

Annex 1

PSA Targets from SR2004

In this annex, we report on any DCMS PSA that has not yet reached final assessment stage and is thus ongoing.

Further details of these PSAs can be found in the 2005–2008 Public Service Agreements Technical Note, available on our website⁹³. A revised version of this Technical Note was published in November 2007 in accordance with National Audit Office recommendations on PSA4.

The following report uses these terms to assess progress against **SR2002** and **SR2004** ongoing targets.

If final assessment:

- **Met:** Target achieved by the target date
- **Partly met:** Where a target has two or more distinct elements, and some – but not all – have been achieved by the target date
- **Not met:** Where a target was not met or met late.

If ongoing target:

- **Ahead:** If progress is exceeding plans and expectations
- **On course:** Progress is in line with plans and expectations
- **Slippage:** Progress is slower than expected, e.g. by reference to criteria set out in a target's Technical Note
- **Not yet assessed:** Used for targets for which data is not yet available.

PSA2

This is a joint target with Department of Health and Department for Children, Schools and Families. It has been rolled forward as a National target and an indicator underpinning PSA 12: Improve the health and wellbeing of children and young people.

Performance summary

Not yet assessed – According to the 2007 Health Survey for England (HSE) report there are indications that the trend in obesity prevalence may have begun to flatten out over the last two to three years (15.4 per cent – 2007 HSE data). However, confirmation of this change will require at least one more year's data.

Indicator

To meet the PSA, the prevalence of obesity in 2–10 year olds needs to be a maximum of 18.1 per cent by 2011, which means preventing at least 34,000 children from becoming obese or moving them out of the category.

From 1995 to 2006, the obesity prevalence for 2–10 year olds reported in the HSE has shown a linear increase of 0.5 percentage points a year, giving an estimated baseline of 16.1 per cent in 2006.

Description

The Government set itself a new ambition to be the first major nation to reverse the rising tide of obesity and overweight in the population by enabling everyone to achieve and maintain a healthy weight. Specifically, the national target (and one of the Children's Plan 2020 goals) is to reduce the proportion of overweight and obese children to 2000 levels by 2020 in the context of tackling obesity across the population.

The Government has also mapped out its intentions to deliver this ambition in *Healthy Weight, Healthy Lives: a cross-government strategy for England*⁹⁴, which was published in January 2008. It comprised five policy areas for action and provided everyone with the information and opportunities to achieve, and maintain a healthy weight. *Healthy Weight, Healthy Lives: One Year On*⁹⁵ published in April 2009 reviews progress on delivery and sets out priorities for the future.

The Government is inviting everyone in society to join a national movement called *Change4Life*⁹⁶ to help people maintain a healthy weight, by making it easier for parents to make healthier food choices and encourage more activity. Work is already well underway to collaborate with other government departments, the National Health Service, schools, voluntary groups, and commercial and media partners.

PSA3

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

In December 2008 data from the 2007–08 Taking Part survey were published⁹⁷. This represented the final assessment of progress on PSA3.

Overall performance summary

Partly met

This PSA is measured by the sector targets described below. Two conditions must be fulfilled to meet each target:

- 1 The difference between the baseline estimate and the final estimate must be at least 3 percentage points (or 2 percentage points when considering museum and gallery visits)
- 2 The difference between the baseline estimate and the final estimate must be statistically significant at the 95 per cent level.

There were four targets (out of twenty) which met both conditions:

- 3 percentage point increase in those from Black and minority ethnic backgrounds attending historic environment sites
- 2 percentage point increase in those from Black and minority ethnic backgrounds attending museums and galleries
- 2 percentage point increase in those from lower socio-economic backgrounds attending museums and galleries
- 3 percentage point increase in those from Black and minority ethnic backgrounds attending arts events.

These are highlighted in blue in Figures 16, 18 and 20 pages 169–171).

Sports targets

Increasing the number of people from priority groups who participate in active sports at least 12 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 cent⁹⁸. For this sector, priority groups are defined as women, people with a limiting disability, people from lower socio-economic groups, and people from ethnic minorities.

Performance summary

Not met

Final outturn data for active sport

Figure 9 shows the final estimates for active sports participation collected during the past three years. Comparing estimates from the baseline in 2005/06 with the final estimates in 2007/08 shows there has been a statistically significant decrease in participation by females and those with a limiting disability.

Figure 10 sets out whether each target meets the two conditions. None of the four priority group targets have been achieved.

Figure 9: Participation in active sport by priority group during the past four weeks

	2005/06	2006/07	Percentage 2007/08
Black and minority ethnic	53.3 (+/- 2.2)	51.9 (+/- 2.4)	52.6 (+/- 2.3)
Limiting disability	32.3 (+/- 1.3)	31.2 (+/- 1.5)	30.1 (+/- 1.3)
Lower socio-economic	43.4 (+/- 1.1)	42.2 (+/- 1.3)	43.8 (+/- 1.2)
Females	47.7 (+/- 1.0)	46.2 (+/- 1.1)	46.1 (+/- 1.0)
All adults	53.7 (+/- 0.8)	53.4 (+/- 0.9)	53.6 (+/- 0.8)

Figure 10: Meeting conditions for the active sport targets

	Percentage 2005/06	Percentage 2007/08	Percentage point difference 05/06–07/08	Confidence interval of difference	Significant difference 05/06–07/08
Black and minority ethnic	53.3	52.6	-0.6	+/- 3.2	No
Limiting disability	32.3	30.1	-2.2	+/- 1.9	Yes
Lower socio-economic	43.4	43.8	0.4	+/- 1.6	No
Females	47.7	46.1	-1.6	+/- 1.4	Yes

Final outturn data for moderate intensity sport

Figure 11 shows the final estimates for moderate intensity sport collected during the past three years. Comparing estimates from the baseline in 2005/06 with the final estimates in 2007/08 shows there has been a statistically significant increase in participation by those from lower socio-economic backgrounds.

Figure 12 sets out whether each target meets the two conditions. None of the four priority group targets have been achieved.

Figure 11: Participation in moderate intensity sport by priority group during the past week

	2005/06	2006/07	Percentage 2007/08
Black and minority ethnic	19.2 (+/- 1.7)	19.6 (+/- 1.9)	21.0 (+/- 2.0)
Limiting disability	9.5 (+/- 0.8)	9.4 (+/- 0.9)	9.7 (+/- 0.8)
Lower socio-economic	15.2 (+/- 0.8)	15.3 (+/- 0.9)	16.5 (+/- 0.9)
Females	18.5 (+/- 0.8)	18.3 (+/- 0.9)	18.6 (+/- 0.7)
All adults	20.9 (+/- 0.6)	21.5 (+/- 0.7)	22.5 (+/- 0.7)

Figure 12: Meeting conditions for the moderate intensity sport targets

	Percentage 2005/06	Percentage 2007/08	Percentage point difference 05/06–07/08	Confidence interval of difference	Significant difference 05/06–07/08
Black and minority ethnic	19.2	21.0	1.8	+/- 2.6	No
Limiting disability	9.5	9.7	0.2	+/- 1.2	No
Lower socio-economic	15.2	16.5	1.3	+/- 1.2	Yes
Females	18.5	18.6	0.1	+/- 1.1	No

Arts targets

Increasing the number of people from priority groups 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. For this sector, priority groups are defined as people with a disability, people from lower socio-economic groups, and people from ethnic minorities.

