

PERFORMANCE & DELIVERY



Departmental Strategic Objectives

This section of the DCMS Annual Report covers:

Departmental Strategic Objectives (DSOs)

Public Service Agreements (PSAs)

Value for Money (VFM)

CSR2007 (Comprehensive Spending Review 2007) introduced new performance measures in the form of DSOs, which are designed to complement and sometimes underpin related PSAs⁴¹.

As described and set out under Departmental aim and objectives on page 7, four DSOs direct the priorities for the DCMS over the period 2008–11. They are comprehensive and represent the fundamental purpose and future direction of the Department.

Further indicators for DSOs 1–3 may be developed in consultation with NDPBs in the light of the McMaster review (Supporting Excellence in the Arts⁴²), Sport England's new strategy⁴³, VisitBritain's strategic review⁴⁴, and the new action plan for the creative industries (New Talents for the New Economy⁴⁵).

The following section sets out:

- DCMS's DSO targets and latest outturn data at March 2009
- the performance indicators used to measure progress⁴⁶
- an up-to-date report on performance against the target.

These terms are used to assess progress against the DSO targets:

- **Strong progress:** where more than 50 per cent of indicators have improved
- **Some progress:** where 50 per cent or less of the indicators have improved
- **No progress:** where no indicators have improved
- **Not yet assessed:** where 50 per cent or more of the indicators are yet to have even first time data produced on progress.

DSO1: Opportunity

Encourage more widespread enjoyment of culture, media and sport

DCMS will aim to widen opportunities for all to participate in cultural and sporting activities. This will include a focus on children and young people to ensure that they have the opportunity to participate in high quality cultural and sporting activities that contribute to their wider outcomes.

Performance summary:

Not yet assessed

Factual assessment:

Not yet assessed

Indicators:

- 1 Increasing the proportion of children and young people participating in culture
- 2 Increasing the proportion of children and young people participating in high quality PE and sport
- 3 Increasing the proportion of adults participating in culture or sport.

Description

The DCMS recognises that opportunities to participate in culture, media and sport are not equal across our society. We want to provide excellent grassroots provision for all groups. The aim of this DSO is to provide a greater range of opportunities across our sectors and narrow the participation gap between different groups.

Through the provision of strategic support and funding for the culture and sport sectors, we have had some significant successes in improving participation in recent years. We aim to build on this with a number of key programmes, such as free swimming and free theatre. We also note the important contribution participation in culture and sport can have on the well-being of the individual as well its role in building active and engaged communities.

Latest outturn data

Indicator 1: Data collection started in September 2008 using the Taking Part⁴⁷ survey. The baseline will be available in October 2009.

Indicator 2: This indicator also maps onto Indicator 5 in PSA22 ('The creation of a world-class system for PE and Sport' (see page 42)). The measures are still to be finalised but a number of surveys are in place to collect the required data. We expect to publish a baseline in autumn 2009.

Indicator 3: This indicator is similar to Indicator 6 of PSA21 ('Build more cohesive, empowered and active communities' – Indicator 6 aims to increase participation in culture and sport – although recreational walking and cycling are excluded (see page 44 and Sport England's 2008–11 strategy⁴⁸)). Data collection for this indicator started in April 2008 using the Taking Part survey. Interim baseline data of 66.3 per cent was published in April 2009⁴⁹.

A final baseline will be available on our website from August 2009⁵⁰.



Page 29 top: A young participant at a Connect Festival run by Sadler's Wells Theatre in London.

Left: Following the success of the 2008 UK School Games, the 2009 event will take place in Wales. Venues include the Cardiff International Sports Stadium and the Welsh Institute of Sport.

Right: The final *Digital Britain* report includes new proposals to support the delivery of the digital radio upgrade programme by the end of 2015.

This page top: A Silver Organism by Junko Mori. Represented at the Crafts Council's event Collect 2009 by Clare Beck at Adrian Sassoon, London.

Bottom: Ambassadors at an event hosted by Creative and Business International Network – C&Binet – in Liverpool.





Top: British gold medalist James Degale poses during the medal ceremony for the Men's Middle (75kg) final at the Beijing 2008 Olympic Games in August 2008.

Bottom: Richard Wilson's piece for the 2008 Folkestone Triennial, 18 Holes.

DSO2: Excellence

Support talent and excellence in culture, media and sport

DCMS will create the conditions for excellence to flourish among top artists and sports stars. The Department will also champion the provision of top-class facilities and services, inspiring everyone – particularly young people – and helping them to realise their talents.

Performance summary:

Not yet assessed

Factual assessment:

Not yet assessed

Indicator:

- 1** Improving the excellence of the arts organisations, museums and galleries supported by the DCMS and its NDPBs.

Description

International culture and sporting successes are among the key components that can inspire national pride and contribute to our standing in the world. DCMS sectors bring pride and prestige to the country. International success stems from a combination of factors. DCMS funding is used to create the conditions for excellence to flourish, such as providing funding for elite athletes to enable them to concentrate on their sport. For cultural bodies, our role focuses on strategic investment in a national infrastructure that means we are well placed to promote excellence e.g. by making sure that our sponsored bodies are excellently run by world-class individuals.

The provision of top class facilities and services should mean that, in turn, the general population is more inclined to make use of them.

We are considering a range of additional indicators for this DSO and how they can be achieved, and will decide upon the final indicators towards the end of 2009.

Latest outturn data

We are now considering what lessons we can draw from the pilots, both in terms of process and focus, to help inform how to take forward the approach for other museums. A system of self-assessment and peer review has been developed for NDPB museums. The National Portrait Gallery, the Natural History Museum and Tyne and Wear Museums piloted a system of self assessment and peer review and results were published in March 2009⁵¹. We are now considering what lessons we can draw from the pilots, both in terms of process and focus, to help inform how to take forward the approach for other museums.

Arts Council England has two strands of work in place. The first will monitor the percentage of its Regularly Funded Organisations (RFOs) assessed as 'strong' or 'outstanding' in artistic quality (via lead officers), as well as the percentage of people who rate their last arts experience as being of 'high quality' (via the Taking Part survey). The target is to record a statistically significant increase in both measures. The second strand is a system of self-assessment and peer review. Results of the public consultation on this were published earlier in the year and work on organising the pilots is currently underway. The target for this indicator is to roll out artistic activity reports and self-assessment or peer reviews across all RFOs by April 2010.

DSO3: Economic impact

Realise the economic benefits of the Department's sectors

The DCMS will aim to maximise the economic impact of its investment, improving value for money, taking full advantage of the contribution these sectors make towards the Government's long-term goal of raising productivity and protecting consumers through proportionate and effective regulation.

DCMS is closely involved in the Government's plans to ensure a rapid and sustained recovery from the current economic downturn. To this end, measures to promote the development of the digital communications industries and to provide jobs in the leisure and cultural sectors are part of the Government's wider programmes.

