



department for  
**culture, media  
and sport**

# Department for Culture, Media and Sport Structural Reform Plan

15<sup>th</sup> July 2010

# Structural Reform Plans

Structural Reform Plans are the key tool of the Coalition Government for making departments accountable for the implementation of the reforms set out in the Coalition Agreement. They replace the old, top-down systems of targets and central micromanagement.

The reforms set out in each department's SRP are designed to turn government on its head, taking power away from Whitehall and putting it into the hands of people and communities. Once these reforms are in place, people themselves will have the power to improve our country and our public services, through the mechanisms of local democratic accountability, competition, choice, and social action.

The reform plans set out in this document are consistent with and form part of the Department's contribution to the Spending Review. All departmental spending is subject to the Spending Review.

We have adopted a cautious view of the timescales for delivering all legislative measures due to the unpredictability of pressures on Parliamentary time.

# Foreword by the Secretary of State

This plan represents the first part of my ambition for DCMS and a large part of the structural reform we have already got underway.

The biggest challenge DCMS faces is delivering a safe and successful Olympic and Paralympic Games in 2012 – the largest peacetime logistical operation this country has ever faced. I'm determined to make the most of it, and ensure that London 2012 will be a symbol of our economic recovery, our social and cultural renewal and our re-emergence on the global stage.

I want to use 2012 to encourage more young people into sport by establishing an Olympic and Paralympic-style competition, open to every school in the country. We will deliver a powerful legacy for elite sport and create a real and lasting legacy for the tourism industry.

I want my Department to help make the Big Society a reality. We will create a culture of giving, so that more of us have a greater connection with the things we care about. We will return the National Lottery to its original good causes of art, sport, heritage and the voluntary sector, and take away the barriers that prevent investment in local media. I want our major cultural institutions to be freed from government control so they can raise more money and spend it as they see fit.

I want Britain to have the best superfast broadband network in Europe, and I will do everything I can to incentivise business to invest in this, so we can get there by 2015 – opening up the infrastructure and levelling the playing field for new investment. We will roll back media regulation where it's preventing growth.

After the autumn Spending Review, I will set out my broader ambitions for DCMS. Before then, I want to know what you think about the programme I've set out here. Please send your comments to: [structural.reform@culture.gsi.gov.uk](mailto:structural.reform@culture.gsi.gov.uk)

**Jeremy Hunt, Secretary of State for the Department for Culture, Media and Sport**

# Departmental Priorities

## 1. 2012 Olympics and Paralympics

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

## 2. Boost the Big Society

- Encourage philanthropic giving and return the National Lottery to its founding principles, and foster the development of a new breed of strong local media groups, by removing local cross-media ownership rules to encourage local TV

## 3. Media Reform

- Reform the media regulatory regime for the digital age to reduce regulation, encourage investment and create the conditions for sustainable growth

## 4. Universal Broadband

- Deliver universal broadband at speeds of 2mbps and stimulate private sector investment to deliver the best superfast broadband network in Europe by 2015

## 5. Encourage Competitive Sport in Schools

- Use 2012 to encourage competitive sport in schools by establishing an annual Olympic and Paralympic-style schools event, improving local sports facilities and supporting sports clubs

# 1. 2012 Olympics and Paralympics

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

## ACTIONS

	<u>Start</u>	<u>End</u>
<b>1.1 Review uncommitted project budgets and all releases of contingency for value for money</b>	Jun 2010	Summer 2012
<b>1.2 Improve governance within Whitehall to ensure effective delivery</b>	Jun 2010	Oct 2010
<b>1.3 Work with the Olympic Delivery Authority to ensure that the venues and infrastructure for London 2012 are delivered on time and to budget</b>	Jun 2010	Summer 2012
<b>1.4 Work with other government departments and the Mayor of London to ensure that essential public services are provided for the Games</b>		
i. Deliver critical security and transport services	Jun 2010	Summer 2012
ii. Deliver government services covered by guarantees given to the IOC	Jun 2010	Summer 2012
iii. Finalise operational delivery plans	Dec 2011	
iv. Implement operational delivery plans	Jan 2012	Summer 2012
<b>1.5 Agree and implement a compelling legacy plan for the Games</b>		
i. Develop support in bidding for and staging other major sporting events	Jun 2010	Dec 2011
ii. Publish overall legacy plan for London 2012	Dec 2010	
iii. Publish a new strategy to maximise the tourism legacy of the Games	Dec 2010	

