



The images featured throughout this report have been selected from the work of graduates and undergraduate students studying on design and fine art courses. They are a testament to the exciting creative talent surfacing from our many art and design colleges and universities throughout England.

This is part of a series of departmental reports and Main Estimates (Cm 5101–5123) accompanied by the document *Public Expenditure: Statistical Analysis, 2001–02*, presenting the Government's expenditure plans for 2001–2004. The plans were published in summary form in the Budget documentation.

The complete series is also available as a set at a discounted price.

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JUAN C ARANGO

Juan completes his BA (Hons) course in fine art painting at the University of Brighton in June 2001. His work is concerned with the notion of the unknown and its pictorial representation through the use of a wide range of tactile materials.



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Foreword from Chris Smith, Secretary of State

The fundamental aim of DCMS is to offer everyone in this country the opportunity to improve the quality of their life through cultural and sporting activity. The wonderful performance of British athletes in Sydney last September made us all proud, and DCMS strives to develop such high levels of excellence in all fields of culture, media and sport. We also recognise, however, that excellence can emerge only out of opportunity, and that the talent displayed by British Olympians flourished in large part thanks to the assistance provided by National Lottery funding. That is why we as a Department set such store on policies which make the creative life of the nation available to the greatest possible number of people.

In the past year, the commitment that we have shown since 1997 to this agenda has been rewarded by a successful Spending Review settlement, that acknowledged the value that cultural and sporting activity can add to people's lives, and resulted in a very substantial increase in Departmental programme funding, from £1,015 million in 2000–01 to £1,240 million in 2003–04. In May 2000, DCMS was the first Government Department to undergo a review as part of the Modernising Government agenda. I was delighted to see that the review panel, composed of representatives from public and private sectors, identified us as a Department that is punching above its weight in Whitehall, with a desire for constant improvement and a willingness to innovate.

In 2000–01, the Department has worked hard to sustain its growing reputation, and we have been responsible for a number of important initiatives. The joint DCMS/DTI White Paper *A New Future for Communications* set out the Government's proposals for the reform of broadcasting and telecommunications regulation in the digital era. We brought in free television licences for everyone of 75 or over, from November. We announced the development of Culture Online, a new forum for the interactive provision of cultural resources over the internet. We are developing 16 Creative Partnerships in the most deprived areas of the country, combining the expertise of schools, arts organisations and other cultural bodies to provide children in these areas with opportunities to take part in or experience the Arts. Sports funding will double over the period 2001–04, increasing substantially the investment we are already making in the school sports co-ordinator programme, developing physical education and competitive sport for young people. Moreover, as part of the New Opportunities Fund initiative,



£750 million of Lottery money will be provided for the construction and refurbishment of school sports facilities in areas where sporting provision generally is weak, for the benefit of the whole community.

In April 1999 we had been able to introduce free entry to all the national museums and galleries for children; in April 2000 we were able to extend this to everyone of 60 or over. This has resulted in an increase of nearly 10 per cent in the numbers of children attending, and a 40 per cent increase in the numbers of over-60s, a clear case of the changes we have made bringing greater access to excellence for more people. Our decision to provide additional funds so that Tate Modern could open free to all, last May, has seen 3½ million visitors coming to see a modern art gallery that has rapidly established itself as one of the world's finest.

We are now making additional resources available from 1 December 2001, to allow the sponsored national museums and galleries which currently charge to introduce free admission from that date. This follows the announcement by the Chancellor in March 2001 of Budget changes which will enable all state-sponsored museums and galleries that are free to recover their input VAT related to free admission. This will enable me to honour a long-standing personal commitment to restore the principle of free entry that we so tragically lost in the 1980s. It will allow the greatest collections that we have, built up by public funds over the generations, to be available to everyone, no matter what their income or background may be. The recent Budget also included a number of welcome measures that will benefit other Departmental sectors; an extension to tax breaks for the British film industry; plans for a new tax relief to benefit community amateur sports clubs; and funding for a grant scheme for the repair of listed places of worship.

The Department also has an important role to play in promoting the success of the creative industries and tourism. This year I was able to convene the first Tourism Summit, bringing together all the relevant Ministers, demonstrating our commitment to the development of the tourism industry and establishing, for the first time, a network of the officials who work in tourism throughout government. The Film Council came fully into being in April 2000 and in May published the first stage of its strategy for the creation of a sustainable film industry in Britain. We are also working to

bring the creative industries into the agenda of mainstream government, with considerable success. The Foreign and Commonwealth Office, for example, has now established a Britain Abroad Task Force, which will promote the UK's creative economy across the globe.

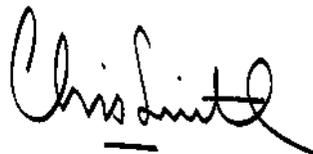
The Department has continued to work closely in partnership with other Government Departments. In particular we have continued to pursue our educational objectives alongside DfEE: launching the £150 million Space for Sport and Arts scheme, which will bring new facilities to primary schools for the benefit of the whole community; finalising the new Curriculum Framework, which places greater emphasis on creative, cultural and physical education; and developing a National Adult Basic Skills Strategy. In the new spending period, education, both inside and outside schools, features more prominently than ever in our programme.

The National Lottery also continues to be an important part of what we do, and the Department, through the New Opportunities Fund and the Awards for All scheme, is working to ensure that Lottery money flows to help community organisations and initiatives, and not only to fund large capital projects. An action group has been set up to improve the geographical distribution of Lottery funding, helping to restore the balance for areas, such as the former coalfields, which have received relatively few Lottery awards up to now. The Department chaired the Social Exclusion Unit's Policy Action Team 10, and in the aftermath of their report, which identified the significant part that arts and sport can play in neighbourhood renewal, DCMS has produced a progress report, *Building on PAT 10*, which presents action plans for the contributions that arts, sport, museums, libraries and the built environment can make to social inclusion. We are encouraging local authorities to include objectives for social inclusion in their own local cultural strategies.

We have drawn up new three-year funding agreements with each of our sponsored bodies. One of the first tasks of the Department's Quality, Efficiency and Standards Team, when it was formed in 1999, was to review the funding agreement process, and the report which they produced, in September 2000, provided the basis for a new round of agreements which make the relationship between the work of our sponsored bodies and our own strategic objectives much clearer and better defined.

2000 was a year of celebration and DCMS has co-ordinated the Government's role in the Millennium celebrations across the UK, which culminated on 31 December in last night celebrations across 32 UK towns and cities. Millennium Commission projects have ranged from the very large, in the case of Tate Modern, the British Museum, the Lowry Centre or the Millennium Stadium in Cardiff, to very small local developments, such as the construction of new village halls or the creation of village greens. The Millennium Dome may not have been the success that was hoped for in terms of visitor targets, but it has provided a valuable stimulus to the regeneration of the Greenwich Peninsula and of the Thames Gateway.

Our aim this year has been very simple: to bring opportunity to the greatest number to experience the things in life which can bring them great personal pleasure and satisfaction, things that can sometimes change their lives for ever. I believe we have achieved a lot, in pursuing that goal.

A handwritten signature in black ink, appearing to read "Chris Smith". The signature is written in a cursive style with a horizontal line under the name.



JOO YOUNG LEE
CUTTING

Joo's work explores how the power of performance can encompass primitive ritualistic forms that contemporary society has discarded. In this work she examines the nature of creative desire using the ritual of strip tease. By ripping and cutting, the clothes become raw materials.





1 Delivering Better Public Services

DCMS has developed clear objectives with stretching but realistic targets that will be used to measure its success in attaining its own aims and in developing the Government's wider social, educational and economic priorities. The Department is also working to raise standards and improve the services it delivers in line with the Modernising Government initiative.

1.1 Introduction

In setting out its spending plans for 1999–2002 in the 1998 Comprehensive Spending Review (CSR), the Government set new priorities for public spending with significant extra resources in key services such as education and health. Expenditure by DCMS was also set to increase, by £121 million over the three-year period, giving a clear indication of the importance of the Department's activity in addressing the Government's wider social, educational and economic objectives. The Government also made a commitment to link this extra investment to modernisation and reform in order to raise standards and improve the quality of public services. The White Paper *Public Services for the Future: Modernisation, Reform, Accountability* (Cm 4315) delivered this commitment by publishing for the first time measurable targets, within Departmental Public Service Agreements (PSAs), for the full range of the Government's objectives. A full and detailed report on all these targets was published in the March 2000 Departmental Reports.

The Government recognised at the time of the 1998 CSR that setting targets for central Government was a process that would need to be refined over time. In the 2000 Spending Review, which set new plans for public spending for 2001 to 2004, the Government has further developed its PSAs in order to identify the most important goals and reforms that it wants to deliver. These targets were set out in July 2000 in the White Paper, *Spending Review 2000: Public Service Agreements 2001–04*, (Cm 4808), and will be fully reported on in the Spring 2002 departmental reports. The Department's response to the Spending Review 2000, and its new PSA, are set out in Chapter 3 below.

The White Paper, *Modernising Government*, published in March

1999, is a statement of the Government's vision for reform and modernisation of the delivery of public services. These principles provide a means of achieving PSA targets. The Department has published a Modernising Government Action Plan, which was reported on in the 2000 Departmental Report. The latest progress against this plan is set out here, below the PSA progress report.

1.2 Progress report on DCMS Public Service Agreement

Summary of aims and objectives

In the Comprehensive Spending Review, completed in July 1998, the Department agreed new aims and objectives.

Aim

To improve the quality of life for all through cultural and sporting activities and to strengthen the creative industries.

The Department will:

- work to bring quality and excellence in the fields of culture, media and sport;
- make those available to the many, not just to the few;
- raise standards of cultural education and training;
- help to develop the jobs of the future in the creative industries.

Objectives

The Department, working in partnership with others, works to:

- create an efficient and competitive market by removing obstacles to growth and unnecessary regulation so as to promote Britain's success in the fields of culture, media, sport and tourism at home and abroad;
- broaden access for this and future generations to a rich and varied cultural and sporting life and to our distinctive built environment;
- raise the standards of cultural education and training

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- ensure that everyone has the opportunity to achieve excellence in the areas of culture, media and sport and to develop talent, innovation and good design;
- maintain public support for the National Lottery and ensure that the objective of the Lottery Fund supports DCMS' and other national priorities; and
- promote the role of the Department's sectors in urban and rural regeneration, in pursuing sustainability and in combatting social exclusion.

In carrying out these objectives, the Department will seek maximum value for money in using its human and financial resources, through applying the principles of efficiency and effectiveness in its sectors and in encouraging partnership with others.

1.3 Performance targets

Following the identification of these objectives in the Comprehensive Spending Review, the Department undertook to devise measurable targets against them, and in the PSA published in December 1998 21 such targets were agreed. To complete the picture of how the Department would measure the success of its objectives, an Output and Performance Analysis (OPA) was agreed in March 1999 which included additional performance indicators used to measure and monitor success against Departmental and PSA targets.

Target by target progress is given below. To summarise, 15 targets have already been met, three are on course, and three have been partly met, with other parts ongoing or on course.

To increase national productivity (objective 1)

PSA Target 1

Facilitate and promote our competitiveness, both at home and abroad, in the creative industries.

Progress

Through the programme of reviews commissioned by the Creative Industries Task Force, and co-ordinated by the Creative Industries Unit, the Department was able to draw up a series of recommendations for removing barriers to growth in the creative industries, in areas such as skills and training, finance, intellectual property rights, export promotion, contributing to the regional economic development, and the Internet. Through the implementation of these recommendations we have, for example in the field of export promotion, made the provision of support to creative businesses more focused and fitter for purpose.

In addition to better dissemination of statistics on the creative industries, work is under way to make the creative industries fully visible within the classifications used in official statistics. The Census of Population in 2001 will provide benchmark data, at least until further refinements to the classification are possible later in the decade. The coverage of statistics on the creative industries is being expanded to meet policy and other requirements for more detailed statistics, mainly in audiovisual and related sectors.

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PSA Target 2

Promotion of quality tourism development which is economically, environmentally and socially sustainable and supports the Government's employment objectives. These plans were detailed in the new Tourism Strategy published early in 1999.

Progress

The performance measure agreed for this target was the level of expenditure in the UK by domestic and overseas tourists and a target of £27.1 billion was set for 1999, against which an outturn of £28.9 billion was achieved. For 2000, a new target of £29.1 billion has been set, and early indications are that the latest outturn for the calendar year is some £29.5 billion and that the target has therefore been achieved.

Following last year's successful launch of new grading schemes for hotels, guest accommodation and caravan parks, the English Tourism Council (ETC) has now extended the range of schemes to include self-catering accommodation. In July the ETC launched a new scheme 'Stepping Stones', to help raise standards in areas of lower quality accommodation.

PSA Target 3

Develop proposals for a future regulatory system for broadcasting which recognises market and technological developments.