Performance summary:

Strong progress

Factual assessment:

Improvement in both indicators agreed at this stage

Indicators:

- 1** Reducing administrative burdens on business caused by DCMS regulation
- 2** Increasing the proportion of households that have converted to digital television.

Data statement

Indicator 1: Reducing administrative burdens

In the period from May 2005 to April 2008, the DCMS had reduced administrative burdens by 43 per cent from the 2005 baseline of £343.3m. That represented one of the highest levels of reduction across Whitehall, comfortably exceeding the agreed target reduction of 30 per cent which is due by May 2010. More information about this exercise is set out in the Department's Simplification Plan⁵².

As of April 2008, the DCMS's administrative burden baseline had thus fallen to £187.2m, and further simplification work took place during the reporting year with anticipated savings of £5.2m during 2008–09 (yet to be verified).

Indicator 2: Increasing digital television take-up

Policy background

The 2008 to 2012 digital switchover programme to replace all analogue TV signals with digital signals will continue on a regional basis with support for elderly and disabled people. To continue to receive TV after switchover, viewers will need to have converted or upgraded their TV equipment to receive digital signals.

As noted in the Highlights section of this document, 52,000 homes in the Selkirk area of the Scottish Borders successfully switched over to digital on 20 November 2008. West Country A was the next region to switch, with the Beacon Hill transmitter group serving the Torbay and South Devon area switching on 22 April 2009. This was followed on 20 May 2009 by the Stockland Hill transmitter, which serves Exeter and parts of Devon, Cornwall and Somerset.

At the end of April 2009, 99 per cent of residents of West Country A were aware of switchover, 83 per cent understood what they needed to do for it, and 95 per cent of homes had digital TV on at least one set. The switchover went very smoothly and no significant technical or consumer issues were reported.

The Digital Switchover Help Scheme⁵³ set up by the Government and the BBC offers those aged 75 or over, care home residents, and disabled and visually impaired people practical help to make the switch to digital television on one of their sets. An estimated 7m households will be eligible for help through the switchover period.

The scheme is designed to provide help with converting television equipment to digital – whether terrestrial, satellite, cable or internet television – so that it is accessible by the Help Scheme target groups. For each switchover region there is a competition to provide the basic Help Scheme offer: eligible households can opt for alternative equipment but may need to pay the difference in cost or any continuing subscription.

Progress

The Switchover Programme was subject to an Office of Government Commerce (OGC) Review during March 2009. The Review Team believes the programme to be on track to deliver on time.

- At 31 December 2008, 22.7m households (88.9 per cent) had digital television on their main set and just over 60 per cent of all secondary sets had been converted. See Figure 1.
- There are around 60m television sets in the UK, of which around 25.6m are 'main' sets (which broadly equates to the most-watched set, one in each TV household) and 34.8m are 'secondary' sets (in bedrooms, kitchens, etc).
- The number of TV homes relying solely on analogue terrestrial television for their primary set fell to 2.9m (11.1 per cent). This figure has fallen 2.4 per cent over the year.
- Around 12.5m DTT televisions have been sold, compared to 10.6m in the previous year.
- DTT – or Freeview – is still the most widely-used platform on households' main TV sets, used in around 9.8m homes (38.4 per cent) in the fourth quarter of 2008. The number of homes using DTT on any set in the home reached almost 17.7m (69 per cent in quarter four 2008). See Figure 2.

DSO4: Olympics and sport for young people

The DCMS will deliver a successful and inspirational Olympic and Paralympic Games in 2012 that provide for a sustainable legacy and get more children and young people taking part in high quality PE and sport.

Performance summary:

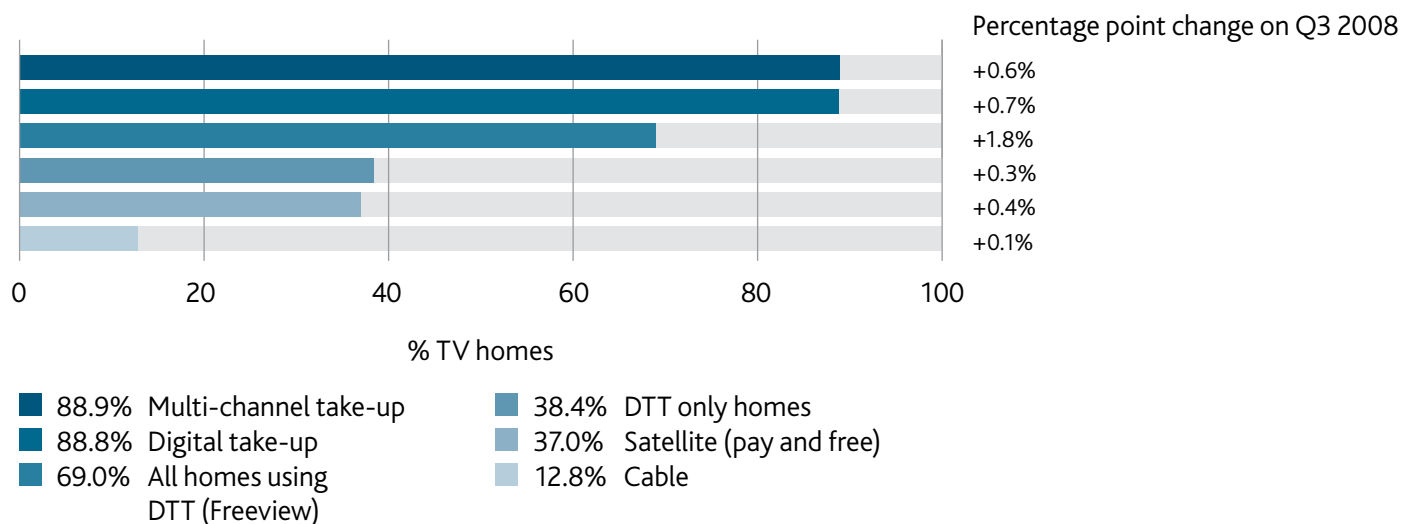
Strong progress

Factual assessment:

Improvement in three out of five indicators, with the remaining two being on track.

The DCMS reports on progress against DSO4, which is almost identically worded to one of the Government's Public Service Agreements (PSA22 – Olympics and PE & School Sport). Both have identical indicators and are reported upon together in the PSA section of this report, which follows.