Performance summary

Partly met

Latest outturn data for arts participation

Figure 13 shows the final estimates for participation in arts activities collected during the past three years. Comparing estimates from the baseline in 2005/06 with the final estimates in 2007/08 shows there have been no statistically significant changes in participation.

Figure 14 sets out whether each target meets the two conditions. None of the three priority group targets have been achieved.

Figure 13: Participation in arts activities by priority group during the past 12 months

	2005/06	2006/07	Percentage 2007/08
Black and minority ethnic	20.8 (+/- 1.7)	20.1 (+/- 2.0)	20.3 (+/- 1.9)
Limiting disability	18.9 (+/- 1.2)	19.8 (+/- 1.3)	18.7 (+/- 1.1)
Lower socio-economic	15.3 (+/- 0.8)	14.3 (+/- 0.9)	14.5 (+/- 0.8)
All adults	24.1 (+/- 0.7)	22.8 (+/- 0.7)	22.6 (+/- 0.7)

Figure 14: Meeting conditions for the arts participation targets

	Percentage 2005/06	Percentage 2007/08	Percentage point difference 05/06–07/08	Confidence interval of difference	Significant difference 05/06–07/08
Black and minority ethnic	20.8	20.3	-0.5	+/- 2.6	No
Limiting disability	18.9	18.7	-0.3	+/- 1.6	No
Lower socio-economic	15.3	14.5	-0.8	+/- 1.1	No

Latest outturn data for arts attendance

Figure 15 shows the final estimates for attendance at arts events collected during the past three years. Comparing estimates from the baseline in 2005/06 with the final estimates in 2007/08 shows there has been a statistically significant increase in attendance by those from Black and minority ethnic backgrounds.

Figure 16 sets out whether each target meets the two conditions. **One of the three priority group targets has been achieved:** a statistically significant increase, of at least 3 percentage points, amongst those from Black and minority ethnic backgrounds attending arts events.

Figure 15: Attendance at arts events by priority group during the past 12 months

	2005/06	2006/07	Percentage 2007/08
Black and minority ethnic	23.5 (+/- 1.9)	22.8 (+/- 2.2)	27.2 (+/- 2.0)
Limiting disability	24.1 (+/- 1.3)	24.2 (+/- 1.4)	25.1 (+/- 1.3)
Lower socio-economic	17.4 (+/- 0.9)	17.4 (+/- 1.0)	18.3 (+/- 0.9)
All adults	33.7 (+/- 0.8)	33.0 (+/- 0.9)	34.3 (+/- 0.8)

Figure 16: Meeting conditions for the arts attendance targets

	Percentage 2005/06	Percentage 2007/08	Percentage point difference 05/06–07/08	Confidence interval of difference	Significant difference 05/06–07/08
Black and minority ethnic	23.5	27.2	3.7	+/- 2.7	Yes
Limiting disability	24.1	25.1	1.1	+/- 1.8	No
Lower socio-economic	17.4	18.3	0.9	+/- 1.3	No

Museums targets

Increasing the number of people from priority groups accessing museums and galleries collections by 2 per cent. For this sector, priority groups are defined as people with a disability, people from lower socio-economic groups and people from ethnic minorities.

Figure 18 sets out whether each target meets the two conditions. **Two of the three priority group targets have been achieved:** a statistically significant increase, of at least 2 percentage points, amongst those from Black and minority ethnic backgrounds and lower socio-economic backgrounds attending museums and galleries.

Performance summary

Partly met

Figure 17 shows the final estimates for museum and gallery attendance collected during the past three years. Comparing estimates from the baseline in 2005/06 with the final estimates in 2007/08 shows there has been a statistically significant increase in attendance by those from Black and minority ethnic backgrounds and lower socio-economic backgrounds.

Figure 17: Attendance at museums and galleries by priority group during the past 12 months

	2005/06	2006/07	Percentage 2007/08
Black and minority ethnic	35.5 (+/- 2.3)	33.6 (+/- 2.4)	39.3 (+/- 2.3)
Limiting disability	32.1 (+/- 1.4)	31.1 (+/- 1.5)	33.2 (+/- 1.4)
Lower socio-economic	28.3 (+/- 1.0)	28.3 (+/- 1.1)	30.6 (+/- 1.0)
All adults	42.3 (+/- 0.8)	41.6 (+/- 0.9)	43.6 (+/- 0.8)

Figure 18: Meeting conditions for the museum and gallery attendance targets

	Percentage 2005/06	Percentage 2007/08	Percentage point difference 05/06–07/08	Confidence interval of difference	Significant difference 05/06–07/08
Black and minority ethnic	35.5	39.3	3.9	+/- 3.3	Yes
Limiting disability	32.1	33.2	1.0	+/- 1.9	No
Lower socio-economic	28.3	30.6	2.3	+/- 1.4	Yes

Historic environment targets

Increasing the number of people from priority groups visiting designated Historic Environment sites by 3 per cent. For this sector, priority groups are defined as people with a disability, people from lower socio-economic groups and people from ethnic minorities.

Performance summary

Partly met

Figure 19 shows the final estimates for historic environment attendance collected during the past three years. Comparing estimates from the baseline in 2005/06 with the final estimates in 2007/08 shows there has been a statistically significant increase in attendance by those from Black and minority ethnic backgrounds and lower socio-economic backgrounds.

Figure 20 sets out whether each target meets the two conditions. **One of the three priority group targets has been achieved:** a statistically significant increase, of at least 3 percentage points, amongst those from Black and minority ethnic backgrounds attending heritage sites.

Figure 19: Attendance to historic environment sites by priority group during the past 12 months

	2005/06	2006/07	Percentage 2007/08
Black and minority ethnic	50.7 (+/- 2.4)	48.3 (+/- 2.9)	54.1 (+/- 2.4)
Limiting disability	59.5 (+/- 1.5)	60.2 (+/- 1.7)	60.9 (+/- 1.4)
Lower socio-economic	57.1 (+/- 1.2)	57.3 (+/- 1.4)	59.4 (+/- 1.2)
All adults	69.9 (+/- 0.8)	69.3 (+/- 1.0)	71.1 (+/- 0.8)

Figure 20: Meeting conditions for the historic environment attendance targets

	Percentage 2005/06	Percentage 2007/08	Percentage point difference 05/06–07/08	Confidence interval of difference	Significant difference 05/06–07/08
Black and minority ethnic	50.7	54.1	3.4	+/- 3.4	Yes
Limiting disability	59.5	60.9	1.5	+/- 2.0	No
Lower socio-economic	57.1	59.4	2.3	+/- 1.7	Yes

PSA4

Improve the productivity of the tourism, creative and leisure industries

Performance summary

Slippage

Indicator

For the purposes of this PSA, productivity is estimated for each of the three industries by dividing gross value added (GVA) by total employment. Gross value added and total employment are sourced from the Office of National Statistics Annual Business Inquiry. Baselines and targets are reported under two headings: "Tourism-related and Other Leisure Industries" and "Creative Industries".

Targets take the form of annual percentage increases in the productivity figures higher than those for the service sector as a whole.