Progress

The joint DCMS/DTI White Paper *A New Future for Communications* was published on 12 December 2000. It proposes new measures to reform current legislation on broadcasting and telecommunications in the light of technological convergence and market changes.

PSA Target 4

Facilitate and generally promote the competitiveness of UK broadcast-related industries and in particular the early take-up of digital broadcast services.

Progress

The Government's response to the Creative Industries Task Force Television Export Inquiry (November 1999) was published in July and good progress has since been made both by Government and Industry in taking issues forward. The Action Plan is being regularly monitored and updated.

Consultants were appointed to undertake an in-depth look at the programme supply market in the digital age, with an emphasis on realising the potential of UK creative talent and fostering competition within the industry. Their report, *Out of the Box*, which informed the Communications White Paper, was published on the Departmental website in December, and can be found at www.culture.gov.uk/creative

The Department worked with the broadcasting industry and consumer groups to produce a set of key messages for consumers about the benefits of digital television, which the Secretary of State launched at the Royal Television Society Autumn Symposium on 31 October 2000. We aim to continue to work with industry where possible on their own promotions (for example, on their leaflet campaigns). Current take-up is 26 per cent, compared with 11 per cent this time last year.

UK switchover strategy has been promoted in the Lisbon conference and in Europe generally.

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PSA Target 5

Ensure public service broadcasters sustain quality and range of output. In particular, review the BBC licence fee and publish review conclusions for consultation by July 1999.

Progress

The BBC will receive an estimated £200 million extra per year to help fund new channels and programmes. Responding to the report of the independent panel on the future funding of the BBC chaired by Gavyn Davies, Chris Smith welcomed the BBC's main priorities: to improve established services, especially BBC1; to expand education work; to develop interactive services; and to enhance regional services as the BBC moves into the digital age.

The Department had an active involvement in State Aid policy discussions with the European Commission and Member States, promoting UK interests with regard to the uptake of new services by public service broadcasters.

PSA Target 6

Work with the British film industry to implement a new joint-funded strategy for the development of the industry by April 2000, as envisaged by the Film Policy Review.

Progress

In May 2000, the Film Council published *Towards a Sustainable UK Film Industry*. This proposed a series of major new initiatives as a first stage towards creating a sustainable and entrepreneurial British film industry. A second stage, aimed at generating long term structural change in the industry, will be published in 2001.

A study of user needs for statistics, together with a directory of existing sources, has been produced. This work was largely funded by an EC programme to improve audiovisual statistics.

To widen access (objectives 2 and 3)

PSA Target 7

Visitor numbers in major national museums to increase substantially, in line with the removal of entry charges for children in 1999–2000, for pensioners in 2000–01 and for others in 2001, if Trustees decide to remove entry charges while maintaining the quality of exhibitions.

Progress

Following the introduction of free admission for under-16s at all museums and galleries sponsored directly by DCMS from 1 April 1999, the number of under-16 visitors has increased by 9.9 per cent.

Since free admission was introduced for visitors aged 60 and over at a significant number of museums and galleries on 1 April 2000, the number of over-60s visitors has increased by 41 per cent.

Overall visitor figures for 1999–2000 at DCMS sponsored museums and galleries were 23.5 million. Projected figures for the year 2000–01 show an increase in this overall figure of 14 per cent.

PSA Target 8

Access to the performing arts will increase by attracting new audiences over the next two years. New companies, new work and new venues will be funded and the New Audiences Fund will continue to widen access to the arts.

Progress

Attendance figures at organisations funded by the Arts Council for 1999–2000 showed a marked increase (nearly 2 million) over those recorded for 1998–99, and the Arts Council are currently forecasting an additional 100,000 attendances by the end of the CSR period (2001–02) – considerably more than the targets that were originally set. The New Audiences Fund is a key element in achieving wider access to the arts, and already one and a half million people have participated in New Audiences projects.

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PSA Target 9

Raise standards of care of collections and public access by establishing a £15 million Challenge Fund by 1999 to fund new investment in the 43 Designated Museums.

Progress

The Designated Museums Challenge Fund was established in 1999. Two bidding rounds have been completed and £6.9 million has been awarded. A third bidding round is under way. There are now 62 museums or groups of museums in England with designated status, all of which are eligible for funding, and decisions on allocations will be made in Spring 2001.

PSA Target 10

Extend social inclusiveness by increasing the involvement of identified priority groups in each of the sectors the Department has responsibility for.

Progress

Guidance has been prepared on monitoring social inclusion in the cultural sector and on key performance indicators for bodies funding social inclusion projects and programmes. Results from the UK Time Use Survey and from funding agreements will be available from 2001 to help identify priority groups.

DCMS public bodies now have in place their social inclusion strategies and action plans. A strategy for architecture and the built heritage will be developed during 2001. There are six culture and leisure commitments in the January 2001 National Neighbourhood Renewal Action Plan. In May 2000, DCMS issued *Centres for Social Change*, a policy document aimed at helping museums, galleries and archives in England to combat social exclusion. Following consultation on this document, an action plan for libraries, museums, galleries and archives will be published.

PSA Target 11

Maintain standards and diversity of broadcasting output and ensure that content is socially inclusive, to secure wide access to broadcast material.

Progress

The Cultural Diversity Network (established by television broadcasters in February 1999) published its action plans in October 2000. These are aimed at enhancing the representation of our multi-cultural society on the television screen and, behind the scenes, in employment within the industry.

In January 2001 Ministers announced a review of the statutory targets for subtitling, signing and audio description on digital terrestrial television. The opportunity was taken, as part of the review, to consider other aspects of the provision and reception of these services, including cable and satellite television.

A consultation paper was published in July following preliminary discussions with interested parties. The results of the review were published on the departmental website in January 2001 and hard copies were sent to people who responded to the consultation paper. As a result, we concluded that the target for the provision of subtitling on Digital Terrestrial Television services should be raised from 50 per cent of programmes by the tenth anniversary of the start of the service to 80 per cent by the tenth anniversary, and that targets should be extended to cable and satellite services when the legislative opportunity permits.

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To harness the educational potential of DCMS funded institutions (objectives 2 and 3)

PSA Target 12

200,000 new educational sessions undertaken by arts organisations.

Progress

The target of 200,000 additional sessions per year was to be achieved over the course of the CSR period. From a baseline of 1,865,000, the number of sessions rose by 94,000 to 1,959,000 in the year 1999–2000. Current forecasts indicate a further rise to 2,083,000 in 2000–01 and to 2,150,000 by the end of the CSR period, i.e. exceeding the target.

PSA Target 13

Make the most of the potential of libraries by doubling the number of Internet connections by 2000 and ensuring that at least 75 per cent of public libraries have Internet connections by 2002.

Progress

This target has been more than achieved. From a baseline of 5 per cent in 1997, the percentage of static public libraries with Internet connections had already reached 41 per cent by December 2000. This encouraging rate of progress has allowed the target to be revised upwards to 80 per cent by December 2001 and 100 per cent by December 2002.

To agree new standards of effectiveness with DCMS funded bodies (all objectives)

PSA Target 14

Funding agreements of non-departmental public bodies (NDPBs) to be conditional on quantified improvements in outputs, efficiency, access, quality promotion, income generation or private sector funding, monitored by a new independent watchdog. Targets to be announced in funding agreements March 1999.

Progress

Funding agreements have been agreed with all NDPBs and are reviewed twice yearly. New agreements were negotiated in 2000 for the Council for Museums, Libraries and Archives (Resource), the Commission for Architecture and the Built Environment (CABE) and the Film Council. QUEST was established in July 1999 and in September 2000 published *A New Approach to Funding Agreements*, which advocated a more strategic measurement of the impact, rather than simply the level of activity carried out by sponsored bodies. Following the Spending Review 2000, NDPBs have now renegotiated funding agreements for the period 2001–04, based on QUEST's new approach.

PSA Target 15

Improve efficiency by completing the review of national museums and galleries by end July 1999.

Progress

The review was completed on time. As a consequence of the review, standard performance targets have been incorporated in the funding agreements of the DCMS sponsored museums and galleries.

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To streamline policy delivery mechanisms (all objectives)

PSA Target 16

Subject to the outcome of a consultation exercise, establish new funding councils for the Performing and Visual Arts and for Film, and create a new national strategic body for museums, libraries and archives in place of existing structures and exchange existing frameworks of support for heritage, sport and tourism to achieve a long term saving of £23 million.

Progress

The Film Council, Commission for Architecture and the Built Environment (CABE) and the Museums, Archives and Libraries Council (Resource) have all been established. Administrative changes have been introduced for sport, the English Tourist Board has been reconstituted as the smaller, and more strategic, English Tourism Council, and a major restructuring involving the effective merger of English Heritage and the Royal Commission on the Historical Monuments of England has taken place. The Arts Council has assumed responsibility for the crafts sector and for funding the Crafts Council.

The PSA figure of £23 million for long-term savings was speculative and ambitious. However, a significant annual saving of over £7 million has already been made through the restructuring of the arts, tourism and heritage sectors, and this money has been redirected into front-line services. The Department is working with its NDPBs to find further efficiencies that will deliver increased long-term savings.

PSA Target 17

Establish the new Film Council by April 2000 with clear objectives to help develop film culture and a sustainable domestic film industry.

Progress

The Film Council was incorporated on 22 July 1999 and started to operate on 1 April 2000, launching its strategy in May.

PSA Target 18

In streamlining support for the built heritage sector transfer the Department's responsibilities for operating the Heritage Grant Fund (HGF) to English Heritage by 1 April 2000 and for underwater archeology to the same body by the same date subject to legislation.

Progress

The Heritage Grant Fund has now been transferred to English Heritage. The transfer of underwater archaeology is dependent on the Culture and Recreation Bill, which is currently before Parliament.

PSA Target 19

Establish a new National Lottery Commission and transfer functions from the Director General of the Office for National Lottery to the Commission (effective from 1 April 1999).

Progress

The National Lottery Commission was established on 1 April 1999.

PSA Target 20

As required by the 1998 Act distributing bodies to develop by 1 April 1999 new strategic plans for Lottery funding designed to achieve a proper balance between capital and revenue schemes and between different regions of the country.

Progress

Strategic plans have been developed for all distributors with the exception of the Millennium Commission, which is not required to produce a plan.

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PSA Target 21

Devolution of decision making to the regions, where possible, and strengthened regional bodies.

Progress

Regional Cultural Consortiums are operating in all the regions and are producing regional cultural strategies which should be ready for publication by Easter 2001.

The success of the regionally based joint Lottery distributor Awards for All scheme has led to its extension until March 2002 at least. The Arts Council of England (ACE) has delegated decisions about Lottery applications under £100,000 to the regional arts boards, and Sport England is currently looking into the feasibility of giving regional sports boards similar powers. The Heritage Lottery Fund has fully operational Committees for Northern Ireland, Scotland, Wales and the English regions to determine applications of up to £1 million, and from April 2001, the powers of the English Committee will devolve to nine separate regional decision-making committees. The New Opportunities Fund (NOF) has also recently announced its intention to establish a network of regionally-based staff to improve communications and enhance the delivery of its wide range of programmes.

1.4 Increasing the Productivity of Operations

The Department is committed to the efficient use of resources and since its formation has contracted out most of the central and support services to the private sector. Further reforms have been carried out to streamline the organisation and working methods of DCMS and its sponsored bodies, and these are detailed in Chapters 4 and 5 below. In addition, however, the Department has agreed certain service delivery targets as part of its three year running cost deal, performance against which is set out here.

Target

All invoices not in dispute to be paid within 30 days.

Progress

Outturn achieved as at 31 December 2000 was 99.0 per cent.

Target

Answer 90 per cent of all external correspondence including complaints within 18 working days.

Progress

The position at the end of December 2000 was 85 per cent.

Target

To reduce running costs as a proportion of the Departmental Expenditure Limit (DEL).

Progress

The target set was for running costs for DCMS to reduce as a proportion of DEL by 4.5 per cent over the period 1999–00 to 2001–02. DCMS currently estimates that by the end of 2001–02 running costs as a proportion of DEL will have decreased by 4 per cent.

Target

To achieve Investors in People accreditation by December 1999.

Progress

DCMS successfully achieved the IiP standard on 27 October 1999.



JENNIFER BEATTIE
BEAUTIFUL TREE

Jennifer Beattie works with the idea of 'human nature' by mixing man-made and natural materials to explore our attitudes to the world around us.



Target

To develop and introduce the library element of the new New Opportunities Fund (NOF) Lottery funding stream for lifelong learning.

Progress

This New Opportunities Fund programme has three elements: £20 million to train public library staff in the use of ICT, £50 million to create digital content to be delivered via the network of online libraries, and £100 million from the £200 million Community Access to Lifelong Learning stream to develop the library network infrastructure. The first funds for training began to flow to libraries from September 2000. These were followed by infrastructure funds from November 2000. Both these funding streams flow to every UK library authority based on an assessment of each authority's needs carried out during the year. Funding for digitisation is awarded on a challenge basis: the first stage selection of projects was made during the year and the final selection will be made during spring 2001.