Figure 1: Multichannel take up at the end of the fourth quarter of 2008
(latest available figures)

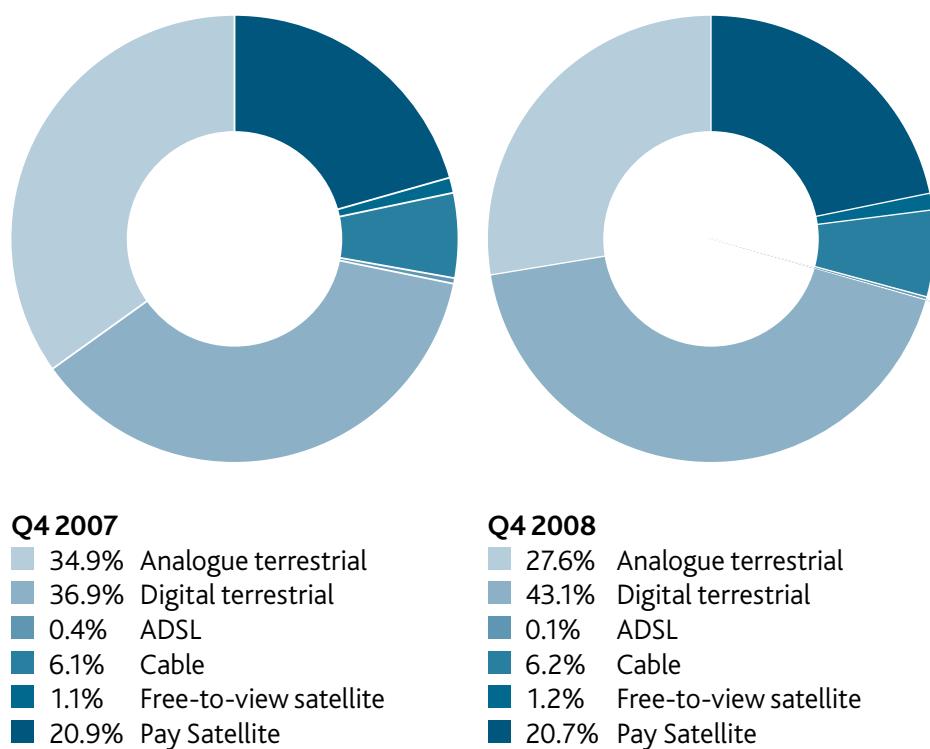


Source: GfK research

Note: TV over ADSL take-up stands at around 0.3%.

ADSL (Asymmetric Digital Subscriber Line) is a system that provides high speed, high bandwidth connections to the Internet, otherwise known as broadband⁵⁴.

Figure 2: Platform shares among all TV sets (latest available figures)
Total TV sets = approximately 60m*



Source: GfK research for both Q4 2007 and Q4 2008

Note: Figures may not add up to 100% owing to rounding.

*Source: Ofcom digital progress report Q4 2008

Public Service Agreements

PSAs set out the Government's aims, objectives and key outcome-based targets. They are agreed with HM Treasury and form an integral part of the spending plans outlined in any Spending Review.

In October 2007, 30 new PSAs were announced as part of the Comprehensive Spending Review 2007 (CSR2007). They set out the Government's highest priority outcomes for the CSR2007 period, 2008–09 to 2010–11. Each PSA has a lead Department, a number of contributing Departments and a Delivery Agreement that sets out plans for achieving its targets (as measured by supporting indicators) and the role of key partners. Further information on PSAs is published on the HM Treasury website at: http://www.hm-treasury.gov.uk/pbr_csr07_psaindex.htm.

As described and set out under Departmental aim and objectives on page 7, the DCMS is leading on one CSR2007 PSA (PSA22) and contributing to six others over the period 2008–11.

Progress towards those PSA performance targets by the DCMS during the year ended 31 March 2009 is set out in the following section – in appropriate detail, depending upon the extent to which DCMS has a lead role. It sets out:

- the DCMS's PSA targets and the latest outturn data as at March 2009
- the performance indicators used to measure progress
- an up-to-date report on performance against each target.

These terms are used to assess progress against the CSR2007 PSA targets:

- **Strong progress:** where more than 50 per cent of indicators have improved
- **Some progress:** where 50 per cent or fewer of the indicators have improved
- **No progress:** where no indicators have improved
- **Not yet assessed:** where 50 per cent or more of the indicators are yet to have even first time data produced on progress.

Annex 1 (page 164) reports on outstanding PSA performance targets from SR2004.

PSA22

Deliver a successful Olympic Games and Paralympic Games with a sustainable legacy and get more children and young people taking part in high quality PE and sport

The Olympic programme covers four key strands:

- Construction of the Olympic Park and venues and related infrastructure
- Staging – to ensure a successful and safe Games in 2012
- Delivery of Olympic legacy programmes
- Preparation for the transformation of the Olympic Park for use post-Games.

Lead responsibility within Government rests with the Government Olympic Executive (GOE), which is within DCMS but reports to the Rt Hon Tessa Jowell MP, in her capacity as Minister for the Olympics.

PSA22 sets out the Government's key objectives and outcomes for the 2012 Olympic and Paralympic Games and for PE and sport for children and young people. These are measured against progress across five indicators set out in the PSA22 Delivery Agreement published in October 2007:

- 1** Construction of the Olympic Park and other Olympic venues to time and budget
- 2** Maximising the regeneration benefits of the 2012 Games (shared responsibility with CLG)

- 3 The Olympic Park and venues are designed and built according to sustainable principles
- 4 Increasing public participation in cultural, community and sporting activities, both across the UK and internationally
- 5 The creation of a world-class system for PE and Sport (DCMS and DCSF lead responsibility and overseen by a joint DCMS/DCSF Management Board⁵⁵).

Performance summary:

Strong progress

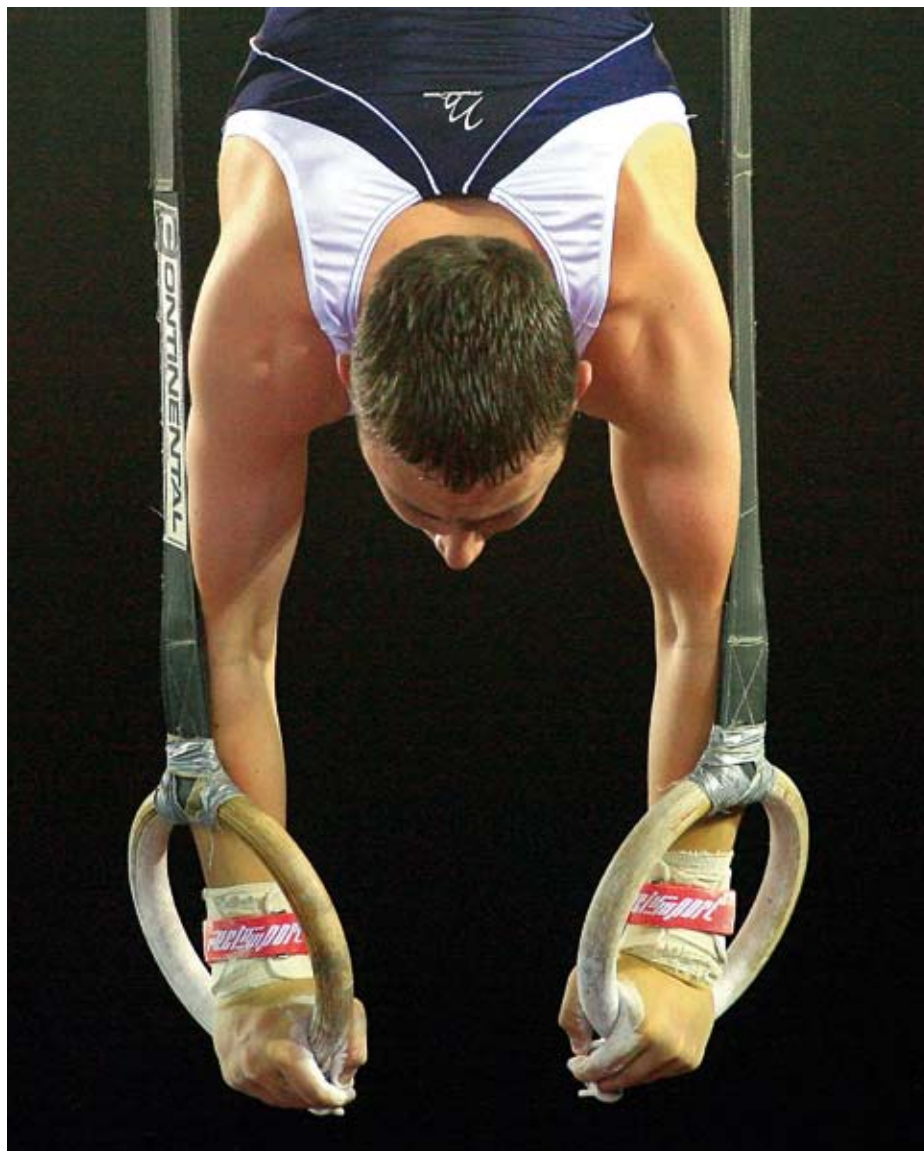
Factual assessment:

Improved performance across three out of five indicators, namely 22.1 (construction of Park and venues), 22.2 (regeneration) and 22.3 (sustainability) – the remaining two indicators are on track.

Overall performance

The build programme is progressing on time and within the agreed public sector budget. As stated, the first key venue (Weymouth and Portland) was completed one month ahead of schedule, in November 2008.

Decisive action has been taken to respond to the changed economic situation by restructuring funding arrangements for the International Broadcast Centre/Main Press Centre (IBC/MPC) and Olympic Village projects to ensure they provide the best value for money. We are well on the way to delivering this major and hugely important construction programme on time and on budget.



Top: A gymnast competing at the UK School Games.

Bottom: An artist's impression of how the Aquatics Centre will look during the London 2012 Games.



Top: An artist's impression of how the Olympic Village will look during the 2012 Games.

Bottom: The steel cross beam is lifted into place on the Aquatics Centre roof in March 2009.

In terms of the work to maximise the 2012 regeneration benefits, we, working with CLG and the GLA, have incorporated the Olympic Park Legacy Company (OPLC) to plan and manage the use of the Park after the Games.

The Legacy Masterplan Framework (LMF) was developed by the London Development Agency (LDA) and public consultations were carried out in Summer 2008 and early 2009. This will be subject to review by the OPLC before the LMF is published.

Performance in terms of sustainability indicators remains strong.

The new PE and Sport Strategy for Young People⁵⁶ is making good progress in delivering against the ambition, announced in August 2007, to increase the number of young people doing five hours of sport per week (three hours for 16–19 year olds).

Performance over the previous CSR period (2005–08) showed a significant improvement in the proportion of children aged 5–16 who do high quality PE and out of hours school sport from 69 per cent in 2004–05 to 90 per cent in 2007–08.

PSA22.1

Construction of the Olympic Park and other Olympic venues to time and budget

Delivery of a world class Olympic Park and associated venues to time and budget is critical to hosting a successful Olympic and Paralympic Games in 2012. The creation of a superb new sporting centre in Stratford will give London the facilities to host the Olympic Games and Paralympic Games in 2012 and will form the core of a sustainable physical Olympic legacy. Much of the construction on the main venues will be completed by 2011 to maximise the time available for testing.

Indicator

Progress is assessed by measuring performance for key construction projects against ODA time milestones and the budget allocations for each project.

Performance

Strong performance in terms of time and budget. All key projects remain on schedule, with the Olympic Stadium and Aquatics Centre ahead of schedule and the power lines project and the sailing venue at Weymouth and Portland both completed on budget and on schedule. Construction of the Olympic Village started in the third quarter of 2008 and work started on the IBC/MPC in Spring 2009. Both projects are on schedule with funding arrangements now in place.

Data source

Monthly reporting to the Olympic Board and Olympic Board Steering Group. GOE provides an assurance and reporting role, monitoring ODA budgets and progress against milestones and controlling access to contingency funding.

PSA22.2

Maximising the regeneration benefits of the 2012 Games

The regeneration of the Olympic site at Stratford provides a unique opportunity to lead the transformation of the heart of East London – an area which includes some of the most disadvantaged boroughs in the UK. One of the key aims of this PSA is to set strong foundations for achieving the long-term objective of regenerating East London.

Indicator

Success as set out in the PSA22 Delivery Agreement means:

- agreeing the Olympic Park management structure by December 2008 and the Legacy Masterplan Framework (LMF) by 2009
- ensuring the LMF plan and programme have identified, and are addressing, the key opportunities which the London 2012 Games present to East London
- ensuring that key infrastructure projects relating to the Olympic Park are completed.

Progress on the key infrastructure projects is measured against milestones and the budget allocations for each project.

Performance

The transport and other infrastructure projects (roads, bridges, power lines etc.) that will transform the site of the Olympic Park for the Games and in legacy are currently on time and budget. The milestones for the development of the LMF – the spatial plan for the development of the Olympic Park legacy – have also been achieved. The OPLC, which will be responsible for planning the Olympic Park legacy, has been incorporated and should be fully operational by Autumn 2009.

Data source (LMF)

Updates from the Park Legacy Team in GOE.

Park Connectivity (measures to enable people to move easily around the Olympic Park and the surrounding area)

Monthly reporting by ODA to the Olympic Board and Olympic Board Steering Group.

PSA22.3

Sustainability

A commitment made as part of London's bid for the 2012 Games was that sustainable principles would be fully incorporated into the design, build and long-term use of the Olympic Park and venues. Many of these measures will be evident in the Olympic Park by 2011.

Consideration of the broad spectrum of sustainability (including climate change, waste, health, bio-diversity and inclusion) at every development stage will mean that the Park will set a precedent for future development schemes across the UK and will showcase the Government's aspirations to design out carbon, minimise waste and water use, generate and efficiently utilise renewable energy, and improve biodiversity and quality of life across the UK for generations to come.