Description

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

The impact of these projects is measured and assessed through analysis of the contribution both tourism and leisure, and creative industries make to UK productivity. These projects consist of:

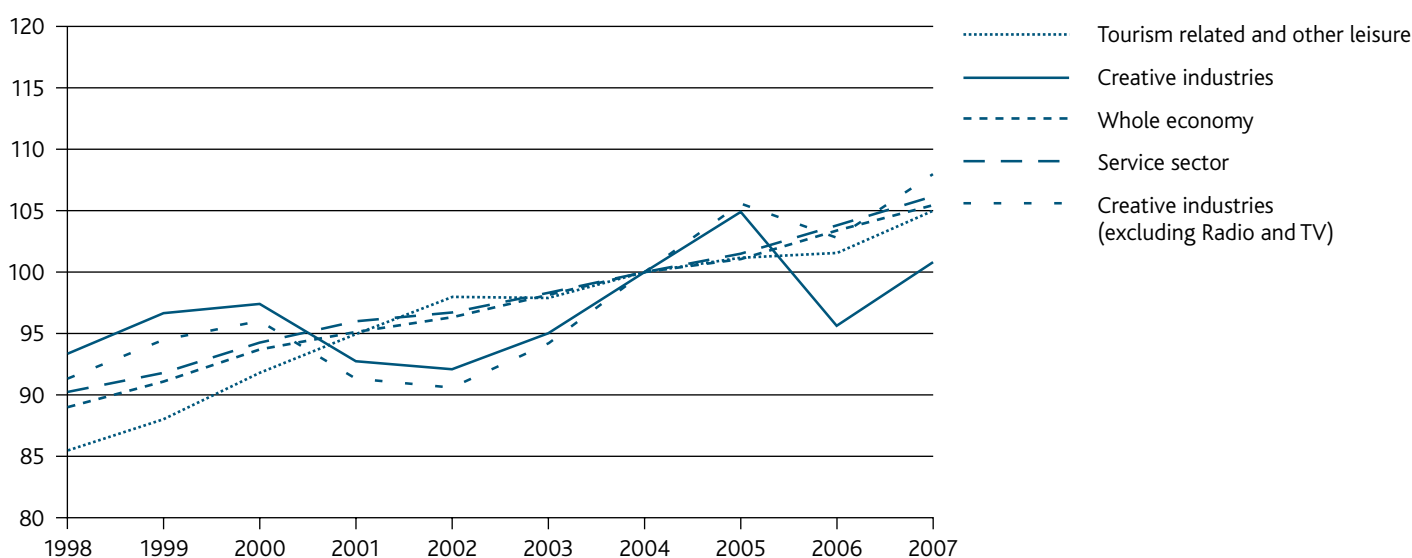
- implementation of the Licensing Act
- implementation of the Gambling Act
- Digital Switchover implementation
- tourism projects, including the Tourism Strategy for 2012 and beyond
- creative industries projects.

The base year for the data on productivity performance is 2004 and the trends in productivity, updated to include **revised data for 2006 and 2007** (the latest available) are shown in Figure 21.

Latest outturn data

Indices in real changes in productivity
See Figures 21 and 22

Figure 21: Indices in real changes in productivity



Commentary

The *revised* data for 2006 and 2007 show continued slippage in progress against the target – most notably for the creative industries. Although the estimated level of productivity in 2007 is above that of the base year for both the 'creative' and 'tourism and leisure' sectors, growth remains below that for the service sector as a whole.

The sharp fall in productivity in 2006 for the creative industries has been caused by a significant revision to the turnover and GVA for the radio and television industry⁹⁹. The revision is identified as due to changes in the nature of the reporting within the industry for 2006 onwards. This is in addition to a downward revision made to the GVA series for this industry for the period 2000–2004 after over-estimation in the source data was identified. [Further detail on this adjustment is available in the DCMS Creative Industries Economics Estimates bulletin¹⁰⁰, January 2009.](#)

For these reasons, an additional productivity index for the creative industries has been presented in the table and chart above that excludes the radio and television industry from the definition agreed in the PSA technical note. While a fall in productivity is still evident in this series between 2005 and 2006 – caused by minor decreases in GVA in other sectors including 'advertising' – the subsequent rise in productivity in 2007 is above that for the service sector as a whole. This has been driven by increased GVA across many of the creative industries sectors, particularly for 'software consultancy and supply'.

For the tourism and leisure industries there has been continued productivity growth, driven by increased GVA for the combined sector (particularly for gambling activities, licensed restaurants and cafes, and travel agencies/tour operators) and steady employment levels. However, the growth in productivity for these industries is still slightly below that for the service sector as a whole.

The updated productivity indices also reflect the latest published comparative series for the whole economy and the service sector. Provisional data for 2008 will be released by the Office for National Statistics (ONS) in late 2009 and will be incorporated into the next report on progress against this target.

[The limitations of the measurement of this PSA are explained in the target's Technical Note¹⁰¹.](#) In particular, low-level results are used which are more prone to sampling variation, meaning that some fluctuations remain in the data. These may indeed be correct but it is nevertheless advisable to consider the trend and averages over several years, rather than solely the change between any two particular years.

Figure 22: Year-on-year changes to the productivity indices (%)

Sector	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %	Average 1998–2007 %	Average 2005–2007 %
Tourism related and other leisure	3.3	3.2	0.0	2.0	1.3	0.4	3.5	2.3	1.9
Creative industries	-4.9	-0.7	3.0	5.3	5.0	-8.9	5.3	0.8	-2.0
Creative industries (<i>excluding Radio & TV</i>)	-4.8	-0.8	4.1	6.1	5.8	-2.8	5.1	1.9	1.1
Service sector	1.8	0.8	1.6	1.7	1.4	2.3	2.4	1.8	2.4
Whole economy	1.6	1.1	1.9	1.9	1.1	2.1	2.2	1.9	2.2

Annex 2

Public Accounts Committee recommendations

The following PAC recommendations are still incomplete or outstanding, as explained on Page 59.

Session 2007–08: Twenty-Eighth Report of 2007–08 – Government Preparations for Digital Switchover (HC416)

Recommendations and conclusions

PAC conclusion (4): Take up of the help scheme in Copeland, the first area to switch to digital, suggests that demand for the scheme will be much lower than the Departments' forecasts, which look increasingly out of date. The Departments should review whether the scheme is reaching enough people and achieving its objectives, based on what happens in the Border region, which will be the first full region to switch. In the light of this review, they should amend the design of the scheme and the funds available as necessary before proceeding with switchover in the Granada region from October 2009.

Response

Recommendation partially accepted

The Departments, along with the BBC, will keep Help Scheme funding under continuous review. The Government considers it to be too early to take decisions on the appropriate level of funding based on the switchovers in Copeland, Scottish Borders and part of the West Country (only 1.5 per cent of the population).

Granada will be the first large urban area to switch, in November 2009, and at that stage it would be sensible to review the level of resources ring-fenced for the Help Scheme. The Help Scheme has recently been extended to all residents of care homes, meaning that more potentially vulnerable people can be helped in making the switch to digital television. This extension of the Help Scheme will be contained within the existing budget.

Recommendations and conclusions

PAC conclusion (7): The Departments' reliance on voluntary labelling and the work of Digital UK to protect consumers from potential miss-selling of analogue televisions in the run-up to switchover has, so far, not worked. The 'Digital Tick' was introduced nearly four years ago, but only half the staff in the two thirds of stores which use the Digital Tick logo understand what it means. Given reliance on the logo to protect consumers, the Departments should set out how, by the end of 2008, they will try to secure take-up of the logo by at least 90 per cent of retailers (by sales), and at least 90 per cent understanding of the Digital Tick among staff selling television equipment in retail stores. This should substantially reduce the risk that consumers will unwittingly purchase televisions with built-in obsolescence.