Target

To ensure that the UK's Millennium celebrations are a success, that they leave a real legacy for the future and that the Government's contribution to the celebrations is delivered effectively.

Progress

DCMS has co-ordinated the Government's role in the Millennium celebrations, working closely with the New Millennium Experience Company (NMEC), the Millennium Commission, the devolved administrations, other Government Departments, local authorities, the Churches and other faith groups, and a wide range of public and private sector organisations.

The Millennium Commission's £2 billion Lottery-funded programme to mark the millennium has supported a highly successful year-long national festival, involving communities the length and breadth of the country. It has also funded last night

1 Delivering Better Public Services

celebrations in 32 towns and cities across the UK to mark the culmination of a very special year, and projects ranging from new village halls and community woodlands to landmarks like Tate Modern, the Millennium Stadium in Cardiff and the Eden Project in Cornwall, all of which will leave a real and lasting legacy for future generations to enjoy.

The Millennium Dome has not been the success that all parties had hoped for and it is a matter of regret that the original visitor target was not met. This led to a 65 per cent drop in visitor revenue and the subsequent need for additional Lottery funding.

It is important to highlight, however, that the Dome has been a catalyst for the regeneration of the Greenwich Peninsula and provided a kick-start to the economy of one of the most deprived local authority areas in England. Visitor satisfaction rates were among the industry's highest during its year of opening; the attraction was voted *Britain's best new attraction* in October 2000 and received a prestigious Major Project Award at the British Construction Industry Awards 2000. In excess of £300 million of business was awarded to contractors and suppliers all over the country as a direct result of the Millennium Experience.

The National Programme of events and activities associated with the Dome has been a great success. Education programmes have promoted learning in song-writing, computer literacy, the performing arts and science and technology. Resource packs using the Dome as a basis for learning in construction, art and design, and mathematics were issued to all 32,000 schools in the UK. Every local education authority and library board in the UK participated in a project to perform the story of their community for a day in the Dome in 2000 and there were several 'national days' including Wales, Scotland, Northern Ireland, the Isle of Man and Jersey. In total, there were 220 performances on the Our Town Stage in the Dome, involving some 23,500 participants.

Both Houses of Parliament have an avid interest in the millennium celebrations and the Commons' Culture Media and Sport Committee completed their fifth inquiry into them last year:

Marking the Millennium in the United Kingdom (October 2000).

A separate National Audit Office (NAO) report by the Comptroller and Auditor General entitled *The Millennium Dome* was published on 9 November 2000. DCMS has provided MPs and Peers with regular updates on the progress of initiatives taken forward by the Government, the Millennium Commission and NMEC to celebrate the beginning of the third millennium as well as answering a regular stream of questions in Parliament.

The £100 million Millennium Festival Fund funded by the Lottery Distributors has supported projects on the millennial theme of *Making A Difference*. Over 15,000 events, large and small, have been supported across the UK as result of the Festival which started on 31 December 1999 and continued until 31 December 2000. Festival events reached an estimated 40 million people during the Year 2000 and included Youth FM (an internet radio station run by and for young people), the *Millennium Festival of Cycling* (a celebration of cycling using the new National Cycle Network paths) and the *Millennium Youth Games* (38 regional sporting competitions for young people which culminated in an Olympic style final in Southampton in mid-August). Since it started in 1996, the Millennium Commission's Millennium Awards Scheme has also proved highly successful in distributing grants of between £2,000 and £15,000, helping over 14,000 individuals to achieve personal goals and benefit their communities.

The *Millennium Voyager* toured the UK from 27 March until September 2000 and visited 28 cities, country shows and projects around the UK. Over 70,000 people visited the Voyager, a 40ft touring exhibition unit, and were able to obtain information about initiatives funded by the Millennium Commission and to see how Lottery money has been invested in their area.

1

Delivering Better Public Services

Target

To use DCMS estate effectively.

Progress

During the last year the Department has moved closer to a 'single roof' solution with the acquisition of the lease and subsequent linking of Oceanic House to 2-4 Cockspur Street. DCMS has also taken the head lease of Cockspur Street as the first step in a strategy which, in the longer term, should allow it to move out of Grove House. In the interim, the Departmental Solicitors have been gathered together by their transfer from the Treasury Solicitors' offices to the Fourth Floor of Grove House. The Government Art Collection has now been re-housed in more suitable premises off Tottenham Court Road and 6 Burlington Gardens, previously the Museum of Mankind, has been sold to the Royal Academy. If the market allows, it is intended to dispose of 7 St James's Square by surrendering or assigning its lease after the departure of CABE.

Better Quality Services (BQS)**Target**

DCMS will regularly and systematically review services and activities over a five year period in line with Government policy as set out in the handbook *Better Quality Services*. It will develop a review programme by September 1999 setting out those services that will be reviewed each year, with the intention to review at least 60 per cent of services by March 2003.

Progress

A Better Quality Services review programme was drawn up in October 1999. It is being implemented in the Department's NDPBs *via* quinquennial reviews. The Department is contributing to the Cabinet Office's work towards the relaunch of BQS scheduled for summer 2001 and is taking the opportunity that this presents to reshape its own programme consistent with departmental needs.

Electronic Government

Target

The Department is fully committed to the Government's Electronic Service Delivery targets, the first target being 25 per cent of services to be capable of electronic delivery by 2002.

Progress

100 per cent of the Department's services are now capable of electronic delivery.

Sickness Absence

Target

Reduce the average Departmental sickness absence. DCMS is committed to reducing absence to seven days per staff year by 2001, and to six days per staff year by 2003. The Royal Parks Agency (RPA) is committed to reducing absence to ten days per employee by 2001 and to nine days per employee by 2003.

Progress

Both DCMS and RPA are taking steps to manage attendance proactively in the light of the 'Working Well Together' report. In the year to December 2000, DCMS recorded 8.6 days of absence per employee and the RPA reported 15.37 days of absence per employee.

1 Delivering Better Public Services

Fraud

Target

To improve strategic mechanisms for influencing anti-fraud standards in sponsored bodies.

Progress

The strategic mechanisms employed are:

- the development of a standard framework for financial memoranda to include compulsory paragraphs on a range of issues directly related to fraud, and
- the implementation of a programme of Financial Management and Policy Reviews.

The Department has also developed a checklist of key controls that the Department and its sponsored bodies should have in place to prevent, detect and investigate fraud, and to deal with the consequences. These include a fraud policy, code of practice for Board Members, Code of Conduct for Staff, an Audit Committee and a personnel handbook.

During the last year the Department revised its Fraud Policy, and included within it a Fraud Response Plan to help Departmental managers identify the warning signs that suggest that a fraud might be occurring, and the appropriate actions that should be taken in the early stages of a fraud being suspected or discovered.

Procurement

Target

To improve further DCMS procurement practices.

Progress

The Government Procurement card is now in use in some Divisions. The Department is part of an Office of Government Commerce (OGC) review to look at consolidating procurement strategies across government. The OGC initiatives are aimed at greater cost effectiveness and efficiency in all aspects of procurement, from major construction work and communications technology to the more mundane, but high spend, areas of office services and equipment, and are tending to overtake individual Departmental strategies.

Assets

Target

The Department plans to dispose of surplus properties at Burlington Gardens and St Pancras at the appropriate time.

The Department will encourage its agencies and NDPBs to make efficient and effective use of assets which could be disposed of where proceeds, at least until 2001, could be available for reinvestment to further the body's (and the Department's) objectives.

Progress

The sale of 6 Burlington Gardens has been completed.

The British Library completed the sale of 25 Southampton Buildings on 20 April 2000 at £18.5 million. The National Film and Television School completed the sale of Ealing Studios for £5.7 million and the National Museum of Science and Industry has completed a land consolidation deal that involves the disposal of their Foundry Lane warehouse site at the National Railway Museum, York. A number of other asset sales are also anticipated over the 2000 Spending Review planning period. Details of the Department's asset utilisation strategy can be found in Chapter 4 under the heading 'Investment and Asset Management'.

1 Delivering Better Public Services

1.5 Departmental Modernising Government Action Plan

In response to the *Modernising Government* White Paper, DCMS submitted its Action Plan to the Cabinet Office in September 1999. The plan was developed in line with the five broad strands of the Modernising Government initiative: better policy making, responsive public services, quality public services, information age government, and valuing public service. Each of these strands is championed by a member of the Department's Management Board.

Better Policy Making: Developing a strategic framework

Developing policy is an important part of the Department's role and we want to be certain that we get it right. Working up a strategic framework for policy making, which gives all staff access to comprehensive guidance on best practice, has been one of our priorities. Over the last year, we have:

- developed a computer based guidance list for policy makers, piloted it and ensured that policy makers, senior civil servants, and Ministers are now fully aware of the policy making framework;
- developed a guidance note on how to be responsive to DCMS clients and looked at ways to improve our communications in this area;
- carried out a review of our research and statistical needs, the outcome of which is detailed in Chapter 4;
- invited an independent team to conduct a peer review of our policy and other systems and are now acting on the recommendations of the review; and
- been developing a new range of training programmes for policy makers, including courses on policy development, creative thinking and project management. Policy staff will also be able to tap into the range of in-house courses that may assist them, for example creative thinking and presentation skills.

Responsive Public Services

Although the Department provides very little in the way of direct public services, most of the NDPBs we sponsor do. DCMS is therefore working with them to ensure that the services they provide are appropriate to the needs of the consumer. Social inclusion is a priority for the Government and we are looking at the best way to address the needs of certain groups to ensure these services are open to everyone. During 2000 we have:

- redeveloped funding agreements with our NDPBs to show a clear link between spending and outcomes;
- been finding out what the public wants by involving them more in decisions, for example through the establishment of a viewers' panel to advise on each stage of the switch-over from analogue to digital television and a tourism consumer group, which has recommended improved procedures for the display of telephone charges and the handling of complaints by hoteliers; and
- developed a social inclusion action plan to address the needs of older people, women, ethnic minorities, people with disabilities and others at risk of social exclusion.

Quality Public Services

The Department has begun a rolling programme of NDPB reviews (including, where appropriate, Better Quality Services reviews) which will help to ensure that the services provided by its NDPBs are both responsive and of the highest possible quality.

We aim to complete the first round of reviews by the end of 2004. In 2000–01, reviews of 12 bodies began, or were continued from 1999–2000, of which one (the Royal Parks Agency) was completed. The Broadcasting Standards Commission (on the assumption that proposals in the Communications White Paper will be implemented) and the National Film and Television School (after it was agreed during the year that NFTS would move from NDPB to grant-funded status) were taken out of the NDPB review programme.

Information Age Government: Providing e-Government

The Department has responded to the challenge to provide

1 Delivering Better Public Services

e-Government by exploring ways to use cutting-edge technology to enhance existing services and by encouraging beacon projects already under way in our sectors. We are also exploiting the potential of e-commerce and knowledge management to develop new services and are transforming the use of information to support the objectives of access, education, social inclusion and the creative economy. Since our last Annual Report, we have developed the framework for an e-business strategy which:

- looks at more effective ways to manage and share information internally and with others in a number of ways: through the Knowledge Network, the development of a new customer-focused Departmental website and the redevelopment of our own Intranet site;
- makes the most of technology to improve the way we work and to underpin flexible working;
- reflects the opportunities for improved customer service and enhanced service delivery options through the use of technologies such as integrated messaging;
- builds on our connection into the Government Secure Intranet, to allow us to exchange a greater variety of material with other departments;
- identifies progress towards delivering 25 per cent of routine services electronically to the citizen by 2002;
- maps the electronic information services offered by the Department and the bodies we sponsor;
- looks at the potential for the development of e-commerce across the bodies we sponsor;
- explores ways to promote the provision of material and interactive services connected with artistic and cultural objects and events throughout the UK, through the Internet and other forms of digital technology. (More detail is given in Chapter 3.)

Valuing Public Service

The Department and the Royal Parks Agency (RPA) have embraced the agenda for change set out in Sir Richard Wilson's report to the Prime Minister on Civil Service reform with a good deal of enthusiasm. We have drawn up a comprehensive change programme aimed at ensuring that we have the right leadership, people and skills to deliver effective services to our partners and to the public, and at making DCMS a more attractive employer where talented people will want to pursue their career.

Our plan was rewarded with a successful bid to the Invest to Modernise fund, which provided over £1.3 million over two years to support the reforms in DCMS and the RPA. This has enabled us to make a good deal of progress under the six themes identified in Sir Richard's report:

Providing stronger leadership

- All members of the Senior Civil Service and some other senior managers have received 360 degree feedback to help them identify their personal and corporate development needs. All other staff will be given the opportunity to undertake a similar self awareness exercise during the coming year.
- We have introduced a range of new management training courses for staff including coaching skills and the effective management of sensitive issues.