Indicator

As set out in the PSA22 delivery agreement, progress is measured by performance against the five sustainability themes:

Climate change – Progress to achieve a reduction in overall carbon emissions associated with the built environment in the Olympic Park development of 50 per cent by 2013

Waste – Re-use or recycle 90 per cent (by weight) of the materials arising through demolition works on the Olympic Park site

Biodiversity – Minimum target of 45 hectares of new Site of Biological Importance in full Grade 1 equivalent habitat by 2014

Health – The performance rating for this indicator will be based on the ODA target of no fatalities and a rate of one or fewer reportable accidents per million hours worked

Inclusion – Measure, report and track the trends in the changing ODA site workforce for two key groups: black and minority ethnic workers and local workers.

Performance

Strong performance has been made, with progress ahead of the baseline, and a biodiversity sub-indicator (see above) is now in place. The downwards movement in the rating for climate change reflects progress towards the 50 per cent carbon reduction target (which is currently showing a minimum overall 45 per cent reduction in CO₂ emissions). See Figure 3.

Data source (ODA Sustainability Reporting)

Reported on a quarterly basis and reviewed by the new ODA Sustainability Board. The Commission for Sustainable London 2012 (CSL) provides independent assurance of the sustainability of the 2012 Games.

PSA22.4

Increasing public participation in cultural, community and sporting activities, both across the UK and internationally

The Olympic and Paralympic Games will give everyone across the UK the opportunity to take part in a wide variety of Olympic-related events and programmes.

The Government will ensure that everyone, including those in hard-to-reach groups, has the chance to take part in cultural, community and physical activities from 2008 until after the Games are over.

Four of the existing programmes will contribute to this indicator:

- **UK School Games** (DCMS lead) – national annual competition for elite athletes of school age
- **Personal Best** (BIS lead) – targeted at unemployed and hard to reach groups, this programme aims to up-skill participants so that they are equipped to find work, take part in volunteering opportunities, or go on to further training
- **International Inspiration** (DCMS lead) – an international programme to facilitate young people's participation in sport, especially in developing countries
- **Cultural Olympiad** (DCMS lead) – a four year cultural programme celebrating the spirit of the Olympic and Paralympic Games (as described on page 11).

Figure 3: Baseline: RAG status⁵⁷ across the sustainability indicators as at March 2009

Indicator	March 2008	September 2008	March 2009
Climate change	G	G	AG
Waste	G	G	G
Biodiversity	Not rated	Not rated	G
Inclusion	AG	AG	AG
Healthy living	AG	G	G

Figure 4: UK School Games

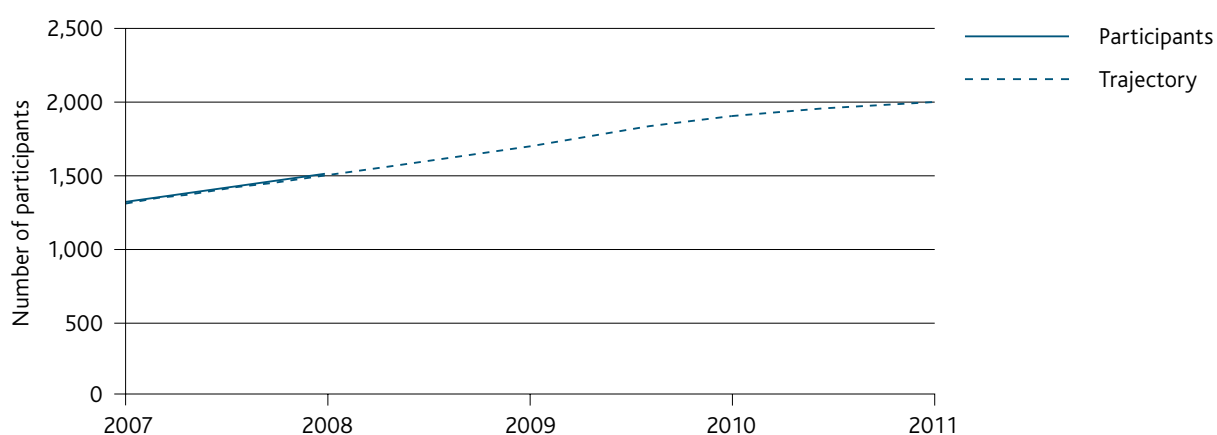
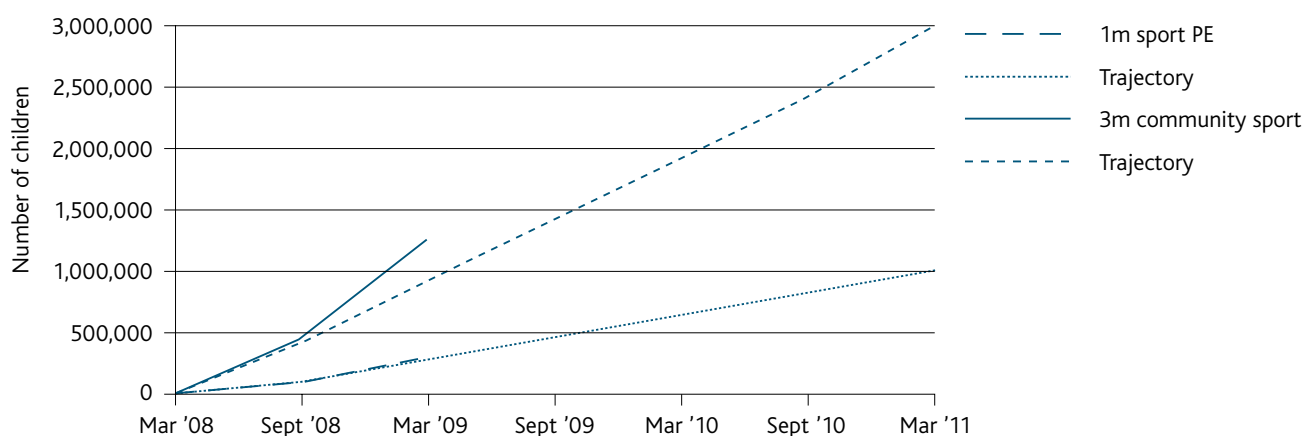


Figure 5: International Inspiration



Consideration will be given to extending the programmes which are reported on through this PSA as the wider legacy participation programmes are developed. This will not, however, cover sports participation which is already measured through PSA21.6 (page 44).

Indicator

Number of people across the UK and in other countries taking part in Government-supported programmes associated with the 2012 Games.

Performance

Some progress made against the success measures, including an increase in participants in UK School Games (see Figure 4, on page 41) and overall 1m children across the world benefitting from the International Inspiration project. See Figure 5, on page 41.

Progress to increasing participation for specific 2012-related activities

UK School Games

Baseline: 2007 performance

Personal Best (London)

Baseline: Nil

Success measure: 20,000 people engaged by 2012

Performance: 875 people engaged, with 844 graduated in 11 boroughs. The Personal Best data reflects performance on the London pilot, conducted in September 2008 by the London Development Agency. The programme is now being rolled out across London and the rest of the country, with launches in North East and South East England later this year. See Figure 4, on page 41.