Response

Recommendation accepted

By April 2009, more than nine out of ten TVs (95 per cent) sold were digital and more than three-quarters of recorders (76 per cent) were digital. Research in March 2008 showed that, for consumers who did buy analogue TVs, nine out of ten understood that they were buying a set that would need converting for switchover. Major stores, such as John Lewis, Dixons Stores Group and Comet, have committed publicly to stop selling analogue sets.

Digital UK has put in place a range of measures to support the retail trade since the beginning of 2008. This includes appointing a field marketing agency, Gekko, to supply retail support teams to visit stores, encourage sign-up to the 'digital tick' logo scheme, and provide advice, training and materials.

Digital UK had secured the take up of the 'digital tick' logo by 86 per cent of retailers (by volume of set top box and TV sales) by March 2009.

By that date understanding of the 'digital tick' by retailers at a national level was 59 per cent (as opposed to 43 per cent at April 2008). This figure is higher in regions closer to switching, where retail support teams are on the ground.

Session 2007–08: Fiftieth Report – Preparations for the London 2012 Olympic and Paralympic Games (HC 890)

Recommendations and conclusions

PAC conclusion (3): Despite the previous recommendations of the Committee, effective programme management arrangements are not yet in place. Three years after London was awarded the Games, the Department's programme planning and risk management arrangements are still not fully developed. The arrangements, which the Department now expects to be fully embedded by the end of 2008, should include:

- a programme plan that brings together the key activities of the delivery organisations and identifies any overlaps, gaps or critical dependencies between different elements of the programme
- consolidated analyses of the risks identified by individual delivery organisations, with their significance rated on a consistent basis using common criteria, and clarity about the mitigating actions needed
- identification of risks beyond the control of the individual delivery organisations. There should be clear assessments of the likelihood of risks being realised and their potential impact. Mitigating actions should be identified, and responsibilities assigned

- regular and user-friendly reporting of the more important risks (for individual organisations and programme-wide) to the Olympic Board, and records of decisions taken
- documented protocols for keeping the overarching programme plan and assessment of risks up-to-date.

Response

Recommendation accepted

Our original response referred to an overarching Programme Plan developed by the Government Olympic Executive (GOE) that brought together the plans and activities of the delivery organisations. The plan would enable the identification of dependencies, overlaps, gaps, complexity and critical path activities – thus exposing areas of risk. The first version of the plan was submitted to the Olympic Board in September 2008.

GOE had also developed a framework for programme-wide risk management. The framework would ensure that the processes for identifying and managing cross-programme risks use common and consistent criteria and ratings, while identifying and monitoring the actions to mitigate risk. This would be embedded by December 2008.

Update

The Programme Plan is now being used to monitor progress, and is regularly maintained and updated to reflect agreed changes. It will also be expanded as stakeholder plans are developed in further detail. This facilitates tracking and reporting of performance across the Olympic programme, and will also enable the continual identification and management of risks.

The framework for risk management arrangements has now been fully embedded.

The risk and issue identification, mitigation and monitoring methodology, including assessment criteria, of the Lead Delivery Stakeholders has been evaluated and is consistent with that used by the Olympic Board and its Steering Group. All of these organisations use standard assessment criteria which are based on likelihood and impact, and can be consistently and coherently interpreted across the programme.

Via the GOE/Programme reporting process, lead Delivery Stakeholders alert the Olympic Board and its Steering Group to any risk or issue that needs the cooperation of more than one stakeholder, and therefore direction from the Board and Group. The risk reports clearly identify the risks, actions required to mitigate or respond to them, and progress against those actions. All identified risks are underpinned by assessments of likelihood and impact.

The most important risks and issues from the Lead Delivery Stakeholders and programme-wide are presented to the Olympic Board and its Steering Group, through the regular reporting process implemented by GOE. Discussions and decisions are recorded.

The GOE Programme Office Handbook identifies all protocols, processes, templates and guidance for updating the programme plan and the assessment of risks and issues.

Recommendations and conclusions

PAC conclusion (4): As well as the preparations for the London 2012 Games, there are other publicly funded programmes aimed at economic regeneration of East London, making it harder to isolate the impacts of the Games. The Department should determine the evaluative methods and criteria it will use to assess the impact of the Games so there is clarity now about how the benefits will be evaluated later. The Department will need to take account of regeneration that would have occurred in East London without the Games, and disentangle the impacts of the Games from those of other regeneration activities.

Response

Recommendation accepted

In the original response, the Department stated that a working group had been established to co-ordinate the evaluation work that would take place across the Olympic family, including the London Organising Committee of the Olympic Games and Paralympic Games, the Greater London Authority and the London Development Agency. Supporting this process, the Department would provide advice on suitable methods of evaluation, emphasising the need to clearly identify Games-specific impacts, including their impact on the regeneration of East London. This would incorporate guidance on how to determine which activities should be included in Olympic-related evaluation, and how to trace the links between Olympic activities and their impact on East London. The Department planned to have this advice available by the end of 2008.

Update

The Department has developed advice on evaluation scope and methodology in the form of a 2012 Games Evaluation Framework, and has disseminated this across the Olympic family. Building on this Framework, the Department is now planning how it will deliver a 'meta-evaluation' of the Games that aims to aggregate the results of evaluations done across the Olympic family, informing an overall assessment of the impact and legacy of the London 2012 Games.

Session 2007–08: Forty-Second Report – Preparing for sporting success at the London 2012 Olympic and Paralympic Games and beyond (HC 477)

Recommendations and conclusions

PAC conclusion (1): The Department has yet to begin raising the £100m it needs from the private sector to fund elite sport, even though we first raised concerns about the size of this challenge nearly two years ago. The Department plans to start its fundraising after the Beijing 2008 Games, although it could not say what it had to offer to attract private sector donors, or provide any guarantees that the money would be raised. The Department should work with its advisors to develop firm proposals for how it will attract private sector donors and in what timeframe it would be realistic to obtain firm commitments.

Response

Recommendation accepted

In our previous responses, we referred to our work on the 'Medal Hopes' scheme with UK Sport and Fast Track Ltd.

Update

On 25 February 2009, our Secretary of State announced a groundbreaking new partnership – Team 2012 – to secure long-term private sector funding for Britain’s Olympic and Paralympic hopefuls. LOCOG, BOA, BPA and UK Sport have agreed to work together to help raise additional funds for elite sport in the run-up to London 2012 and beyond. The move builds on ‘Medal Hopes’ with an enhanced package of rights for sale as an official LOCOG sponsorship programme. This initiative will offer sponsors the chance to be associated with Olympic and Paralympic athletes on UK Sport’s World Class Performance Programme (WCPP). There will also be opportunities for regional and local companies, and individual patrons to become involved.

Recommendations and conclusions

PAC conclusion (2): UK Sport is due to give sports the first £20m of the money to be raised from the private sector during 2008–09, but it has yet to receive funds to enable it to do so. If the Department cannot raise the full £100m or it is raised too late, then the Great Britain teams’ medal chances at the London 2012 Games could be harmed. UK Sport should identify what action it will take in the 2008–09 financial year to address any shortfall, including how individual sports will be affected. In developing its contingency plans, it should seek to protect the funding of those sports most likely to win medals at the London 2012 Games.