Better business planning

Following the Peer Review commissioned by the Department and extensive discussions with staff, the Department has taken action to improve the effectiveness of its business planning.

- In December, Ministers and the Management Board agreed a strategic plan setting out their priorities and targets for 2001-04.
- Also in December, business planning guidance was issued setting out arrangements for Divisions, Management Board and Ministers to review progress and respond flexibly and quickly in-year to new priorities and emerging pressures.

1 Delivering Better Public Services

- All staff are being encouraged to be actively involved in business planning, so that they have ownership of their plan and see it as an integral part of planning their own work. Divisions will ensure that staff can make clear links between their forward job plans and objectives and the divisional business plan. All plans are to record resources for, and set targets for, ongoing/reactive work as well as proactive work.

Sharper performance management

- We have introduced new appraisal and promotion systems to support our business objectives more effectively and to promote a culture of continuous improvement.
- We are developing new pay systems to ensure that high achieving individuals and teams are given the appropriate incentives and rewards for good performance.
- We have also developed new training courses for line managers to encourage staff to manage these new systems more effectively.

A dramatic improvement in diversity

- We have adopted challenging new diversity targets and a comprehensive action plan for achieving them.
- We have embarked on a new programme of diversity training for all staff and established a new network of equality advisers across the Department.

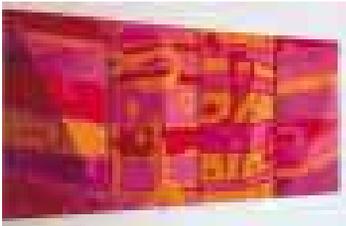
A more open DCMS that brings on talent

- We are promoting new interchange opportunities with our partner organisations and have set up 16 new secondments and attachments with a range of public, private and voluntary sector organisations.
- We have published new recruitment literature, which is helping to attract more people from outside DCMS to join the Department.

- We have established a new Opportunity scheme for ten junior staff to help them realise their potential.
- We have delivered over 1,500 new training opportunities to all our staff across a range of management issues including risk management, creativity and innovation, project management and making presentations.

A better deal for staff

- We have drawn up a new partnership agreement with the trade unions in the Department, which has built on the good relations we already enjoy.
- We have introduced new flexible working and home working policies to help staff achieve a better work – life balance.
- We have started to track the opinions of staff on working in DCMS through the first of what will be regular surveys. The staff survey helped inform a new action plan to improve the way we work, and we are making good progress in a number of areas.
- We have made some important improvements to the physical environment in which we work including new conference and gym facilities. A staff restaurant will be opened in the coming year.
- We have undertaken a variety of initiatives aimed at promoting health awareness among staff and helping to reduce sickness absence.



THEA TSANNOS

ADAGIO

Thea is a full-time student at the City & Guilds of London Art School. This work is one of a set of four 3D canvases, each 5ft in height. The design depicts a rhythmic pattern of music and soundwaves flowing through each of the canvases to create the overall effect of an Adagio.





2 DCMS Objectives – Achievements 2000–01

This chapter reports on the progress the Department, in partnership with others, has made in the past year in pursuit of the six PSA Objectives listed in Chapter 1.

2.1 Industry sponsorship

Objective: To create an efficient and competitive market by removing obstacles to growth and unnecessary regulation so as to promote Britain's success in the fields of culture, media, sport and tourism at home and abroad.

DCMS has key responsibilities in promoting efficiency and competition in the areas of tourism, film, music, broadcasting and the creative industries, as set out below.

Tourism

The year 2000 was marked by a step change in the way the Department sponsors this vital sector of the economy. For the first time, Chris Smith brought together all the Government Ministers with responsibilities which have an impact on tourism. The Tourism Summit demonstrated that the whole Government is committed to the future success of the industry. Action was identified on better regulation, helping small tourism businesses, helping rural tourism, and improving transport and sustainability, recruiting and retaining staff, welcoming visitors to Britain, and improving quality and consumer choice. Again a first, a network of officials advising these Ministers was set up and we published details of how to contact them on a wide range of issues of concern to the industry.

The British Tourist Authority and the English Tourism Council, which are funded by DCMS, provided direct support and advice to the industry in marketing tourism products and services. Their Annual Reports and the summaries at the end of this report outline the scope of their work in 2000–01. As well as working alongside these bodies, however, this year the Department was also actively involved in efforts to improve skills and retain staff, through the hospitality careers festival organised by Springboard and through backing the work of the National Training Organisations for this sector. The Department set up and helped lead the Tourism Consumer Group, chaired by the British Hospitality Association,

to address consumer concern about clarity of pricing and the handling of complaints, and ensured that this was followed up and implemented.

Crucially, the Department started work on the challenging agenda of better regulation. Publishing a positive response to the Better Regulation Task Force's report on hotels and restaurants, responsibility was assumed, jointly with MAFF, for seeing that each of the report's recommendations is properly addressed. A series of reviews of most of those regulations that caused concern is now under way and the Tourism Minister is personally following up progress on each of them, assisted by representatives from the industries concerned. The Department has agreed to build on the work of the English Tourism Council to ensure the availability of clear and concise guidance about those regulations that remain in force or are introduced in future.

The Department also worked closely with the English Tourism Council on the publication of a national set of statistical indicators for sustainable tourism and part-funded a new 'one stop shop' web-site (www.wisegrowth.org.uk/) that is a source of advice on the development of sustainable tourism practices. We also worked closely with MAFF on rural development programmes, including the Rural Enterprise Scheme that will provide £29 million from April 2001 in targeted assistance for sustainable tourism.

The Department has supported the Creative Industries Export Promotion Advisory Group (CIEPAG) initiative, under which the Heritage and Tourism Cluster Group was established to create and promote awareness at home and abroad of the export earning opportunities for British expertise in heritage preservation and exploitation.

Film

The Film Council became fully operational in April 2000, and, in May, published the first stage of its strategy for creating a sustainable British film industry. This included proposals for:

2 DCMS Objectives – Achievements 2000–01

- a major new film development fund to support the development of high quality, innovative and commercially attractive screenplays;
- the Premiere Production Fund to facilitate the production of popular mainstream British films;
- a New Cinema Fund to back radical and experimental film-makers;
- the Film Training Fund to support training for scriptwriters and development executives;
- a strategy to expand business and creative relationships with European partners;
- a programme to stimulate the export of British films around the globe;
- an expansion of the British Film Office in Los Angeles; and
- the creation of a market intelligence unit to provide authoritative statistics about the British film industry.

The Department, alongside DTI, the Film Council and representatives of the industry, has commissioned research during the year into developments in digital technology and how the production, distribution and exhibition sectors of the film industry might best take advantage of them. A feature of this initiative was a demonstration of digital technology that has toured the country.

Also with DTI support, the Department is working to raise awareness in the film industry of the opportunities afforded by the development of digital technologies. Towards this end, the Department and the Film Council have funded Screen Digest to prepare a report looking at how this technology will impact on production, distribution and exhibition.

The Secretary of State asked the British Screen Advisory Council (BSAC) to set up a working group on ethnic minority employment

in the film industry, to explore the barriers to the employment of ethnic minorities both in front of and behind the camera. A report has been prepared and consultations are under way prior to recommendations being presented to Government early in the summer of 2001.

Music

The Music Industry Forum was set up by the Secretary of State to involve leading players from across the industry in the Department's sponsorship agenda. Work has been undertaken during the year to follow up the Forum's recommendations, including:

- a report on the impact of new technologies on the industry, *Consumers Call the Tune*, and
- research by Kingston University into how small and medium sized enterprises (SMEs) in the music industry can gain access to finance.

The Department has worked closely with DfEE and the music industry to ensure the success of the New Deal for Musicians, which celebrated its first anniversary in October.

Broadcasting

The consultation exercise on the joint DTI/DCMS Communications White Paper was completed in June, and in July reports were received from a group of experts on communications, chaired by Sir Quentin Thomas. The experts were asked to consider the following guiding principles for the White Paper:

- the creation of the most dynamic market possible for communications services, especially in the light of the growth of the e-economy;
- ensuring universal access to diverse services of the highest quality; and

2 DCMS Objectives – Achievements 2000–01

- guarding consumer interests – protection, choice and value for money.

The White Paper was published on 12 December 2000.

Responses to the consultation and the reports of the experts are available on the White Paper website, www.communicationswhitepaper.gov.uk

The Government's response to the Creative Industries Task Force Television Export Inquiry (November 1999) was published in July and good progress has since been made both by Government and the industry in taking issues forward. The Action Plan is being regularly monitored and updated.

In Phase II of the inquiry, consultants were appointed to undertake an in-depth look at the programme supply market in the digital age, with an emphasis on realising the potential of UK creative talent and fostering competition within the industry. Their report, which informed the Communications White Paper, was published on the Departmental website in December.

An independent study of the use of the FM radio spectrum was commissioned by the DTI's Radiocommunications Agency, the BBC and the Radio Authority and published in June 2000.

The Department made an active contribution to negotiations on the EU Electronic Communications Directive, which are mainly the responsibility of the DTI. Our objective is to secure outcomes (where content issues overlap with infrastructure) that place UK broadcasters, and particularly public service broadcasters, in the most favourable position to operate in the new convergent technological landscape.

The Creative Industries

The Department published and took forward the recommendations of a number of reports, including:

- *Your Creative Future* – the first ever careers guidance booklet on

the creative industries. Compiled in partnership with the Design Council and the Arts Council for England, the booklet was distributed to all secondary schools, colleges and universities, and career advisers. A web version (www.yourcreativefuture.com) followed later in the year;

- *Connecting Creativity with Capital* – the report of the National Finance Conference to bring together creative businesses with those from the financial and business support sectors. The report set out a series of recommendations to improve relationships and make the market work more effectively;
- *Intellectual Property* – the report of a Creative Industries Task Force sub-group, chaired by Dr Kim Howells (DTI). Its remit was to consider ways of improving awareness of, and education about, intellectual property (IP). The report recommended making the language of IP more accessible, undertaking a benchmarking exercise on current levels of awareness, creating an IP ‘portal’, and devising appropriate material about IP for the school curriculum;
- *The Regional Dimension* – the report of another sub-group which focused on the contribution creative industries could make to regional economies. The report summarised the findings of three workshops held in Leeds, Coventry and Bristol which considered how, in different parts of the country, the potential of the industries could best be realised. The report sets out a challenging agenda for Regional Development Agencies (RDAs) and other players;
- *Snapshot of a Rolling Wave* – the report of an inquiry into the threats and the opportunities arising from the Internet for creative businesses. The report’s recommendations covered areas such as legal and regulatory issues; tax and fiscal issues; skills, training and education; strengthening capacity; and the provision of information and advice.

Together with *Exports: Our Hidden Potential* and the *TV Exports Inquiry* published late last year, this formed a body of analysis on

2 DCMS Objectives – Achievements 2000–01

issues impacting on the creative industries. DCMS is now focused on turning this analysis into action and ensuring that the recommendations in each report are put into effect.

Mainstreaming

This year has been one in which awareness of the creative industries, the breadth of activities they cover, their contribution to the economic well-being of the UK, and their international reputation for excellence grew. The needs, and the potential, of these industries have been recognised increasingly at national, regional and local levels of government. One of the Department's key goals has been to encourage the 'mainstreaming' of efforts, to ensure that work on the creative industries is not seen as simply a DCMS issue. Over the course of the last year, there have been a number of encouraging signs:

- the positive response from the Department for the Environment, Transport and the Regions (DETR) and the Regional Development Agencies (RDAs) to the challenges set out in the *Regional Dimension* report, ensuring appropriate support provision for creative businesses within the regions;
- the support from the Patent Office in taking forward our work on IP, helping to ensure an increased awareness of the importance of IP rights to longer term creativity;
- the support of Trade Partners UK in developing the export agenda, establishing a joint secretariat with the Creative Industries Unit to support the work of industry cluster groups (Content, Design, Performing Arts, Heritage and Tourism);
- the support of the Small Business Service and the University for Industry for the development of appropriate support mechanisms for creative businesses;
- the creation of the Britain Abroad Task Force by the Foreign and Commonwealth Office to help promote the UK's creativity and innovation overseas;

- Scottish Enterprise's selection of the creative industries as one of its key clusters, and plans to provide £25 million funding to this sector in the next five years; and
- the publication in Northern Ireland of the *Unlocking Creativity* report, supported by four departments in the assembly, which puts the creative industries at the heart of the economic agenda.

The Arts

This year saw the publication by DCMS of *Getting Britain Giving to Culture*, introducing a new simpler and improved tax regime for giving to cultural charities, underlining the Government's commitment to recognising and encouraging private support for cultural charities. The changes make it possible for many charities operating in the arts or heritage sectors to increase their income and raise their profile.