International Inspiration (Phase 1)

Baseline: Nil

Cultural Olympiad

Baseline: To be developed in the light of participation

Success measure: DCMS and its partners in the Cultural Olympiad are working to define success measures to enable effective evaluation of the programme.

Performance: As mentioned above, the Cultural Olympiad was launched in September 2008, with over 650 events held across the country in celebration. So far, two of the Cultural Olympiad Major Projects (Artists Taking the Lead⁵⁸ and Stories of the World⁵⁹) are underway.

Data sources

Personal Best: LDA

International Inspiration: Delivery Board performance reports against key performance indicators.

PSA22.5

Creation of a world-class system for PE and Sport

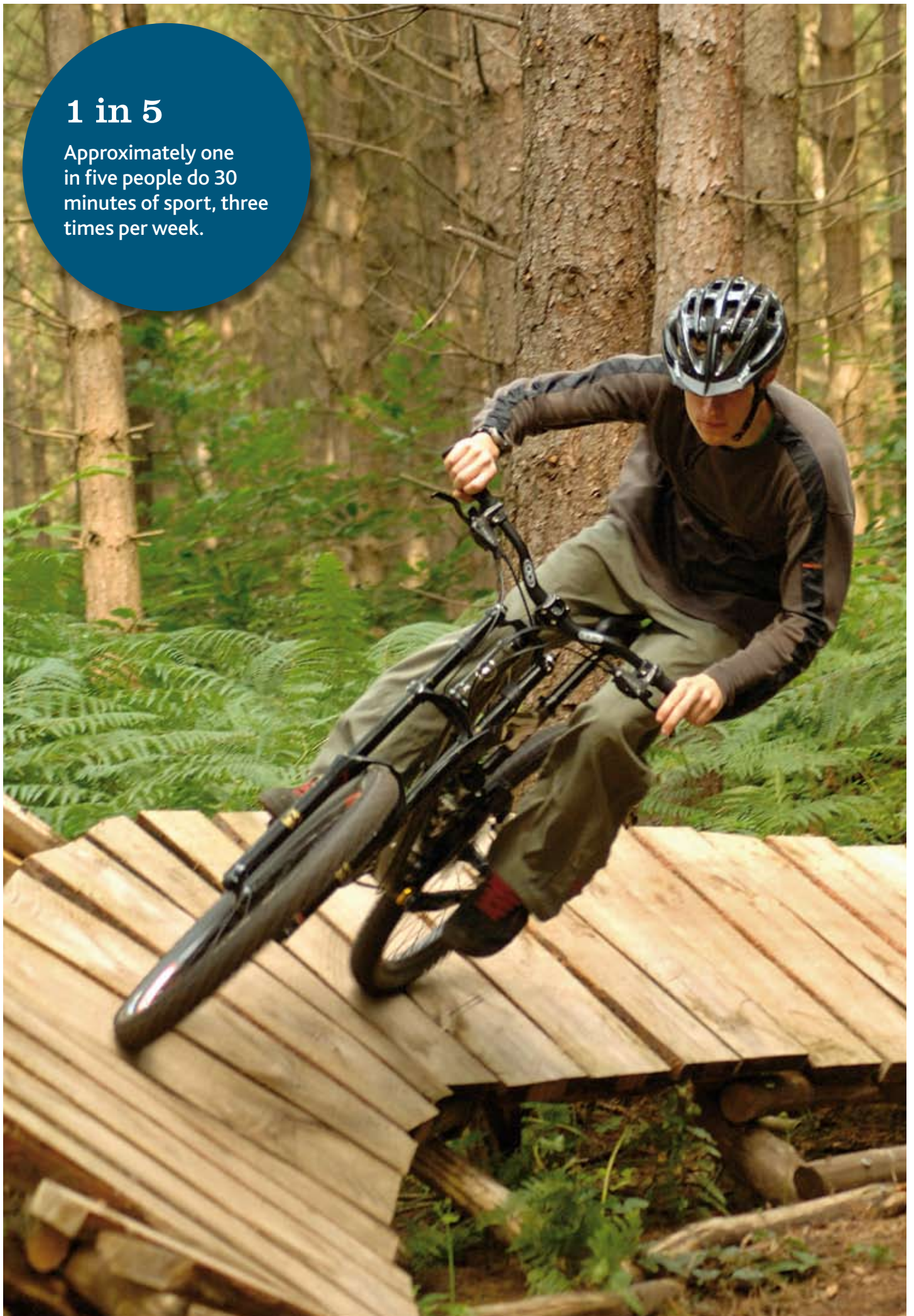
Through the PESSYP programme, the Government aims to improve the quantity and quality of PE and sport undertaken by young people aged 5–19, through schools, further education colleges, clubs and other community providers. Through this strategy, children and young people will be offered up to five hours of quality PE and sport each week to benefit their health and fitness as well as their self-confidence and to improve their wider social skills. The strategy applies to children and young people in England only and is delivered through school sports partnerships supported by the Youth Sports Trust and Sport England.

The new strategy aims to persuade young people (particularly in hard-to-reach groups, such as those with crime/behaviour problems or young people falling outside the education system), to take up the offer and to stay involved long-term. Performance over the previous CSR period (2005–08) shows a rapid increase in the proportion of children aged 5–16 undertaking at least two hours per week of high quality PE and out of hours School Sports from 69 per cent in 2004–05 to 90 per cent in 2007–08.

Opposite: A mountainbiker rides the 'north shore' freeride area in the Forestry Commission's National Pinetum at Bedgebury, Kent.

1 in 5

Approximately one in five people do 30 minutes of sport, three times per week.



Indicator

Percentage of 5–16 year old children participating in at least two hours per week of high quality PE and sport at school, and the percentage of 5–19 year olds participating in at least three further hours per week of sporting activities. Our ambition is to continue to raise participation in PE and sport by developing a world-class PE and sport system able to offer all 5–16 year olds five hours of PE and sport per week and all 16–19 year olds three hours of sport per week.

Performance

We have made strong progress, exceeding our targets, against the previous PSA indicators (covering 2005–08), with 90 per cent of children aged 5–16 now doing at least two hours per week of high quality PE and sport.

Data source

DCSF School Sports Survey.

PSA21

Build more cohesive, empowered and active communities

This PSA is led by Communities and Local Government and is about three associated and reinforcing agendas, building cohesive, empowered and active communities:

- which maximise the benefits of diversity rather than fear it
- where individuals are empowered to make a difference both to their own lives and to the communities and wider environment in which they live
- where individuals are enabled to live active and fulfilled lives.

PSA21 is supported by six indicators, of which one (Indicator 6) aims to increase participation in culture and sport.

Active communities are associated with people being able to make the most of their talents and to enjoy the talents of others. The cultural and sporting sectors play a key role in creating active communities, in which people are able to improve their well-being. Participating in culture and sport has a positive effect on community cohesion by enabling people from a broad range of backgrounds to interact on an ongoing and equal basis.