Response

Recommendation accepted

DCMS and UK Sport accept the Committee’s recommendation. In our previous responses, we confirmed that the Department would meet the shortfall in private sector funding for the financial year 2008–09, and outlined UK Sport’s investment principles, which target resources primarily at those sports and athletes most likely to win medals at London 2012.

Update

DCMS met the £20m shortfall in the financial year 2008/09. UK Sport’s investment principles formed the basis for the 2009–13 investment decisions made by its Board at meetings on 2 December 2008 and 29 January 2009.

Recommendations and conclusions

PAC conclusion (3): Concerns about what funding will be available have created uncertainty for the sports’ governing bodies, making it harder for them to plan ahead on the basis of firm financial commitments. After the Beijing Games in 2008, UK Sport should share with sports its contingency plans in the event of a shortfall in funding. To help sports to plan up to London 2012, it should discuss with each sport how its funding might be affected, based on up-to-date assessments of how much of the £100m will be raised.

Response

Recommendation Partially Accepted

Our earlier responses outlined UK Sport’s key investment principles and indicated that any private sector funding would be allocated to sports in line with this ‘no compromise’ approach.

Update

As indicated previously, UK Sport’s Board made funding allocations to sports on the above dates, based on its investment principles and the available public funding. On 25 February 2009, our then Secretary of State launched Team 2012, which will seek to raise private sector funds in the run-up to London 2012 and establish a long-term funding stream for Olympic and Paralympic sport. This private sector funding will be additional to the record amount of public sector investment of £550m for the final three years of the Beijing cycle and the four years of the London Olympic cycle through to 2013.

Recommendations and conclusions

PAC conclusion (4): The Department and UK Sport's medal table goals at the London Olympic and Paralympic Games in 2012 are demanding and UK Sport acknowledges that meeting them will require a step change in the performance of athletes. The Beijing Olympic and Paralympic Games later this year will provide a key indicator of progress towards UK Sport's medal table goals for the London 2012 Games. UK Sport should within six months of the Beijing Games, publish an action plan setting out how it will address any weaknesses in the performance of the Great Britain teams. It should set out clearly what impact its assessment of performance at Beijing has on the medal targets set overall, and for individual sports for the London 2012 Games. UK Sport should also make clear the consequences of any changes it makes to targets on its funding allocations.

Response

Recommendation accepted

The previous responses referred to UK Sport's Mission 2012 performance reviews with sports post-Beijing.

Update

The Beijing Olympic and Paralympic performances were exceptional and demonstrated both the successful impact of the investment made up to Beijing and the progress being made through to London 2012.

The results of the post-Games Mission 2012 reviews were published in December 2008 and UK Sport announced its high-level targets for London 2012 – top four in the Olympics and second in the Paralympics, and more medals won in more sports.

UK Sport continues to work with all sports to identify any issues and challenges to performance and the achievement of these goals through the Mission 2012 process.

Recommendations and conclusions

PAC conclusion (5): Following our 2006 Report, UK Sport has agreed a broader range of targets to measure its own performance, all of which it has comfortably exceeded, indicating that the targets set were not sufficiently stretching. The performance targets UK Sport has agreed with the Department are set at the level of 75 per cent of the targets it sets for individual sports. We do not consider that agreeing targets at 75 per cent of the level it sets for others is satisfactory as an indicator of UK Sport's own performance. In the new Funding Agreement covering the period April 2008 to March 2011, UK Sport and the Department should agree targets for UK Sport at the same level as the aggregate of the targets for individual sports.

Response

Recommendation partially accepted

The original response stated that DCMS and UK Sport would agree an appropriate percentage level for UK Sport's overall targets for each year of competition bearing in mind PAC recommendations.

Update

The performance in Beijing demonstrated that UK Sport's goals in the period leading up to the Olympic and Paralympic Games were effective in ensuring success.

Since then the performance targets for 2012 have been agreed as:

- top four in the Olympic medal table and more medals across more sports
- second in the Paralympic medal table and more medals across more sports.

The consolidated performance targets for the most significant events of each year are agreed between DCMS and UK Sport annually at the first quarterly review meeting of the year.

At the April 2009 meeting, DCMS and UK Sport agreed to move towards a medal range approach with sports (where the top end of the range represents the best possible outcome and the low end represents unacceptable performance). UK Sport's target is based upon the mid-point of the sum of the medal ranges for the sports in those most significant events. For 2009–10, the targets are as follows:

Olympic – 37 medals

Paralympic – 117 medals

Recommendations and conclusions

PAC conclusion (6): The Department is aiming to secure a sustained improvement in sports participation before and after the London 2012 Games, but there is no conclusive evidence that winning Olympic and Paralympic medals influences levels of participation in the community. The Department has a target for 2m more people to participate in a sport or physical activity by 2012. It should review existing evidence on how elite sporting success impacts on sports participation and undertake new research where there are gaps in the evidence. In the light of this research, it should work with UK Sport and the home country sports councils to develop an action plan on how it will use sporting success at the London 2012 Games to improve levels of sports participation before, during and after the Games.

Response

Recommendation accepted

Our earlier response referred to DCMS issuing an invitation to tender as part of our Joint Research Programme, the purpose of which is to more generally understand participation across all our sectors.

We also referred to UK Sport conducting its own 'sporting preferences' survey of the general public. At the time the follow-up post Beijing was underway.

Update

The first phase of the Culture and Sport Evidence (CASE) programme is now underway. A consortium of the University of London's EPPI-centre (Evidence for Policy Practice Information) and Matrix Knowledge Group is undertaking a key evidence and data review on the drivers and impacts of public participation in culture and sport, due to report in early 2010.

The results of the Sporting Preferences survey were published on 29 December 2008. The survey was based on the responses of a UK-representative sample of 2,111 adults aged 16 or over. In terms of sports participation, interviewees were asked whether the success of Team GB at the Beijing Olympics or Paralympics had led to any specific changes in their participation, involvement or interest in sport. Eighteen per cent of respondents (362 people) said it had. Of these, 48 per cent said they were simply more interested in sport than before Beijing. However, 14 per cent (about 2 per cent of the UK public) claimed to have taken up a new sport; 7 per cent (1 per cent of the UK public) said they had been to a sports event that they probably would not have attended pre-Beijing; and 7 per cent (again, 1 per cent of the UK public) said they were taking part in sport or physical activity more often than they were before the start of the Olympics.

Recommendations and conclusions

PAC conclusion (7): UK Sport believes elite athletes can act as role models and inspire young people from all walks of life to take up sport. It holds no data on the background of the 1,400 elite athletes it currently funds, however, and told us it did not consider the information to be relevant. We believe, on the contrary, that this information would provide a clearer picture of who is receiving public funding, and be a basis for identifying opportunities for the Department, UK Sport and the home country sports councils to work together to increase the socio-demographic spread of athletes in some sports, from grass roots to elite participation. In common with other lottery distributors, UK Sport should collect data on the socio-economic and educational backgrounds of the athletes it funds and we find the refusal to do so both unjustified and disturbing.

Response

Recommendation accepted

The earlier response indicated that UK Sport held background data on the gender, age, ethnicity and disability of the 1,400 WCPP elite athletes it currently funds, but not their educational background.

DCMS and UK Sport accepted that such information might be useful for wider sports policy purposes and agreed to add in an educational background question to the UK Sport annual athlete survey. The survey was due to take place in November 2008, with the final report published by March 2009.