The National Endowment for Science, Technology and the Arts

The National Endowment for Science, Technology and the Arts (NESTA) was established in 1998 with an endowment of £200 million from the National Lottery. NESTA's objectives are to help talented individuals (or groups of individuals) in the fields of science, technology or the arts achieve their potential; to help to turn inventions or ideas in the fields of science, technology or the arts into products and services that can be effectively exploited and the rights to which can be adequately protected; and to contribute to public knowledge and appreciation of science, technology and the arts.

NESTA runs three programmes:

- Fellowships – aimed at providing exceptionally talented individuals with the time and space to pursue their creative goals and develop their talent through tailored support worth up to £75,000 over three to five years;
- Invention and Innovation – designed to help some 50–100 imaginative ideas and projects each year to access practical help and professional input. Awards are worth up to £50,000 (with up to £100,000 for exceptional projects).

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- Education – supporting projects that will help foster creativity and pioneer new approaches to learning and teaching.

NESTA made its first full awards in May 2000, when 24 projects totalling £2.4 million were announced. These comprised 13 Fellowships, seven Invention and Innovation awards, and four Education projects and included funding for innovations ranging from keyhole surgery to amphibious vehicles and for individuals with interests as diverse as interactive technology, poetry, film-making, astrophysics and science centres. Further awards were made in 2000 and a second round of over 30 awards was announced in February 2001.

2.2 Broadening access

Objective: To broaden access for this and future generations to a rich and varied cultural and sporting life and to our distinctive built environment.

The Department wants to increase access to and participation in the cultural and sporting life of the nation, while maintaining the quality of the experience that it offers. The Department believes that everyone should have the opportunity to develop their potential and enrich their lives and that of their community through cultural and sporting activity, and it therefore works with others inside and outside Government both to create greater opportunity and to increase the extent to which it is taken up.

The Department's policy on access, moreover, also contributes to the promotion of learning, employment and social inclusion. We are promoting greater participation at every level in cultural and leisure activities across the whole range of DCMS responsibilities. Wherever possible, the DCMS access aim has been encapsulated in a key overall target for each sphere of activity, that, for example, to create 300,000 opportunities to experience the arts, and DCMS is developing measures of participation across the fields of culture and leisure to monitor how patterns of participation vary and whether increasing participation in one field is countered by a decline elsewhere.

Broad targets on their own, however, are not enough. The work of extending access implies specific programmes targeted at particular means of improvement within the overall picture. Those programmes are in turn specific to particular institutions or areas of activity, and will involve the access issues most relevant to them. The Department is pursuing these aims, in partnership with others in the public, commercial and voluntary sectors, by various means:

- DCMS policies, including the strategies on sport and tourism, and access to libraries, museums and galleries;
- the targeting of directly funded DCMS programmes and running costs;
- the inclusion (and monitoring) of targets – as well as the development of shared strategies for promoting access – in funding agreements with sponsored bodies and in the terms of secondary grant-giving;
- the incorporation of access aims in Lottery distributors' strategies;
- encouraging the inclusion of access themes in local authority cultural strategies and library plans/standards;
- encouraging the inclusion of such themes in the regional cultural strategies produced by the new Regional Cultural Consortiums;
- other indirect policy persuasion, including the development of best practice via QUEST.

As set out above, increasing access means DCMS and its 'family' of organisations breaking down barriers to participation. The following paragraphs give some examples of the work being done:

(a) to improve **physical access and proximity**, especially to people with limited mobility and/or physical disabilities.

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During 2000, DCMS worked with other departments on the issues faced by people with disabilities. We held a conference in July specifically to identify and promote best practice in physical and intellectual access, employment and participation in DCMS sectors, and the Department has developed an action plan to promote this best practice. There is already much good work being done:

- through the Sportsmatch programme, in which Sport England will match private sponsorship pound for pound, there will be a three year programme to develop a structure that will increase the participation in football training of more specialist coaches who are sensitive to the needs of people with disabilities, and create playing opportunities and a competition structure. It is part of the English Federation of Disability Sport's (EFDS) Ability Counts programme;
- the DCMS/Wolfson Reader Development Programme funds initiatives to promote reading and will fund the National Library for the Blind's project to provide an integrated package of services for visually impaired people and distribute it to libraries in England. Their 'A Touch Of' project will cover a range of initiatives, making available, for example, samples for Braille readers and a website designed for use by disabled people. Experts at the National Library for the Blind in Stockport will be working with library professionals across the country to enhance capacity and awareness;
- in museums and galleries there are many examples of good practice in promoting not only access for people with disabilities but policies to promote participation in their events. Tyne and Wear Museums have been developing access audits and, in particular, access audits done by and for people with learning disabilities. The Whitechapel Art Gallery has instituted arts sessions led by artists with disabilities for able bodied and disabled participants alike. The National Maritime Museum and Royal Observatory have developed a database of contacts for people who are deaf or whose hearing is impaired and will provide information about any signed events;

- in film we are working through the Arts Council's Disability Film Festival. The new Film Council is currently carrying out an audit of the industry to gauge the participation of disabled people in all aspects of film production.

With the aim of preserving physical access for all children to sporting facilities, a Sports Pitch Monitoring Group has been created to monitor playing field disposals and ensure that the increased protection put in place for playing fields is working well.

(b) to improve **remote access**, using information technology and the media, particularly the broadcast media. For example:

- The Department worked with the broadcasting industry and consumer groups to produce a set of key messages from consumers about the benefits of digital television which the Secretary of State launched at the Royal Television Society Autumn Symposium on 31 December 2000. The Department aims to continue working with the industry where possible on their own promotions, and has established a target of 95 per cent for the take-up of digital television by 2006–10. Current take-up is 26 per cent, up from 11 per cent this time last year.
- In May 1999 Janet Anderson requested a progress report from all broadcasters on their plans to maximise access to digital broadcasting, including the provision of subtitling. In January 2000 Ministers announced a review of the statutory targets for subtitling, signing and audio description on digital television. A consultation paper was published in July following preliminary discussions with interested parties. The results of the review were published on the Departmental website in January 2001 and hard copies were sent to people who responded to the consultation paper. As a result, we concluded that the target for the provision of subtitling on Digital Terrestrial Television services should be raised from 50 per cent of programmes by the tenth anniversary of the start of the service, to 80 per cent by the tenth anniversary. We have also proposed that these targets should be applied to satellite and cable broadcasters, as legislative opportunities permit.

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- One of the Department's original PSA targets was to double the number of Internet connections in public libraries by 2000, and ensure that at least 75 per cent of libraries had connections to the net by 2002. Progress against this target has exceeded expectations. From a baseline of 5 per cent in 1997, the percentage of static public libraries with Internet connections had already reached 41 per cent by December 2000. This encouraging rate of progress has allowed the target to be revised upwards to 80 per cent by December 2001 and 100 per cent by December 2002.
- The 24-Hour Museum, the electronic gateway to UK museums, galleries and heritage attractions, launched in May 1999, enjoyed a successful second year of operation. It now provides information on over 2,500 institutions and is receiving over 220,000 hits per week. Known as 'the first national museum on the Web' and among the leading cultural websites of the UK, the Museum is managed jointly by the Campaign for Museums and *mda* and is funded by DCMS (with support from DfEE towards the new Curriculum Navigator launched in May 2000). It has been formally established as a company limited by guarantee and as an independent charity. A new Director of Development was appointed in November 2000 and an Editor was appointed in January 2001 to take the Museum through the next phase of its expansion. (The 24-Hour Museum can be found at www.24hourmuseum.org.uk)
- English Heritage will be providing virtual access to every listed building via the £4 million Images of England project supported by the Heritage Lottery Fund. By 2002, digital images of England's 360,000 listed buildings will be accessible to an international audience over the Internet. During the summer of 1999, 484 volunteer members of the Royal Photographic Society took the first 37,000 photographs in what will become one of the world's largest on-line image banks.

(c) to increase **economic access**, via revised pricing policies.

The major initiative directed towards this end has been the

introduction of free access to museums and galleries. On 1 April 1999, free admission was introduced for under-16s at all museums and galleries sponsored by the Department, and the number of under-16 visitors has increased by nearly 10% since. On 1 April 2000, the scheme's remit was widened to include pensioners, and free admission for the over-60s was brought in at five DCMS-sponsored museums and galleries where there had previously been a charge. Another institution introduced this measure at its main headquarters museum only, and it was also initiated at branches of two further national museums where the over-60s had previously been required to pay.

(d) to **increase the pool** of potential participants, through explanation, education, presentation and marketing.

- The Arts Council's *New Audiences* programme is designed to bring new audiences to the arts and take new art to audiences throughout the country. Over 300 projects have now been developed and funded across a range of art forms, testing a variety of innovative approaches to audience development. The underlying principles are to: build on success; target those with fewer opportunities for artistic experiences; encourage a lifelong arts experience; promote innovation and enable consolidation; broaden the range and depth of experience; and find partners. It has made available over 1.5 million extra opportunities to experience the arts.
- Historic Royal Palaces have continued to improve links with the local community and to make the Palaces accessible to more of the population. At the Tower of London, for example, free educational visits have been offered to children in the London boroughs of Tower Hamlets and Southwark, whilst over 20 specially designed programmes have been targeted at children for whom English may be a second language. At the other Palaces the existing educational resources continue to be expanded to provide activities for visitors of all ages, nationalities and needs. As well as a comprehensive programme of taught sessions for schools, Historic Royal Palaces offer services ranging from sensory tours of Hampton Court Palace for the disabled to adult leisure learning.

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- English Heritage has launched the new Historic Buildings, Monuments, Parks and Gardens grant scheme, which offers £40 million over three years to buildings and monuments at risk, grants to private owners and grants for repair projects with significant social and regenerative benefits.
- The Department continues to co-ordinate the implementation of the Stonehenge Master Plan, which aims to restore the setting of this World Heritage Site and improve visitor understanding and enjoyment. The plan was published in June 2000 and the Department has made substantial additional funding available to enable English Heritage to acquire the proposed new visitor centre site at Countess East, Amesbury.
- The year 2000 has seen a stunning array of major openings at the DCMS sponsored museums and galleries. The National Portrait Gallery (NPG) 2000 project and its dramatic new sweeping escalator is encouraging visitors to view previously under-visited parts of the NPG's collection; the Imperial War Museum Holocaust Gallery provided a poignant and hard-hitting portrayal of the twentieth century's greatest man-made tragedy; the culmination of the Wallace Collection's Centenary Project puts on display previously little seen parts of its exquisite collection of fine art and crafts; the Science Museum's Wellcome Wing showcases some of the most striking examples of man's ingenuity in the fields of contemporary science and technology and the opening of Tate Modern provides a stunning new home for one of the world's great contemporary art collections. As well as providing improved access to their national collections, these developments have provided much better public facilities and will help the institutions to improve key educational services.
- The creation of the Football Foundation, in partnership with the Football Association, FA Premier League and Sport England, will enable funding to go to grassroots football facilities across England and to educational community projects, both of which will assist the Department's drive for greater social inclusion.

- The establishment of Supporters Direct will assist groups of football supporters to join together and form Trusts to take an equity stake in their local clubs.
- The Government agreed to extend the UK's Public Lending Right (PLR) scheme to make payments to authors resident anywhere in the European Economic Zone and legislation was brought into effect from July 2000. It is hoped that this will lead to the establishment of reciprocal arrangements. We have also provided funds over the next two years to restore the real-terms value of the PLR payments to authors.

(e) to **increase responsiveness** to the needs of potential participants, for example by gathering feedback from residents, through a Best Value Performance Indicator, on the cultural and leisure services provided by their local authority.

2.3 Education

Objective: To develop the educational potential of all the nation's cultural and sporting resources; raise standards of cultural education and training; ensure an adequate skills supply for the creative industries and tourism; and encourage the take up of educational opportunities.

Over the past year, DCMS has been working closely with its sponsored bodies as well as DfEE and other Government departments and agencies to develop further its educational interests and to support the Government's drive to raise standards and increase opportunities in education and lifelong learning more widely. Building on the foundations laid in previous years, substantial progress has been made in developing the huge educational potential of the cultural sector and placing creativity, the arts and sport at the centre of the educational debate. In addition, a new spotlight has been placed on skills, covering both the vocational skills required by our business sectors and the significant contribution that those sectors can make to addressing the serious shortfall in adult basic skills across the country. Details of the Department's educational activity in the past year are set out



MARTA MARCE

Marta studied painting at the Royal College of Art. Her sources are board games and computer games using basic geometrical shapes and structures as strategies. She prepares the two-dimensional surface for a game and creates the rules. Changing the rules slightly gives a completely unforeseen result, allowing chance to participate. Colour is the most intuitive aspect of her work, which she describes as 'passion combined with experimentation'.



below, in the form of an overview of Department-wide contributions to the Government's wider educational agenda, followed by summaries of the main developments in the various DCMS sectors.