Evidence from the Taking Part survey shows that those people taking part in cultural and sporting events are more likely to know and trust their neighbours. Research has also found that sport and exercise are the single greatest contribution to social participation. The DCMS's recent publication *Lifting People Lifting Places*⁶⁰ discusses this in more detail.

Indicator 6

The percentage of people who participate in culture or sport

We have chosen to define success against this indicator as a statistically significant increase in the percentage of adults engaging in **two or more** different cultural or sport sectors. Engagement has to reach the following sector thresholds:

- 1** Used a **public library service** at least once in the past 12 months
- 2** Attended a **museum, gallery or archive** at least once in the past 12 months
- 3** Engaged in the **arts** at least three times in the past 12 months
- 4** Visited at least two **historic environment sites** in the past 12 months
- 5** Participated in 30 minutes of **sport and active recreation** on three or more days in the past week.

This indicator is delivered through a number of our NDPBs, including:

Sport England focuses on delivering three strands of work: 'grow', 'sustain', and 'excel'. The 'grow' element is specifically aimed at getting a substantial – and growing – number of people across the community playing sport. The commitment is for 1m more people doing sport by 2012–13, much of this will be achieved within the Indicator period. One example of how this will be achieved is through the free swimming programme for the over 60s.

Arts Council England invests in a portfolio of about 880 arts organisations which make up the backbone of the arts in England and account for around 36m attendances at arts events each year. These organisations play an important role in raising levels of engagement in the arts and will deliver programmes such as *A Night Less Ordinary*⁶¹, which will see over 600,000 tickets given away to those aged up to 26.

Museums, Libraries and Archives Council's Renaissance in the Regions programme⁶² is continuing to increase the capacity of regional museums, helping them to raise their standards and deliver results in support of education, learning, community development and economic regeneration. One of the aims of Renaissance is to increase public engagement in museums. The Library Action Plan 2008–11⁶³ includes work streams to support library authorities in sustaining and increasing levels of library use.

English Heritage is seeking to increase levels of participation in the historic environment. One of its projects is Heritage Open Days⁶⁴, which attracts up to a million visitors each year in response to the offer of free access to properties, which are normally closed to the public or usually charge an admission fee.

The Department will also work with local government and the third sector as they play a crucial role in delivering this indicator, as well as building links with other government departments with supporting agendas – for example working with CLG to understand and build on the contribution participation in our sectors can make to community cohesion.

Performance

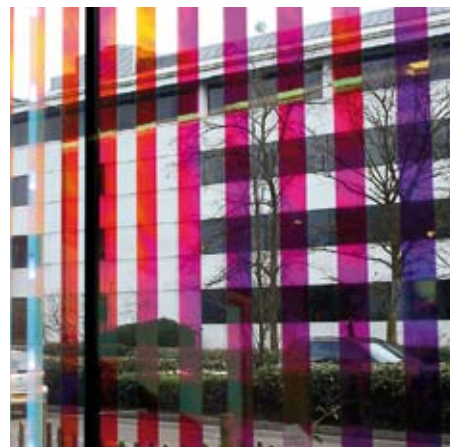
Not yet assessed.

This will be measured by using the level of change recorded by the Taking Part survey, comparing the final baseline set in 2009 with the final survey estimate in 2011. The minimum movement required for a statistically significant change is two percentage points.

In April 2009 we reported an interim baseline of 66.8 per cent using data collected from the first six months of the baseline period (April–October 2008). Further baseline data was collected during the remainder of 2008–09 and will be published in Summer 2009, when the final baseline will be set. Interim progress will be considered in Summer 2010 with the final assessment published in Summer 2011.

Since this new target was agreed a programme of work has been launched to build the evidence base around engagement. With over three years worth of data now available, the Taking Part survey has become a valuable resource from which to mine evidence. This has included modelling the data to uncover which factors are most influential in raising engagement as well as detailed analysis on the trends and patterns of engagement over time.

Another major success has been getting cultural activities included in the local authority National Indicator Set (NIS)⁶⁵, of which DCMS owns four indicators, three of them cultural: NI 9 (Use of public libraries), NI 10 (Visits to museums and galleries) and NI 11 (Engagement in the arts). In December 2008 the first robust data was published showing levels of cultural engagement at the local level. Work is now ongoing to build on this and increase the number of local authorities including culture as one of their priorities during the next round. This work is central to the success of PSA21 as most engagement happens at a community level.



Top and bottom: The Lightbox in Woking won The Art Fund Prize for museums and galleries in 2008. Marilyn Scott, Director of The Lightbox, said: "Winning is beyond our wildest dreams... but it is incredible how much of an impact The Lightbox has had on the local community and the wider south east..."



The CASE programme is another key development during this period. This is a joint DCMS/NDPB venture which aims to address key issues facing the Department. One of its first projects is a systematic review of the evidence on engagement. The outcome of this will be a conceptual framework on which to build future models and policies of engagement.

Performance on PSA21, Indicator 6 is monitored by a board of senior representatives from across the DCMS and its NDPBs. Meeting quarterly, the board has made significant progress in understanding the challenges and opportunities presented by this target. This includes the board commissioning work to examine potential synergies with local authorities, voluntary bodies and other government departments. One outcome is that we are building our evidence base on the mental health benefits of cultural activities. This can then be used to strengthen relationships, for example with the Department of Health and Strategic Health Authorities.

The Department has also made significant progress in building links for joint working with the CLG who lead on the overall target. The two departments are currently discussing opportunities to join up work on cohesion as well as examine where we might be able to combine efforts at a local level.



Top: Behind-the-scenes at Aardman Studios in Bristol for the making of the Department of Health TV adverts to promote the Change4Life campaign.

Bottom: Free Swimming was launched in April 2009 by the then Secretary of State Andy Burnham, with help from top swimmers Mark Foster and Heather Frederiksen.

Other PSAs

In addition, the DCMS's work contributes to the following PSAs led by other Government departments:

PSA1: Raise the productivity of the UK economy⁶⁶

The Creative Industries make an important contribution to the UK's economy – the creative industries economic estimates⁶⁷ published in January 2009 highlighted that they accounted for 6.4 per cent of the UK's Gross Value Added, or around £60bn, in 2006. In addition to the work done through our NDPBs, DCMS has also led on:

- the implementation of the Creative Britain strategy, a joint strategy with BIS
- the *Digital Britain* report, which seeks to secure Britain's place at the forefront of the global digital economy, also a joint report with BIS.