Update

A question relating to educational background will be included in the next major athlete survey conducted by UK Sport. However, this will now take place in Autumn 2009 (after the summer competition season), because UK Sport is seeking to align better its athlete survey with the end of year reviews of sports that are conducted as part of Mission 2012.

Recommendations and conclusions

PAC conclusion (8): UK Sport is aiming to establish a world-class system of support for elite athletes which will last beyond 2012. Its success in doing so will depend on its ability to work effectively in partnership with a range of other parties in the public, private and voluntary sectors. The Department should establish a steering group to co-ordinate the activities of all those seeking to deliver its sporting objectives before, during and after the London 2012 Games. The group's remit should be to exploit opportunities for its members to work together on initiatives to maximise the sporting benefits and legacy of host nation status. A key objective should be to enhance the links between grass roots and high performance sport so as to make the most of the opportunity presented by the increased spending on both sports participation and elite athletes.

Response

Recommendation accepted

Our earlier responses indicated our intention to establish a new Sports Legacy Board, chaired by the Minister for Sport.

Update

The first meeting of the Board was held on 31 March 2009.

Session 2007–08: Forty-Ninth Report – Making grants efficiently in the culture, media and sport sectors (HC 641)

Recommendations

PAC conclusion (1): The Department does not require grant-makers to report their costs against a common set of measures and has done little to encourage grant-makers to compare the costs of their grant programmes. The Department should take the lead in agreeing with grant-makers ways to measure and report the cost of making grants on a like-for-like basis. Where there is evidence of inefficiency, it should challenge them to identify the main drivers of cost and to find ways to make savings.

Response/Progress

Recommendation partially accepted

Discussions have continued between the Finance Directors of the distributors concerning cost information, in order to ensure that best practice is shared. Big Lottery Fund is continuing to develop its own costing system, and it is intended to share this when it is complete in September 2009.

Recommendations

PAC conclusion (2): In 2006–07, ACE spent 35 pence to award a pound of grant to individual artists on its Grants for the Arts programme, compared to a cost of between 3 and 8 pence for the other grant programmes we examined. The Arts Council commits significant resources to supporting the work of individual artists, but does not know exactly how much this work costs. It should:

- identify separately the cost of the development work it carries out with applicants, and evaluate whether the cost of such work is proportionate to the outcomes delivered
- assess whether the purely administrative cost of making these grants is in line with that of other programmes and, if it is not, seek to learn from other grant-makers to see how its processes might be streamlined.

Response/Progress

Recommendation partially accepted

ACE's organisation review process, delivering savings for GIA targets and Lottery administration from 2010–11, is expected to save £1.5m from the current direct costs of managing the Grants for the Arts programme, by centralising more of the assessment and monitoring functions, and placing these in their Manchester support centre. Once implemented this will make the direct costs of the scheme much more transparent.

Recommendation

PAC conclusion (3): On average, English Heritage spent nearly £10,000 to award a grant under its *Repair Grants for Places of Worship* scheme, and estimates that providing technical support, such as from surveyors and architects, to grant applicants, represents over half of the cost incurred. English Heritage should keep under review the cost of awarding these grants and should identify separately the cost of providing specialist technical support. It should seek ways to reduce this cost, such as introducing a risk-based approach which ensures that the level of specialist support, in particular the input of architects, is commensurate with the demands of each project.

Response/Progress

Recommendation partially accepted

English Heritage (EH) is continuing to seek ways of reducing the cost of the Repair Grants for Places of Worship (RGPW) scheme, and is in ongoing discussions with the Heritage Lottery Fund, as joint funders, to improve the efficiency of the management of the scheme.

English Heritage has now written to national contacts for faith groups introducing the RGPW scheme, following the setting up of the faith contacts database referred to in the response to the PAC Report.

Recommendation

PAC conclusion (4): Applying for a grant can be a complex and time-consuming process but grant-makers do not seek to understand what costs their processes are imposing on applicants. For Big Lottery Fund's Reaching Communities programme, applicants took on average 21 days to prepare an application, although the application had a one in five chance of being successful. Grant-makers should routinely monitor how much it costs applicants to complete the forms and provide the information necessary to apply for funding. Wherever possible they should make it easier to apply for grants by simplifying application forms, by improving guidance and access to advice, and by requesting only the information they need to make funding decisions.

Response/Progress

Recommendation accepted

Big Lottery Fund's Business Re-engineering process is specifically addressing the issue of cost to applicants. The go-live date is currently set at 30 November 2009, with full implementation of online applications from April 2010. The widespread move to online applications by the grant giving bodies will also help reduce costs to applicants. By identifying these accurately it will be possible to refine systems to reduce that cost.

Recommendation

PAC conclusion (5): The Big Lottery Fund has increased the spread of successful applications across the United Kingdom and from different social groups, but more could be done by other grant-makers to raise potential grant applicants' awareness of available funding and to stimulate higher quality applications. Grant-makers should seek to learn from Big Lottery Fund's approach, including its regional outreach operations. They should work together in the regions, and with other partners such as local authorities, to establish one-stop shops and run events to promote grant programmes and offer advice.

Response/Progress

Recommendation accepted

Lottery distributors are sharing best practice through the Lottery Forum and are continuing to refresh and update the website www.lotteryfunding.org.uk, with the aim of enabling potential applicants to make more successful applications for lottery funding with the minimum burden.

Recommendation

PAC conclusion (6): There is little effective sharing of information on the costs and processes of grant-making. The Department should facilitate an initiative across the sector to share information about the administrative costs of grant programmes. It should:

- work with the Lottery Forum to develop its role in sharing good practice and compare the costs and effectiveness of the grant-making process
- promote the exchange of information and learning about good practice, both within and beyond the sector, for example, by helping grant-makers set up a benchmarking club.

Response/Progress

Recommendation partially accepted

Lottery distributors are continuing to share best practice through the Lottery Forum. However, because their businesses are very diverse, it is not appropriate to benchmark but rather to adopt each other's best practice where relevant.

Recommendation

PAC conclusion (7): Despite recommendations made by this Committee that they should work together, grant-makers have worked independently to rationalise office accommodation and identify efficiency savings. The sector has made little progress in sharing services, systems or accommodation and the Department should be more pro-active in encouraging sharing and co-operation between bodies in areas such as office accommodation. It should require those grant-makers with a regional presence to evaluate the costs and benefits of sharing office accommodation and facilities.

Response/Progress

Recommendation partially accepted

Visit Britain is in the process of winding down the lease on their present building and will be relocating to surplus public sector premises.

Recommendation

PAC conclusion (8): Grant-makers have procured and developed independently their own IT systems to manage grants and have done little to share information about each system's strengths and weaknesses. This approach is symptomatic of an apparent unwillingness to work together. The Department should promote closer working between the grant-makers in researching, testing, procuring and developing new systems. Before approving funding for new IT systems, it should require an evaluation of the scope to share or adapt systems already in use by other grant-makers.

Response/Progress

Recommendation partially accepted

Discussions are being held between lottery distributors exploring the possibility of sharing certain services, but the diversity of their businesses means that common systems are not necessarily appropriate.

Recommendation

PAC conclusion (9): Only Sport England of the four grant-makers has the ability to process applications online, even though such an approach can reduce the costs of their processes, simplify the grant application process and improve the grant applicants' experience of the process.

