WEST](#)

'Relative', a dance project exploring the relationship between children and their grandparents

#### [CULTURAL PROPERTY](#)

Details of the Macclesfield Psalter: a fourteenth century manuscript