PSA12: Improve the health and wellbeing of children and young people⁶⁸

The participation of children and young people in physical activity is a key part of improving their health and wellbeing. This also forms a key part of PSA22. The Taking Part Child Survey (2007)⁶⁹ reported that three quarters (75 per cent) of all children had participated in an active sport outside school lessons in the past week – of those, the average number of days on which they had participated for at least an hour was three days. In addition to the work done through our NDPBs to support the anti-obesity programme led by the DH and the DCSF, DCMS has also led on:

- Restricting broadcast advertising of high fat, salt, sugar foods to children and
- Free swimming for young people under the age of 16 in England

PSA14: Increase the number of children and young people on the path to success⁷⁰

Increasing young people's participation in positive activities is one of the indicators for this PSA, and we are key delivery partners for it. Engagement in sports and arts activity makes a significant contribution to providing positive activities for young people and keeping them on the path to success. Our sectors offer a range of cultural opportunities for young people in museums, galleries and arts organisations. In addition, we launched the Find Your Talent Programme⁷¹ earlier this year.

We also work with the DCSF to support the delivery of the PE and Sport Strategy for Young People which aims to create a world-class system of PE and sport for all children and young people aged 5–19.

PSA15: Address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief⁷²

The work undertaken and reported earlier in this document under DSO1 (Opportunity) and DSO4 (Olympics) sets out our main contribution to this PSA.

PSA20: Increase long-term housing supply and affordability⁷³

All communities, particularly those experiencing housing-led growth and regeneration, can benefit from cultural and sporting opportunities. DCMS is keen that culture is embedded in the development of our villages, towns and cities alongside other key areas of provision such as healthcare and transport. In addition to the work done through our NDPBs to support the role of culture in communities, we work closely with CLG and lead on:

- Living Places – a programme based on an agreement with five national cultural agencies that aims to ensure that all communities can benefit from cultural and sporting opportunities.
- Sea Change – a programme that aims to drive cultural and creative regeneration and economic growth in seaside resorts (see page 11.)

Value for Money Programme 2008–11

Building on the achievements of the SR2004 efficiency programme, the Government has developed a more ambitious and far-reaching Value for Money (VFM) programme for the CSR2007 period (2008–11) – releasing the resources needed to sustain the pace of public service improvement and meet the global challenges of the decade ahead.

DCMS will build on its success in delivering efficiencies by meeting its agreed CSR2007 VFM programme target of £168m by 2010–11⁷⁴. DCMS itself will make annual reductions of 5 per cent in its administration spending. However, as the great majority of DCMS funding is channelled through its NDPBs, most of the VFM savings will be delivered through them.

DCMS has worked closely with its NDPBs to identify suitable savings. All NDPBs in receipt of a resource Grant-in-Aid of more than £3m (as at 2007–08) from DCMS are contributing to delivery of the 3 per cent VFM savings. Relevant NDPBs have VFM plans, setting out how they expect to make savings over the CSR2007 period. These plans are revisited and updated periodically to ensure they remain accurate and realistic.

Performance to date

Achieved: £52.2m as at 31 March 2009

Savings are reported as cash-releasing, calculated net of implementation costs, and are sustainable.

Figure 6 shows the latest progress against the savings target. At this stage of the VFM programme, and in light of plans in place, DCMS is in a good position to meet its cumulative savings target for the CSR2007 period.

Although the DCMS programme is at an early stage, some significant VFM savings have already been achieved. For example:

- Sport England has realised VFM savings of £1.1m following renegotiation of its Leisure Connection contract, which has reduced operating costs; it has also made £350k administrative savings through rationalisation of outsourced contracts and improved cost controls.
- UK Sport has made almost its entire £579k savings by reorganising its corporate services roles (expanding its in-house legal team, merging two senior financial posts and retendering its internal audit function) and by benefiting in kind from the free provision of external research and development technical expertise.

Figure 6: VFM progress against savings target

£m	Savings achieved as at end Q4 2008–09	DCMS agreed target 2008–09
Internal DCMS	–	
Capital savings	–	
NDPBs – <i>of which</i>	50.8	
– museums and galleries	15.2	
– strategic bodies	35.6	
Total savings	50.8	48

Note: The target was for total savings only.

- MLA has reduced the cost of its regional footprint by £2.2m by closing down eight independent agencies and replacing them with its own field team, resulting in savings in operating and administration costs – the saving in administration costs alone came in at £0.8m.
 - The foyer at Imperial War Museum North's visitor entrance area was reconfigured – this improved the visitor welcome experience, involved relocating the shop and learning areas, and enabled a reduction of two posts; visitor footfall has increased, as have retail takings and profit, with total savings this year assessed at £31k.
 - The Royal Armouries has implemented targeted initiatives stemming from working closely with DCMS and the Carbon Trust – these have reduced electricity consumption by 12 per cent, contributing towards an overall saving of £12k.
 - The National Gallery has generated procurement savings through actively reviewing the market across a range of activities; it has also brought its website hosting in-house and these targeted actions have resulted in savings of £39k.
 - English Heritage has achieved £1.54m savings from various estate management initiatives, such as relocation of staff from London, restructuring its facilities management and reducing rent and rates.
- Future plans**
- Following the initial collection of VFM savings data, our NDPBs have considered the next two quarters and now have plans in place to build on progress to date. For example:
- The Imperial War Museum has developed an Environmental Strategy for Sustainable Development, making cash savings particularly through improved energy efficiency and reduced consumption; it will also continue to review procurement (across all goods and services at all branches), and seek where possible to streamline the number of suppliers used.
 - English Heritage is looking to achieve savings through restructuring and rationalisation of Research & Standards working practices and development of IT systems solutions.
 - The organisational restructure in Sport England following its strategic review⁷⁵ (June 2008) is expected to deliver savings over the course of 2009–10.
 - As one part of its VFM Programme the British Library is seeking to make savings in its acquisitions expenditure by cancelling low use journals, moving to e-journals and re-tendering major book contracts.
 - The National Gallery will cut the costs of its exhibition programme by introducing free summer displays in its exhibition space, instead of international loan shows – this will generate significant savings in picture transportation and design and marketing costs.
 - The National Portrait Gallery is looking at sharing storage space with the Tate with the intention of achieving cheaper storage costs.
 - The winding up of the Regional Cultural Consortiums is likely to deliver savings over the course of 2009–10 and beyond.
- The Department will also be working with its NDPBs over the course of the year ahead to review the savings delivered over the first year of the programme. This has the explicit intention of ascertaining and sharing best practice, as well as challenging organisations to be more radical in identifying plans for VFM savings in future years.

Page 50: As part of the European Capital of Culture 2008, Liverpool welcomed *La Princesse*, a 15m high mechanical spider for a weekend in September.

Page 51 left: Engaging Places is a resource to support teaching and learning through buildings and places. Commission for Architecture and the Built Environment (CABE) in partnership with English Heritage, run the initiative for school children, young people and teachers.

Top: Sport England creates opportunities for people of all ages and abilities to play sport in every community.

Bottom: Digital UK is the independent, non-profit organisation set up to lead digital television switchover in the UK – the biggest change in broadcasting since the introduction of colour.

3.5 million

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