DCMS' contribution to the Government's wider educational agenda

Early Learning

Children's Play

Children enjoy music, art and physical activity from an early age, and participation in play activities is not only enjoyable but also vital for the development of important social skills and physical coordination. The Department is therefore working closely with DfEE and with a range of experts in the field to develop information, training and communication networks among playworkers and to promote best practice.

The Department has an annual budget of £500,000 for children's play, and funding over the next two years has been allocated to four organisations. £60,000 has been given in sponsorship over two years to the National Children's Bureau to run the Children's Play Information Service, which offers advice and guidance to the public on all aspects of play; £72,000 has been given to the Children's Play Council to produce 12 issues of Playtoday, a free bi-monthly magazine for the sector; £350,000 has been given over each of the next two years to SPRITO (the National Training Organisation (NTO) for the sports and recreational industries) to develop a coherent and flexible playworker training and education programme which will also endorse qualifications submitted by the Qualifications and Curriculum Authority (QCA); and £140,000 in research project funding has been given to the Children's Play Council. The research is focused on identifying, increasing understanding of and promoting best practice within the context of existing local authority work, and taking account of key features such as local transport networks. The research is looking for examples of provision that will offer enhanced play opportunities in ways that support the Government's strategic goals. It will also be the first systematic exploration of the impact of play initiatives on key public policy areas such as juvenile crime.

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Sure Start

As well as funding other organisations to deliver results in the field of children's play, DCMS is involved in Sure Start, the Government's programme aimed at helping under-fives in areas suffering high levels of deprivation get a first-class start in life. Sure Start funding is controlled by local communities, but DCMS is working with DfEE and others to ensure that the positive benefits that sporting and cultural activities can bring are fully recognised and made as widely available as possible through this programme. Each Sure Start area has on-site headquarters, and the Commission for Architecture and the Built Environment (CABE) is working with DfEE to ensure that these buildings provide a good environment for small children and their parents.

Culture and Creativity in Teaching and Learning

The Department has continued to work closely with DfEE and QCA colleagues during the implementation of the outcomes of the review of the National Curriculum that took place in 1999. As a result of this review, the Curriculum Framework, introduced in September 2000, places a greater emphasis on creative and cultural education; reinforces the position of art, music and physical education as subjects within the school curriculum; and gives increased recognition to the status of drama and media within English.

All Our Futures: Creativity, Culture and Education (NACCCE Report)

The Department has also been working closely with DfEE on implementing the commitments given in the Government's response to the *All Our Futures: Creativity, Culture and Education* report by the National Advisory Committee on Creative and Cultural Education (NACCCE). This report was originally commissioned jointly by Chris Smith and David Blunkett to feed into the QCA Review of the National Curriculum. A report on progress was produced in September 2000 and is available on the DCMS website (www.culture.gov.uk).

Further Curriculum Development

Although the QCA does not plan to carry out another big review of the National Curriculum, it has been working closely with DfEE

and DCMS to look at the quality of teaching and learning in a number of specific areas, including the arts, creativity and school and community sport. The aim will be to provide teachers with guidance on best practice and advise on any changes that are required to the curriculum framework to facilitate this.

Study Support

Following the publication of *Extending Opportunity: A National Framework for Study Support*, dedicated funding has been made available to promote effective study support partnerships. The New Opportunities Fund (NOF), one of DCMS' sponsored bodies, is putting £205 million into supporting out of school hours learning projects across the UK by 2002. Many of the grants awarded by NOF include projects involving sports, arts, dance, music, design technology and media studies. The Department has also been working closely with DfEE to encourage creative partnerships between schools and a wide range of public, private and voluntary organisations. DfEE has provided £2.5 million to fund 138 innovative projects through its *Partners for Study Support* action research programme. Many of these projects focus on arts, sports, libraries and museums, and the Department is taking a keen interest in the lessons that are emerging about building effective partnerships between schools and the cultural and sporting sectors.

Space for Sport and Arts

Following a successful joint DCMS/DfEE bid to the Capital Modernisation Fund (CMF) for £75 million to be augmented by Lottery funding, Chris Smith announced in April 2000 that up to £150 million of funding would be available in the areas of greatest need to provide around 300 new sports and arts facilities in primary schools, for the use of both pupils and the wider community, under the Space for Sport and Arts Scheme (SSA). Further details of the future development of this scheme are given in Chapter 3.

Review of Initial Teacher Training

The Department and its sponsored bodies have made a significant contribution to the Teacher Training Agency's (TTA) ongoing review of the Circular governing initial teacher training (ITT) in

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England. The issues raised by DCMS sectors included concerns about the breadth of the curriculum in certain subjects, the lack of time available within courses to cover key aspects of DCMS-related subjects and the increasing sense that training courses have focused on a narrow, subject-specific concept of teaching at the expense of a broader, cultural dimension. A series of positive and constructive sectoral meetings were held in the spring and early summer and a number of DCMS-related sectors, including sport, the arts, film and museums and galleries, are now working on materials that may be made available to support teacher trainers and their trainees alongside the new Circular, which is expected to come into force in 2002.

Further and Higher Education, Lifelong Learning and Skills

Further and Higher Education

The Department has been keeping in close touch with DfEE on the establishment of the new national and local Learning and Skills Councils (LSCs), which will take over responsibility for all aspects of the funding and delivery of Post-16 Education (with the exception of Higher Education) from 2001. The Department has arranged for the Regional Cultural Consortia to be listed among the bodies the LSC is required to consult in the development of the local delivery structure, and it has also encouraged DCMS sectors to put forward candidates for the national and local LSC Boards to try to ensure that these sectors, which include the creative industries, arts, media, cultural heritage and tourism, are well represented in the new structure.

The Department has also held positive initial discussions with the Higher Education Funding Council for England (HEFCE) about issues of mutual interest, including university museums (DCMS contributed to the Arts and Humanities Research Board's consultation on future funding in this area), the role that digitised National Museum collections might play in the e-University, community use of university libraries and the place of media studies courses within higher education.

Lifelong Learning and Skills

A useful first round of discussions was held during 2000 with the

IMPACT grouping of DCMS-related National Training Organisations (NTOs) and DCMS is looking at ways of strengthening the support it can provide to these bodies in order to improve further the skills development infrastructure of the Department's sectors. In this context, Chris Smith delivered a well-received keynote speech at the National Skills Show at the National Exhibition Centre in Birmingham in July, and further work is in hand with UK Skills, the organiser of the show, in key areas such as setting up a Craft Skills Forum to support the craft and conservation skills upon which much of our National Heritage depends. The Department is also closely involved in the development of a National Skills Agenda in response to the work of the Skills Task Force, which delivered its final report in the summer. Details of the work DCMS is doing to support the activities of the various NTOs in its sectors are given in the relevant sectoral entries below.

The Department is also working with DfEE and other Government departments on developing a National Adult Basic Skills Strategy, in response to the findings of the Moser Report, *A Fresh Start*, which noted that one in five adults of working age (around 7 million people in England) cannot do basic tasks such as look up a plumber in the Yellow Pages or read the instructions on a medicine bottle. DCMS sectors, such as the arts, media and sport, can and do make an important contribution to addressing adult basic skills needs. The Department is currently mapping the work of its sponsored bodies to identify the contribution currently made by these sectors and to consider ways in which this important work can be supported and extended.

Sectoral Developments

As well as contributing, with increasing effectiveness, to the full range of broad Governmental educational initiatives, DCMS and its sponsored bodies have worked hard to develop the education and training activities within the broad group of sectors for which they are responsible. This work has started from differing levels of previous engagement and the nature of these activities has accordingly varied but, as the following paragraphs show, a great deal of work has been done and substantial progress has been made.

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The Arts

Artsmark

In January 2000, Chris Smith and David Blunkett announced the new *Artsmark* scheme to encourage schools not only to provide quality arts opportunities for young people but also to develop and support teachers in their delivery. As a benchmark of excellence, *Artsmark* will aim to improve standards of arts education provision, raise its profile nationally, within schools, arts organisations and communities, and encourage effective partnerships between schools and arts agencies and other organisations. It will be awarded by the Arts Council of England following a school-led application process, and schools that receive an *Artsmark* will be able to promote their recognised standard of arts education throughout their community. All schools – primary, secondary, maintained, special and independent – will be eligible to apply, at one of three developmental levels of the scheme. *Artsmark* has been piloted across the country and will be available to all schools from January 2001.

Music Standards Fund

The Department has worked closely with DfEE in developing the Music Standards Fund, which gives local education authorities (LEAs) the opportunity to bid for funds to start a Music Service or, for those LEAs that already have a Music Service, to expand it. Since the introduction of the Fund, 95 per cent of LEAs throughout the country are receiving funds to provide instrumental tuition for pupils. In July 2000, the Associated Board of the Royal Schools of Music reported that there are signs of an arrest in the decline in the numbers of young people playing a musical instrument. In September 2000, the Government announced its continuing commitment to the Music Standards Fund with an increase in funding from 2001 to £60 million per year. This level of funding will be sustained until at least 2003–4, ensuring that every LEA in the country can offer children the chance to learn to play musical instruments.

National Foundation for Youth Music

The National Foundation for Youth Music was set up to promote and develop music opportunities for young people, up to and

including 18 years old. Since its launch by the Prime Minister in June 1999, the work of the Foundation has been broadening. The Foundation is now working in a wide range of areas to ensure that all young people get the opportunity to make music. These include: Singing Challenge award programmes; the UK's first ever nationwide *Instrument Amnesty*, which has resulted in members of the public donating more than 6,000 working instruments they no longer play to give a new generation the opportunity to make music; the *Music Maker* programme which is looking to fund skilled musicians and music leaders who will create imaginative and music-making opportunities for children and young people within their communities; and the First Steps initiative, which has been developed to encourage very young children to have a musical start in life.

From Policy to Partnership

In March 2000, the Arts Council for England (ACE) and the Qualifications and Curriculum Authority (QCA) published guidance on building partnerships between schools and arts practitioners, entitled *From Policy to Partnership: Developing the Arts in Schools*. The publication, to which DCMS contributed and which was endorsed by both Chris Smith and David Blunkett, has been written to help schools consolidate and build on their existing arts teaching and learning, and establish partnerships to meet their own needs and enrich their arts provision. This follows on from *Partnerships for Learning*, a guide to evaluating arts education projects, which was published by ACE in October 1999.

Dance and Drama

The Dance and Drama Awards Scheme, administered by DfEE, continues to provide assistance to the most talented students, regardless of means, to access high quality accredited courses at approved specialist independent dance and drama schools. The scheme provides places for 820 students per year.

Metier – the National Training Organisation for the performing arts

The Department continues to support *Metier* in its work to increase the skills base of the arts and entertainment sector. *Metier* published the sector's learning targets to 2002 and *Arts Skills 2000*

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identified future priorities for education and training in the arts and entertainment industries. The Department also sponsored *Metier* research into leadership and management in the arts and the skills and training needs for the music industry in the twenty-first century.

Creative Partnerships

In July 2000, Chris Smith announced funding of £40 million over two years (starting in April 2002) for 16 *Creative Partnerships* to provide exciting, challenging opportunities for young people to experience, learn from and enjoy artistic and creative activities, the proposals for which are set out in Chapter 3 below.

Sport

A Sporting Future for All and the Government's Action Plan

In April 2000, DCMS published its sport strategy, *A Sporting Future for All*, setting out the Government's vision for sport. The strategy addressed all levels of sport, from the grass roots to world class performance. School sport was identified as a priority, and the paper outlined the new measures set out elsewhere in this report. *A Sporting Future for All* also stressed the value of continued participation in sport beyond school age. Immediately after publication, a sport strategy Implementation Group was set up involving individuals from National Governing Bodies of Sport, school sport professionals, local authority sport development officers and others prominent in the world of sport with a wealth of experience. They were charged with producing an action plan for sport founded on the principles of the strategy. The Implementation Group reported to Ministers in December. Their recommendations form the basis of *A Sporting Future for All: the Government's Plan for Sport*, published in March 2001. Implementation of this comprehensive plan for the future of sport in education, sport in the community and world class sport has already started. Progress will be monitored and reported on annually, by a panel composed of members of the original implementation groups, from April 2002.

School Sport Coordinators

One of the key commitments in the sports strategy was the

establishment of School Sport Coordinators. Based in secondary schools in areas of greatest need, the 600 Coordinators (subsequently increased to 1,000) will be experienced PE teachers with a mission to improve the opportunities for young people to take part in competitive sport and to experience a wide range of activities. The preferred model centres around a Specialist Sport College (there are currently 84 across the country, and this is expected to rise to at least 200 by 2004) which will release an expert PE practitioner from timetable for two or three days per week to manage the development of the local partnership or 'family' of schools. This Partnership Development Manager will liaise with a School Sport Coordinator in each of four or five secondary schools within the partnership. The Coordinators will also be released from timetable two days a week to coordinate and drive development of sport in the secondary school and in associated feeder primary or special schools. In each of these linked primary or special schools, a Primary Link Teacher will be released from timetable one day a month to plan and implement programmes and to undertake training in sport and physical education.