Grant-makers should work together to explore how to increase the use of online applications in their processes. As a starting point, the development work being carried out by the Big Lottery Fund to introduce online applications should be shared with others.

Response/Progress

Recommendation accepted

Big Lottery Fund (BIG) is progressing with the implementation of its new funding system. The go-live date is currently set at 30 November 2009, with full implementation of online applications expected from April 2010.

Preliminary discussions have been held between BIG and ACE to share information on the capabilities of BIG's new system. ACE has commenced the Office of Government Commerce (OGC) process of tendering for their online grant applications system, which will deliver that service to grant applicants for 2010–11.

Recommendation

PAC conclusion (10): The lottery distributors have established a common website which refers applicants to the distributor most relevant to their circumstances, but grant-makers have yet to establish a one-stop-shop for grant applications, as exists in the United States. In the United States, a common website, which is shared by 26 Federal grant-making organisations, lets applicants know about grant opportunities and enables them to submit applications online. The Department should encourage grant-makers to work together to make better use of technology, such as by developing a shared grant application system similar to that in the USA.

Response/Progress

Recommendation partially accepted

The Lottery distributors are continuing to refresh and update the website www.lotteryfunding.org.uk, so that potential applicants for lottery funding are clear about the appropriate distributors and programmes to which they can apply.

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Acknowledgements

References

Culture

- Over 279m visits were made to public libraries in 2007/08.

Source: Annual Public Library Statistics published by Chartered Institute for Public Finance and Accountancy (CIPFA) in 2008
- Capital of Culture 2008 generated an £800m boost to the regional economy.

Source: Liverpool'08 European Capital of Culture, 2008
- There were 5.0m visitors to English Heritage staffed properties in 2008/09 plus an estimated 6m visits to unstaffed properties.

Source: English Heritage Annual Report 2008/9 (due to be laid in the Houses of Parliament 15 July 2009)
- 40.4m visits were made to the national museums and galleries last year.

Source: DCMS monthly museums figures published online

Media

- Over 9m Digital Audio Broadcasting (DAB) radio receivers have been sold

Source: Digital Radio Development Bureau
- £950m was taken at cinema box offices in 2008, a 5 per cent increase on 2007. Nine British films accounted for 31 per cent of takings, up from 28 per cent in 2007.

Source: Cinema attendance facts www.cinemauk.org.uk/mediacentre/_39/

Production statistics published by UKF www.ukfilmcouncil.org.uk/news?show=15119&page=3&step=
- 87 per cent of 5–16 year olds have a games console at home.

Source: Safer Children in a Digital World – The Report of the Byron Review www.dcsf.gov.uk/byronreview/pdfs/Final%20Report%20Bookmarked.pdf

Sport and leisure

- Sport Unlimited, a new £36m programme of innovative taster sessions, will attract 900,000 extra young people into sport by 2011.

Source: Sport Unlimited Delivery Plan, PE and Sport Strategy for Young People, Sport England, April 2008

- 90 per cent of 5–16 year olds now participate in at least two hours of PE and sport a week.

Source: School Sport Survey 2007/08, DCSF

- The eight Royal Parks have 37m visitors a year.

Source: Visitors To The Royal Parks: Results Of Steady State Count (2007)

- 20m people can now swim for free in pools the length and breadth of England.

Source: www.culture.gov.uk/what_we_do/sport/5809.aspx

2012 Olympic and Paralympic Games

- Nearly one in ten workers on the Olympic Park are doing a traineeship, apprenticeship or work placement.

Source: ODA Employment and skills update – April 2009

- LOCOG has generated just under £500m worth of sponsorship revenue, which is about two thirds of the way towards its target.

Source: London 2012 website, presented to IOC in April www.london2012.com/news/media-releases/2009-04/strong-partnership-brings-good-progress.php

- The LDA held over 120 community outreach events in 2008 and consulted with over 3,000 local people on their ideas for the legacy of the Olympic Park.

Source: Opportunities for 2012 – Legacy Now Update February 2009 www.legacy-now.co.uk/userfiles/file/Opportunities_for_2012_-_legacy_Now.pdf

- Over 4,000 people are working for contractors on the Olympic Park – 9 per cent were previously unemployed.

Source: ODA Employment and skills update – April 2009 <http://www.london2012.com/documents/oda-publications/jobs-skills-futures/jsfupdate-april-2009.pdf>

- The ODA is exceeding its target of reclaiming 90 per cent of demolition materials for re-use or recycling.

Source: London 2012 Olympic and Paralympic Games – Annual Report 2009 www.culture.gov.uk/images/publications/DCMS_GOE_Annual_Report_2009.pdf

Performance and delivery

- 3.5m first time visitors were attracted to the city during the Liverpool '08 Programme.

Source: www.culture.gov.uk/what_we_do/communities_and_local_government/6015.aspx

Endnotes

- 1 The Department for Business, Innovation and Skills (BIS) was created in June 2009 from the Department for Business, Enterprise and Regulatory Reform (BERR) and the Department for Innovation, Universities and Skills (DIUS) – references in this report are to BIS unless they relate to the period before it was created, in which case BERR or DIUS are used.
- 2 The nature of DCMS's relationship with our public bodies is set out in the managing resources section of this document. All those bodies are listed in the management commentary to the resource accounts. The majority of them are Non-Departmental Public Bodies (NDPBs). During 2008-09, there were also eight Regional Cultural Consortiums and one other NDPB.
- 3 www.culture.gov.uk/reference_library/publications/5085.aspx
- 4 Details of the indicators used to measure these objectives can be found in our DSO framework: www.culture.gov.uk/about_us/our_priorities_and_targets/953.aspx
- 5 Further information on PSAs is published on HM Treasury's website: www.hm-treasury.gov.uk/psp_index.htm
- 6 www.anightlessordinary.org.uk/
- 7 www.findyourtalent.org/
- 8 www.engagingplaces.org.uk/
- 9 www.heritagegateway.org.uk/
- 10 www.mgm.org.uk
- 11 www.openhouse.org.uk/public/london/event.html
- 12 www.london2012.com/get-involved/cultural-olympiad/about-the-cultural-olympiad.php
- 13 www.london2012.com/get-involved/cultural-olympiad/culture-projects.php
- 14 www.london2012.com/get-involved/inspire-programme/index.php
- 15 www.culture.gov.uk/images/publications/Lessons_learned.pdf
- 16 www.culture.gov.uk/what_we_do/broadcasting/5944.aspx
- 17 www.culture.gov.uk/reference_library/media_releases/6220.aspx
- 18 Between now and 2012, analogue TV channels will be switched off TV region by TV region, and transmitter group by transmitter group, and replaced with digital TV services that can be received through an aerial.
- 19 www.digitaltelevision.gov.uk/helpscheme/hs_home.html
- 20 http://ec.europa.eu/avpolicy/reg/avms/index_en.htm
- 21 Video-on-demand services allow users to select and watch video content on demand, at a time of their own choosing.
- 22 Product placement is when broadcasters and programme-makers are paid to include branded goods or services (which are often not explicitly mentioned) in a context usually devoid of advertisements, such as the story line of TV shows.
- 23 Creative Britain – New Talents for the New Economy: www.culture.gov.uk/reference_library/publications/3572.aspx
- 24 www.cabinetforum.org
- 25 www.dcsf.gov.uk/byronreview/
- 26 www.sportengland.org.uk/research/active_people_survey.aspx
- 27 More details can be found at: http://www.culture.gov.uk/what_we_do/sport/5809.aspx
- 28 www.sportengland.org.uk/about_us/what_we_do.aspx
- 29 www.youthsporttrust.org/page/pesscl/index.html
- 30 Achieving the Full Potential of the Visitor Economy www.visitbritain.com/en/campaigns/tourism-review/reports.aspx
- 31 www.culture.gov.uk/reference_library/default.aspx
- 32 Accessible at www.culture.gov.uk/reference_library/publications/5161
- 33 The founder members of the Olympic Park Legacy Company are the Mayor of London, the Secretary of State for Communities and Local Government and the Minister for the Olympics.
- 34 Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest

- 35 www.london2012.com/news/archive/2008-09/the-uk-welcomes-the-paralympic-games.php
- 36 www.london2012.com/get-involved/inspire-programme/index.php
- 37 www.london2012.com/news/archive/2009-06/more-than-ten-million-people-to-take-part-in-inspire-programme.php
- 38 Source: ODA Employment and skills update – April 2009 www.london2012.com/documents/oda-publications/jobs-skills-futures/jsfupdate-april-2009.pdf
- 39 Source: ODA Employment and skills update – April 2009
- 40 Source: www.london2012.com/news/media-releases/2009-06/local-businesses-steered-towards-london-2012-opportuniti.php
- 41 DSOs will underpin PSAs where the Department is responsible for delivering outcomes under the PSA e.g. DCMS has lead responsibility for PSA22, whose key indicators are directly reflected in DSO4.
- 42 www.culture.gov.uk/reference_library/publications/3577.aspx/
- 43 www.sportengland.org.uk/about_us/what_we_do.aspx
- 44 www.visitbritain.com/en/campaigns/tourism-review/index.aspx
- 45 www.culture.gov.uk/reference_library/publications/3572.aspx
- 46 Further indicators for DSOs 1-3 may be developed, in consultation with NDPBs, where they are considered necessary.
- 47 The Taking Part survey was commissioned in 2005 with the aim of improving understanding of the users and non-users of the culture and sport sectors. The current survey will interview around 14,000 adults and 3,000 children across England and Wales and collect quality-assured data on engagement, attitudes and behaviours.
- 48 www.sportengland.org.uk/about_us/what_we_do.aspx
- 49 www.culture.gov.uk/images/research/PSA21_Indicator_6_Provisional_results_08_09TPsurvey.pdf
- 50 www.culture.gov.uk/reference_library/research_and_statistics/4872.aspx
- 51 www.culture.gov.uk/reference_library/publications/5934.aspx
- 52 www.culture.gov.uk/reference_library/publications/5674.aspx
- 53 www.helpscheme.co.uk/
- 54 www.ofcom.org.uk/research/tv/reports/dtv/dtu_2008_04/q42008.pdf
- 55 Progress on this indicator is also reviewed by the PSA12 Board, which is responsible for delivery of the Government's vision for improving the physical, mental and emotional health of all children.
- 56 www.culture.gov.uk/images/publications/DCMS_playingtowin_singles.pdf
- 57 RAG status is explained as follows:
 G = Green: 'Good – requires refinement and systematic implementation'
 AG = Amber Green: 'Mixed – aspect(s) require substantial attention, some good'
 AR = Amber Red: 'Problematic – requires substantial attention, some aspects need urgent attention'
 R = Red: 'Highly problematic – requires urgent and decisive action'
- 58 www.artiststakingthelead.org.uk/
- 59 www.mla.gov.uk/news_and_views/press/releases/2009/Stories_of_the_World
- 60 www.culture.gov.uk/reference_library/publications/6145.aspx
- 61 www.anightlessordinary.org.uk/
- 62 www.mla.gov.uk/what/programmes/renaissance
- 63 www.mla.gov.uk/what/strategies/library
- 64 www.heritageopendays.org.uk/
- 65 The NIS is the only means of measuring national priorities for local authorities that have been agreed by Government. There are now 188 national indicators.
- 66 BIS is lead department – www.berr.gov.uk/aboutus/corporate/performance/performance_Framework/page23502.html

- 67 www.culture.gov.uk/reference_library/publications/5727.aspx
- 68 DCSF is lead department – www.hm-treasury.gov.uk/d/pbr_csr07_psa12.pdf
- 69 www.culture.gov.uk/reference_library/publications/3681.aspx
- 70 DCSF is lead department – www.hm-treasury.gov.uk/d/pbr_csr07_psa14.pdf
- 71 www.findyourtalent.org/
- 72 GEO is lead department – www.equalities.gov.uk/default.aspx?page=1013
- 73 CLG is lead department – www.hm-treasury.gov.uk/d/pbr_csr07_psa20.pdf
- 74 The original target of £148m was increased by £20m to reflect the Department's contribution to the £5bn Government efficiency programme announced in the 2009 Budget.
- 75 www.sportengland.org.uk/about_us/what_we_do.aspx
- 76 www.dcms.gov.uk/images/publications/CapabilityReviewDCMS.pdf
- 77 The report is available on the DCMS website at http://www.culture.gov.uk/reference_library/publications/6023.aspx
- 78 Further information on these public bodies (including how to obtain copies of their annual report and accounts) and an explanation of the characteristics of the different types of public bodies can be found on our website: http://www.culture.gov.uk/reference_library/6014.aspx
- 79 www.bis.gov.uk/
- 80 For more information visit the official website of the British Monarchy: www.royal.gov.uk
- 81 www.culture.gov.uk/reference_library/publications/5948.aspx
- 82 www.publications.parliament.uk/pa/cm200708/cmselect/cmpublic/416/416.pdf
- 83 www.publications.parliament.uk/pa/cm200708/cmselect/cmpublic/477/477.pdf
- 84 www.publications.parliament.uk/pa/cm200708/cmselect/cmpublic/890/890.pdf
- 85 www.publications.parliament.uk/pa/cm200708/cmselect/cmpublic/641/641.pdf
- 86 The Museum of London was transferred to the Greater London Authority on 8 April 2008.
- 87 www.hm-treasury.gov.uk/pespub_index.htm
- 88 www.berr.gov.uk/files/file38839.pdf
- 89 www.culture.gov.uk/reference_library/publications/3596.aspx
- 90 www.culture.gov.uk/images/freedom_of_information/109272_report.pdf
- 91 For instance, if someone with a disability applies for a job with DCMS, they are guaranteed an interview as long as they can do the main parts of the job - see page 15 of www.culture.gov.uk/images/publications/DCMS_Equality_Scheme_2007-2010_Easier_to_Read_Summary_Word.doc
- 92 www.culture.gov.uk/images/publications/AnnualPublicAppointmentsPlan.pdf
- 93 www.culture.gov.uk/reference_library/publications/3692.aspx
- 94 www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_082378
- 95 www.dh.gov.uk/en/Publicationsandstatistics/Publications/DH_097523
- 96 www.nhs.uk/change4life/Pages/Default.aspx
- 97 www.culture.gov.uk/images/research/PSA3_report_12_08.pdf
- 98 Percentages refer to percentage point increases
- 99 Standard Industrial Classification 92.20 (SIC2003) – "Radio and Television activities". Source: Annual Business Inquiry, Office for National Statistics
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- 101 SR2004 PSA4 Technical Note: www.culture.gov.uk/reference_library/research_and_statistics/6241.aspx

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