## MILESTONES

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

## 2. Boost the Big Society

### (1 / 2)

*Encourage philanthropic giving and return the National Lottery to its founding principles, and foster the development of a new breed of strong local media groups, by removing local cross-media ownership rules to encourage local TV*

ACTIONS	Start	End
<b>2.1 Introduce incentives to increase charitable giving</b>		
i. Facilitate fundraising by cultural and charitable institutions by giving them greater freedom to operate independently from government	Jun 2010	Nov 2011
ii. Examine present barriers to giving and propose appropriate remedies	Jun 2010	Dec 2012
iii. Publish strategy to boost giving from private individuals	Dec 2010	
<b>2.2 Reform the National Lottery so that more money goes into sport, the arts and heritage</b>		
i. Consult about plans to allocate 60% of Lottery funding to the arts, sport and heritage causes, and 40% to the voluntary and community sector	Jun 2010	
ii. Lay statutory instrument to enact these changes	Sep 2010	
<b>2.3 Reform the Big Lottery Fund to ensure that only voluntary and community sector projects are funded and to prevent funding of politicised projects</b>		
i. Issue new policy directions to the Big Lottery Fund	Sep 2010	
<b>2.4 Stop wasteful spending by Lottery distributors, by banning lobbying activities and reducing administration costs to 5% of total income</b>		
i. Agree plans for administrative cost reductions with distributors	Dec 2010	
<b>MILESTONES</b>		
A. New policy directions issued to the Big Lottery Fund	Sep 2010	
B. Strategy set out to boost giving from private individuals	Dec 2010	
C. Agree challenging plans for administrative cost reductions with distributors	Dec 2010	
D. National Lottery reforms generate an additional £186m per year, funding arts, sports, heritage and the voluntary sector	From Apr 2012	

## 2. Boost the Big Society (2/2)

*Encourage philanthropic giving and return the National Lottery to its founding principles, and foster the development of a new breed of strong local media groups, by removing local cross-media ownership rules to encourage local TV*

<b>ACTIONS</b>		<b>Start</b>	<b>End</b>
<b>2.5 Relax rules on local cross-media ownership</b>			
i. Ask Ofcom to investigate removing final local cross-media ownership rule		Jun 2010	
ii. Draft statutory instrument accepting existing Ofcom recommendations on relaxing local cross-media ownership rules		Jun 2010	Jul 2010
iii. Lay order before Parliament		Oct 2010	
iv. Publish Ofcom recommendation on final local cross-media ownership rule		Nov 2010	
v. Set out strategy based on these recommendations		Dec 2010	
<b>2.6 Enable the creation of new local TV stations</b>			
i. Commission economic analysis of options		Jun 2010	Dec 2010
ii. Publish consultation paper		Jan 2011	
iii. Conduct consultation		Jan 2011	Mar 2011
iv. Publish final decision following consultation		Apr 2011	
v. Issue any necessary directions or draft legislation		May 2011	Oct 2011
vi. Propose new licensing arrangements for local TV stations		Nov 2011	
<b>MILESTONES</b>			
E. Local cross-media ownership rules relaxed		Nov 2010	
F. Licensing arrangements for local TV stations established		Nov 2011	
G. First local TV stations licensed		Summer 2012	
H. 10-20 local TV stations licensed		End of Parliament	

## 3. Media Reform

*Reform the media regulatory regime for the digital age to reduce regulation, encourage investment and create the conditions for sustainable growth*

### **ACTIONS**

#### **3.1 Change the media regulatory regime by reforming Ofcom and deregulating the broadcasting sector**

Start	End
-------	-----

- i. Identify areas for scaling back Ofcom duties
- ii. If necessary, include Ofcom measures in the Public Bodies Reform Bill
- iii. Conduct scoping exercise for new Communications Bill, including reduced role for regulator
- iv. Publish appropriate deregulatory steps
- v. Consult on deregulatory steps as appropriate
- vi. Begin the legislative process