School Sport Alliance

In order to facilitate closer, more joined-up working between DCMS and DfEE and to share the experience and expertise of the key partners in the field of school sport, the two Departments have established a new forum, the School Sport Alliance. The Alliance is a partnership consisting of DCMS, DfEE, the New Opportunities Fund (NOF), the Youth Sport Trust and Sport England. It will bring together the key stakeholders in the future development of sport in schools with a mission to realise the vision set out in *A Sporting Future for All*, and set a strategic framework for the funding of sport in schools through the Exchequer and the National Lottery.

Volunteering

The Department has been successful in its recent bid to the Active Community Fund to match the £4 million Exchequer funding for Sport Volunteers. £7 million will now enable schemes run by the Youth Sport Trust, the British Sport Trust, Sport England and the sports National Governing Bodies to develop additional resources

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and train up to 30,000 extra volunteers over each of the two years 2002–3 and 2003–4. Most of the funding will go towards training and developing volunteers to act as mentors, coaches, officials and sports administrators, creating a clearly defined – and supported – pathway for young people wanting to be involved in sport and possibly progress to sporting careers. 15 per cent of the volunteers will be older people who will provide role models for young people. The announcement by the Home Office in February that volunteers will be exempted from disclosure fees for Criminal Record Bureau checks will be widely welcomed in the voluntary sector and will have a beneficial impact on the DCMS Sport Volunteers programme.

Libraries, Museums, Galleries and Archives

Public Libraries and ICT-based learning

Following the publication in March 2000 of the report *Empowering the Learning Community* by the Education Task Group of the Library and Information Commission (which has been replaced by Resource), DCMS and DfEE have established an inter-departmental Steering Group to consider, and advise Ministers on the report's recommendations. They are being assisted in this work by an External Advisory Group drawn from the library and education sectors. The Government has undertaken to respond by February 2001 to the recommendations in the report relating to the coordination of library resources in support of lifelong learning. A Conference on this subject will be held in London on 27–28 March 2001.

The Department is uniquely placed, through its responsibility for the Public Libraries Network, to play a key role in fulfilling the Government's wider vision for a learning society through the opportunities afforded by Information and Communications Technology (ICT). Through the People's Network programme, all 4,300 public libraries in the UK will be online and linked to the National Grid for Learning by the end of 2002. Public libraries linked to the Internet form an integral part of the Government's wider UK Online programme, which aims to give Internet access to everybody in the UK who wants it by 2005. The first training in ICT for librarians under the People's Network programme, which is designed to improve access to lifelong learning through the

Internet for public library users, began in September 2000 with £20 million of funding from the New Opportunities Fund. By the end of 2002, 27,000 librarians will have received training to at least the European Computer Driving Licence standard, together with training in learner support. The NOF Digitisation programme for production of digitised materials in support of citizenship, basic skills and cultural enrichment met with an enthusiastic response. Announcements of awards from this £50 million programme will be made in 2001.

The DCMS/Wolfson Public Libraries Challenge Fund was created in 1997 as a partnership between DCMS and the philanthropic Wolfson Foundation in order to enhance the facilities and services offered by English public libraries. The Fund had two programmes for 2000–01: supporting projects promoting reading as a skill and pleasure, thereby building on the work generated by the National Year of Reading (1998–99), and, through the Wolfson British History Programme, supporting projects that enhance libraries' ability to contribute to the nation's understanding of its recent history. The first 33 awards to reader development projects were made in June, to projects working with families, prisoners, travellers, health professionals and homeless people among other groups. The awards totalled £1,902,949, and a number of these had a significant ICT dimension. In November, 16 awards, totalling £459,978, from the British History Programme were announced. Both programmes will be repeated in 2001–02, and an evaluation study of the reader development projects funded this year will be completed and disseminated.

Museums, Galleries and Archives

In May 2000, DCMS and DfEE published the report *The Learning Power of Museums*. This set out a vision of the part museums, galleries and other cultural bodies can play in contributing to the learning society, and was followed by a successful Conference on the role of museums in lifelong learning. The report recommended that benchmarks should be developed against which museums' performance can be measured and monitored. It also identified the need for comprehensive research to give clear evidence of the benefits that flow when museums contribute to learning. Resource,

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which became operational on 1 April 2000, is implementing these recommendations. It has undertaken to publish an education strategy by March 2001. One of the key elements of this strategy will be the development of a cross-sectoral education standard.

Cultural Heritage and Information Sector National Training Organisations

The Department has been working closely with the Cultural Heritage National Training Organisation (CHNTO) and the Information Services National Training Organisation (ISNTO) to assist both in forming partnerships with other cultural bodies and in helping to improve the skills structure in the museums, galleries, libraries and archives sectors. The Department has contributed to both organisations' publications; CHNTO's *Management Development Strategy in the Cultural Heritage Sector*, for example, was launched at a conference in November 2000 at which Alan Howarth gave the keynote speech. This co-operation will continue both sectorally and through the IMPACT group of cultural sector NTOs. Resource has, on behalf of DCMS, undertaken a review of CHNTO and ISNTO and will be making recommendations to the Department on future developments.

Culture Online

In September 2000, the Secretary of State announced a new cultural initiative, provisionally entitled Culture Online, which will form part of the Department's Information Age Strategy, in using the Internet (and in due course other electronic media) to enrich the educational curriculum by providing not just access to, but also participation in, the arts and culture. The planned development of this initiative is outlined in Chapter 3.

Media and Broadcasting

Media Literacy

In an age of digital broadcasting and technological convergence, and the challenge to traditional regulation these will bring, there is a need for a more coherent approach to media literacy and critical viewing skills. Following a successful Media Education Seminar held in 1999, the Department has prepared a Media Literacy

Statement. This statement sets out the Department's understanding of media literacy and critical viewing and acts as a point of reference for future work.

The Moving Image in Education

The Film Education Working Group's report, *Making Movies Matter* examined the area of film education and set out a number of proposals to bring 'cineliteracy' into the classroom. The Film Council, with the help of the British Film Institute (BFI), has been given responsibility for taking the proposals forward, in liaison with DCMS, DfEE and the film industry. New references to the moving image have been included in the National Curriculum and, building on these references, the British Film Institute has published *Moving Images in the Classroom*, to help teachers make effective and imaginative use of moving images across all subjects of the Secondary National Curriculum.

During the year, the Film Council announced its *First Movies* project, a grant-funded programme supported by £1 million of Lottery funds which will begin in 2001. *First Movies* will offer children and young people the opportunity to try film-making and display their talents. Films will be shot using the latest low-cost technology and a showcase will be developed for the best films.

The Global Film School, an Internet-based learning network for the screen media, was launched this year by the National Film and Television School in partnership with University of California at Los Angeles (UCLA) School of Theatre, Film, and Television and the Australian Film Television and Radio School. The Global Film School aims to be operational in 2001 and will provide courses and programmes in four learning zones: the Media Literacy Zone, aimed at primary and secondary level school children; the Open Learning Zone, open to anyone who has the time, access to the Internet and an interest in screen media; the Global Conservatory Zone, which consists of certificated coursework on undergraduate and graduate level, for students seriously pursuing a professional career; and the Professional Zone, which is for registered professionals to re-skill and keep abreast of the latest developments in their discipline.

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Skills Within the Broadcasting Industry

The Audio-Visual Industries Training Group (AVITG) was established jointly by the Department and Skillset, the National Training Organisation for Broadcasting, Film, Video and Multimedia, in 1999. The group's role is to investigate and report on the current and future skills required in broadcasting and the electronic media and to recommend the training and education needed to develop those skills, so that the UK can compete effectively in the world media market place. One of the key areas of activity for the group has been to undertake a census of the entire industry for the first time, producing a definitive picture of the size, scope and nature of employment within it. This census (published 24 November 2000) has provided the group with detailed information and statistics on which to base its work and recommendations. The group is due to report its findings in spring 2001.

The Historic and Built Environment

Education of the public in architectural and urban design issues is central to the remit of the Commission for Architecture and the Built Environment (CABE) which came into being during the year. In May 2000, DCMS appointed a Commissioner with responsibility for developing CABE's educational role, with particular emphasis on working with schools, and the Department is working with the Commission to develop its educational strategy. The Department also arranged to have the booklet, *Our Street*, reprinted to meet a high demand. The booklet was originally published by CABE's predecessor, the Royal Fine Art Commission and, by taking as its subject a single street and using a range of imaginative activities, it encourages children to think about the built environment in their city, town or village.

On a broader front, DCMS has kept a close eye on the recommendations emerging from English Heritage's report *Power of Place*, which was published on 14 December 2000 as the first stage in the Historic Environment Policy Review (see section 2.4(c) below). The Department has taken particular note of those relating to education and training, as these chime closely with a number of other proposals that the DCMS has been considering relating to

maximising the educational potential of the built heritage and securing the necessary skills base to conserve the built environment effectively. In addition, DCMS has been supporting the Churches Conservation Trust in its efforts to develop a strategy for making effective educational use of the 317 disused churches under its care.

2.4 Excellence

Objective: To ensure that everyone has the opportunity to achieve excellence in the areas of culture, media and sport and to develop talent, innovation and good design.

Excellence is one of the Department's four high-level aims. We believe that excellence should be encouraged everywhere, and that the good can be distinguished from the less good across the whole range of cultural and recreational activity.

Excellence both aligns with and reinforces the other three overarching DCMS aims of access, education, and the promotion of the creative industries. Access stimulates an appetite for excellence, and education is the key to the development of the discerning audiences of the future. The creative and leisure industries, like any other, will not thrive without a public environment – and a market – that fosters excellence and innovation.

Excellence does not mean exclusivity but rather making sure that exacting standards are maintained in all fields of activity, to enhance the quality of life for everyone.

The Department has three primary objectives that support its general aim of excellence, and examples of some of the work that the Department is carrying out towards each objective are given below:

a) Increasing the pool of talent

If the wealth and variety of creativity that exists in Britain is to be tapped, talented individuals need to be supported and given the opportunity to develop their talent regardless of their means.

KARINA RAMSAY
AUTUMN TEXTURE

Karina Ramsay is a final year student on the BA (Hons) Design Crafts course at Cumbria College of Art and Design in Carlisle. She specialises in multi-media textiles producing embroidered textile panels for public and domestic spaces. Her current work is inspired by the debris, movement and natural elements of a woodland environment. The hidden depths of the wood are translated into low relief panels incorporating wrapped cords, dyed and frayed fabrics with hand and machine embroidery.



- The role of UK Sport is primarily focussed on the achievement of international success and the representation of UK sport internationally. To achieve this, the Council's work is geared to supporting individuals to achieve international success and developing and supporting a system capable of producing a constant flow of world-class performers.
- The Department has worked closely with DfEE on the establishment of Specialist Sports Colleges. These schools place sport at the heart of the curriculum and the life of the school. There are already 83 such colleges across the country, where young people can develop their sporting talent without sacrificing their studies, and following the Prime Minister's announcement in September of £24 million of additional funding, this number is expected to rise to 150 by 2004.
- The Global Film School, launched this year by the National Film and Television School in partnership with the University of California at Los Angeles (UCLA) School of Theatre, Film and Television and the Australian Film, Television and Radio School, will provide opportunities for participants ranging from schoolchildren to registered professionals to hone their talents and skills via the Internet.

b) Developing an appetite for excellence

Raising people's horizons creates a society – and a market – in which excellence both has an audience and is demanded.

- The winning performance of the British Teams at the Olympic and Paralympic Games made us all proud. This was the best showing by a British Team at the Olympics since 1920, coming home with an outstanding haul of 28 medals. The Paralympic Team also had a magnificent Games, with a tally of 131 medals, finishing second in the overall table. This was achieved through the focus, determination and talent of our athletes, harnessed and given a chance by the Lottery funding they and their coaches received. We have given a firm commitment that the level of Lottery support for our best sportsmen and women will be at least maintained and, if possible, enhanced over the next four

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years. Apart from its role in developing talent, UK Sport also seeks to attract major events to the UK in order to expand the UK's influence in international sport, bring economic benefits, and develop the sport involved. As a result, the Government has given its support in the past year to successful bids by UK Athletics to stage the 2003 World Indoor Athletics Championships and 2005 World Athletics Championships.

- In July, the European Commission formally verified the Government's list of 'Crown Jewel' sporting events which, under UK broadcasting legislation, must be available for live broadcast on BBC1 and 2, the ITV network and/or Channel 4. Chris Smith said 'The Government's aim has been to protect viewers' interests without imposing disproportionate restrictions on the commercial interests of either the events' organisers, who hold the rights, or broadcasters. This decision means that the public can watch the most important sports events live on television without having to pay a subscription fee.'
- The Department has the responsibility within Government for implementing UNESCO's World Heritage (WH) Convention, and in December led the UK's delegation to the WH Committee's Annual Conference in Cairns, Australia. The Department was delighted that the Committee accepted the UK's nomination for WH status of the Blaenavon Industrial Landscape in South Wales and the Historic Town of St George and Related Fortifications in Bermuda. The UK now has 20 WH Sites.

c) Ensuring that standards are met

This will mainly be achieved not through direct intervention but through our key expert public bodies: the Arts Council of England, Sport England, UK Sport, English Heritage, the English Tourism Council, the Commission for Architecture and the Built Environment, the Film Council and Resource (the Museums, Archives and Libraries Council).