Jun 2010	Sep 2010
Sep 2010	
Nov 2010	Nov 2011
Dec 2011	
Jan 2012	Aug 2012
Nov 2012	

#### **3.2 BBC reform and the new licence fee**

- i. Give the National Audit Office full access to the BBC's accounts
- ii. Agree the terms of a new licence fee settlement, whilst maintaining the BBC's independence

Jun 2010	Nov 2011
Jul 2011	Apr 2012

### **MILESTONES**

- A. Communications Bill scoping exercise complete
- B. New BBC licence fee settlement agreed
- C. Legislative process started for media deregulation and Ofcom reform

Nov 2011
Apr 2012
Nov 2012



## 4. Universal Broadband

*Deliver universal broadband at speeds of 2mbps and stimulate private sector investment to deliver the best superfast broadband network in Europe by 2015*

ACTIONS	Start	End
<b>4.1 Deliver universal 2mbps broadband</b>		
i. Direct Broadband Delivery UK to procure universal broadband	Jun 2010	
<b>4.2 Create a level playing field between incumbents and new providers</b>		
i. Examine barriers to new providers investing in fibre optic networks	Jun 2010	Oct 2010
ii. Set out strategy to remedy, if needed	Nov 2010	
<b>4.3 Deregulate infrastructure to facilitate superfast broadband in many areas</b>		
i. Conduct a public consultation (with participation from Ofcom, Ofwat, Ofgem and other regulators) on access to ducts, sewers and poles that can be used to carry fibre optic cable	Jul 2010	Nov 2010
ii. Work with Ofcom to require BT and other infrastructure providers to allow the use of their assets to deliver superfast broadband	Nov 2010	Nov 2011
iii. If required, take necessary legislation through Parliament	Nov 2011	Nov 2012
<b>4.4 Facilitate the introduction of superfast broadband in remote areas at the same time as in more populated areas</b>		
i. Start market testing pilots in three areas	Apr 2011	
ii. Publish report on impact of regulatory measures	Sep 2011	
iii. Decide whether to use part of TV licence fee to fund delivery to rural areas	Jan 2012	
iv. If required, instruct Broadband Delivery UK to allocate funding to areas where the market has not delivered, after Digital Switchover has finished in 2012	Sep 2012	
<b>MILESTONES</b>		
A. Consultation on infrastructure deregulation complete	Nov 2010	
B. Report on impact of regulatory measures published	Sep 2011	
C. BT and other providers required to allow access to infrastructure	Nov 2011	

## 5. Encourage Competitive Sport in Schools

*Use 2012 to encourage competitive sport in schools by establishing an annual Olympic and Paralympic-style schools event, improving local sports facilities and supporting sports clubs*

ACTIONS	Start	End
<b>5.1 Use the 2012 Olympics and Paralympics to establish a lasting sporting legacy in schools</b>		
i. Direct the Sport Lottery Distributor to take responsibility for the community sports legacy following London 2012	Oct 2010	
<b>5.2 Launch an Olympics and Paralympic-style schools event</b>		
i. Select delivery bodies to run the competition		
a) Draft terms of tender	Jun 2010	Sep 2010
b) Invite tenders	Oct 2010	Nov 2010
c) Appoint delivery bodies	Dec 2010	
ii. Work with sports to develop guidelines for their entry into the competition	Jul 2010	Dec 2010
iii. Instruct delivery bodies to stage pilot events in Summer 2011	Jan 2011	
iv. Publish the finalised framework and rules for the competition	Sep 2011	
v. Publish results of the pilot events	Oct 2011	
<b>5.3 Support local sports facilities and clubs</b>		
i. Determine appropriate steps to protect playing fields	Jun 2010	Dec 2010
ii. Investigate how to use cash in dormant betting accounts to set up a capital fund to improve local sports facilities and support sports clubs	Jun 2010	Dec 2010
<b>MILESTONES</b>		
A. Delivery bodies for Olympic and Paralympic-style schools event announced	Dec 2010	
B. Pilot events take place	Summer 2011	
C. Olympic and Paralympic-style schools event established as an annual competition	Summer 2012	