The quality of outputs and outcomes is not easily measured, but DCMS is encouraging the relevant public bodies to establish standards and consequently to attain robust performance data.

- The Arts Council has put in place a number of processes to ensure that the delivery of, and/or the opportunity to achieve, excellence is an important consideration when decisions regarding the distribution of funds are made. These include peer review, panels/committees, staff expertise, funding agreements, annual reviews and quinquennial appraisals of regularly funded bodies. The Arts Council is also supporting and promoting excellence through the Breakthrough programme, through which awards totalling £1.2 million were made to 16 organisations in December. The aim is to put the spotlight on the selected organisations whose outstanding work has broken new ground for the arts, making it possible for them to continue to experiment and take risks, enabling them to push the boundaries of their work even further.
- UK Sport have set their own standards in devising targets for the proportion of athletes named in the UK World Class Performance Programmes who are, or have been, in receipt of services provided through the UK Sports Institute network.
- The Department has worked with CABE and others to develop and contribute to a range of initiatives aimed at improving the quality of public sector buildings, in particular the publication of *Better Public Buildings* in October 2000. This policy statement urges a step change in the quality of building design in the public sector.

Following a wide consultation exercise launched in May 2000 by the Secretary of State, DCMS itself published new standards for Public Libraries in England on 12 February 2001. DCMS will monitor levels of performance against the standards, which will be a feature of Annual Library Plans (ALPs) for 2001 and beyond. The new standards are grouped under principal service level objectives:

- to locate libraries to enable convenient and suitable access for users;
- to ensure that opening hours of libraries are adequate for users;
- to develop information and communication technology for users;
- to ensure satisfactory services for the issuing and reserving of books;

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- to encourage the use made of the public library service;
- to enhance user satisfaction with the services provided;
- to provide choice in books and materials made available to users;
- to provide appropriate levels of qualified staff.

As part of a wider commitment to the preservation of access to the nation's distinctive historic environment, on 18 November 1999 the Government announced that it would undertake a review of policies in this area providing an unprecedented opportunity to focus on attitudes towards heritage, to stimulate national debate about the importance of the historic environment to quality of life, and to create an integrated approach to managing the historic environment for the next century. Overall responsibility for this review rests jointly with the Department for Culture, Media and Sport and the Department of the Environment, Transport and the Regions, but as a first phase, the Departments commissioned English Heritage (EH) to address a number of specific policy issues and submit a report. In accordance with a request by Government, EH consulted exhaustively in preparing its report, *Power of Place*, which was published on 14 December 2000. *Power of Place* made a range of recommendations – both immediate and longer term – to strengthen protection of the historic environment and enhance its contribution to contemporary life. The recommendations were for action not only by Government, but also by the heritage sector generally, including local authorities, regional bodies and owners. Numerous Government Departments have an interest in the issues raised in *Power of Place*, and in contributing to the Government's response. We will now consider with the greatest care the analysis and the recommendations in *Power of Place* and aim to publish a major policy statement on the historic environment in the spring of 2001.

2.5 The National Lottery

Objective: *To maintain public support for the National Lottery and ensure that the objective of the Lottery Fund supports DCMS' and other national priorities.*

The National Lottery is now more than six years old and has had a tremendous impact on our national life, raising more than £10 billion for good causes.

The Government has encouraged distributors to target areas with low take-up of Lottery funds. Changes introduced through the 1998 Act and the revised policy directions are now beginning to benefit areas and groups previously under-represented within the spread of Lottery awards.

Next Licence

Camelot's current licence as operator of the National Lottery expires in September 2001. Following a competition, the National Lottery Commission announced in December that Camelot had been awarded a second seven-year licence.

New Distributor

Scottish Screen became a distributor on 7 April 2000 when it assumed from the Scottish Arts Council (SAC) responsibility for awarding National Lottery funds in respect of films and film making. It receives 1.16 per cent of the arts share of Lottery proceeds; consequently the share allocated to the SAC has fallen from 8.9 per cent to 7.74 per cent.

New Opportunities Fund

The New Opportunities Fund (NOF) was set up in January 1999 as the sixth good cause of the National Lottery with a remit to support projects in the fields of health, education and the environment, with a particular focus on those at risk of social exclusion. It has six ongoing initiatives totalling £1.5 billion, of which NOF has so far committed over £600 million (i.e. 40 per cent):

- *healthy living centres* – £300 million to create a network of healthy living centres that will contribute to tackling inequalities in health. Priority is given to projects which focus on areas of urban and rural deprivation, and the needs of people who suffer worse health than average;
- *out of school hours activities* – £205 million for out of school hours education projects and £225 million for childcare provision across the UK;

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- *ICT training* – for teachers and school librarians (£230 million), librarians (£20 million) and the digitisation of learning materials (£50 million);
- *cancer prevention, detection, treatment and care* – £150 million for the purchase of new equipment and for supporting palliative care and cancer prevention projects;
- *green spaces and sustainable communities* – £125 million to create, preserve, promote or improve access to urban and rural green spaces; and to support community-based projects to engage local people in caring for their environment and promoting sustainable development; and
- *community access to lifelong learning* – £200 million for the development of a network of ICT Learning Centres linked to the National Grid for Learning, the creation of Community Grids for Learning, and the completion of the People's Network, which will link all public libraries in the UK to the Internet by 2002.

When the millennium income stream comes to an end in 2001, NOF's share of the money from good causes will rise to 33.3 per cent. The rest will continue to be split equally between the arts, charities, sport and heritage.

In November 2000, the Government launched a public consultation on new initiatives to be funded by NOF.

In summary these proposals are:

- £750 million for additional sport facilities for schools and wider community use;
- £50 million for outdoor adventure and other activities for young people;
- £300 million to boost the fight against heart disease and stroke, provide extra money for the Fund's existing initiative to combat cancer, and provide palliative care for adults and children with life-threatening and chronic illness;

- £200 million for the provision of childcare places for children of 0–3 years, together with further support for the over-3s, particularly in deprived areas;
- £150 million for a programme of environmental renewal and community regeneration that would support community regeneration, promote recycling and develop renewable energy sources; and
- an amount to be provided as small grants for community groups to support local health, education and environment projects.

New policy directions will be issued to the Fund in the spring of 2001.

Lottery Grants for Local Groups

Awards for All is a Lottery-funded programme to help support local groups. It aims to fund groups which involve people in the local community or which bring people together to enjoy arts, charities, sports, heritage and community activities. In this programme grants of between £500 and £5,000 will help groups to do their work better, to involve more people or new people and to create a lasting benefit for communities. Priority is given to groups with an annual income of less than £15,000. The scheme is jointly funded by Lottery distributors in England and Scotland. It is proposed that the New Opportunities Fund will join the programme, allowing groups to apply for funds to support local health, education and environment projects.

Improving Geographical Distribution of Funds

The Department and the Lottery distributors jointly commissioned research from Sheffield Hallam University to examine the impact of the National Lottery on the coalfields and other areas that have fared badly in terms of receiving Lottery funding. The first phase of the research confirmed that coalfields areas were doing badly, but showed that the distribution pattern varied among the distributors. The second phase of their report, published in June 2000, made recommendations to ensure that every community receives its fair share of Lottery funding.

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An action group, involving officials from DCMS, the devolved administrations, Lottery distributors and other agencies, has been set up to take forward the recommendations in the report. Issues considered include the active encouragement of applications from low take-up areas; reducing partnership funding requirements in areas of low take-up; making decision-making more transparent so it is easier to learn from unsuccessful applications; and closer working with other funders at regional and local level.

Simplifying Application Processes

The Quality, Efficiency and Standards Team (QUEST) published Phase 1 of its Review of Lottery Application Processes in August 2000. The report looked at applications for grants of up to £100,000 and included recommendations for improving application and assessment procedures to help ease the administrative burden for small organisations and community groups applying for funding. Distributors have welcomed the report and are taking forward its recommendations. These include: the setting up of a joint distributor national helpline to provide initial advice and guidance for potential applicants; reducing information requirements on applications for smaller grants; and ensuring that all guidance notes for applicants are of high standard.

Evaluation

The Government is undertaking a project to evaluate the impact, in social and economic terms, of Lottery funding for the good causes. The Department has now agreed common performance indicators with distributors for use in future evaluation and monitoring forms. For evaluating the qualitative impact of the Lottery, DCMS has formulated a specification for external consultants to undertake the next stage of the project. This will involve formulating a set of questions designed to elicit qualitative information about the experience of using Lottery-funded projects. This new approach will be tested by the consultants in a number of case studies of specific localities and the findings will be collated for a report on the impact of Lottery spending to be published by DCMS in due course.

2.6 Regeneration and social inclusion

Objective: *To promote the role of the Department's sectors in urban and rural regeneration, in pursuing sustainability and in combatting social exclusion.*

Whilst a single definition of social exclusion can be elusive and its measurement problematic, it has been described as 'what can happen when people or areas suffer from a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime environments, bad health, poverty and family breakdown.' From this notion five Government objectives for social inclusion have been derived: improved educational achievement, increased employment prospects, improved health, reduced crime, and improved physical environment. This is the definition of social inclusion that underlies DCMS policies.

As part of the Government's neighbourhood renewal strategy, DCMS chaired the Social Exclusion Unit's Policy Action Team on arts and sport (PAT 10), which reported on the real contribution that these sectors can make to neighbourhood renewal. Since PAT 10 the Department has developed social inclusion action plans for its various policy areas, with the aim of securing real improvements in the quality of life in deprived neighbourhoods and among potentially excluded groups. A progress report, *Building on PAT 10*, was published in February 2001.

Working in partnership is a key aspect of delivering social inclusion throughout the Department's sectors. The progress report covers such partnerships with local communities, government departments, the wider public sector and business. The Department continues to discuss with the National Lottery distributors how best to co-ordinate and evaluate strategies to combat social exclusion. It is encouraging local authorities to include social inclusion objectives in their local cultural strategies and will ensure that the Government Offices and Regional Development Agencies involve culture, leisure and tourism organisations in plans for regeneration. Tourism interests are also being pursued through contact with the industry.

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PAT10 identified ethnic minority communities and people with disabilities as at particular risk of social exclusion, irrespective of where they live, and DCMS will seek to promote the inclusion of these groups through their increased participation in culture and leisure.

The Department has been aided considerably in the implementation of the PAT10 report by an advisory group of leading representatives of all our key partners. The group met for the final time in October 2000, at the stage when it became clear that social inclusion was being successfully mainstreamed in all our sectors. There will undoubtedly remain a need to be able to gather advice and feedback from experts in the field and from community groups. Much of this will continue through established networks within sectors. The Department will keep under review the need for any overarching arrangements for consulting its partners, especially when this could add significantly to the development or evaluation of social inclusion policy.

To improve knowledge of the impact of culture and leisure on social exclusion and to assist communities in monitoring and evaluating their projects and programmes, DCMS has commissioned its own research, as well as participating in research being carried out in other departments. The DCMS research programme aims to complement and co-ordinate the work of others in the DCMS field, including NDPBs and local authorities, and to disseminate information on 'what works' in combatting social inclusion as well as on best practice in evaluation.

The Report of Policy Action Team 10 may be read on the Department's web site, along with some specific examples of social inclusion projects and programmes from DCMS sectors across the country. Other examples of work that the Department has done towards social inclusion and regeneration are set out below.

- DCMS has contributed to the Government's Urban and Rural White Papers published in November 2000. These papers emphasise the role good design can play in bringing about regeneration of areas and stress that good design brings with it a host of social and economic benefits.

- The role of the historic environment as a catalyst for urban renewal is fully acknowledged in the Government's White Paper *Our towns and cities: the future* and is being further explored as a key element of the Department's Historic Environment Policy Review.
- In January 2001, Beacon Council local authorities were announced, recognizing good practice in regeneration through culture, sport and tourism.
- From 1 November 2000, people aged 75 or over will receive free television licences. Half-price television licences were introduced from 1 April 2000. New targets were also set for subtitling for the new BBC digital services. The Department believes that public service broadcasting should reflect the different cultural traditions in society, regional strengths and diversity and should reflect both mainstream and minority tastes.
- The Department is actively engaged with the Wembley Task Force in trying to assist the regeneration of the area surrounding the proposed new stadium.
- The Department is also actively engaged with the local council and agencies involved with the new Lee Valley athletics stadium in helping the stadium act as a force for regeneration for the surrounding area and in ensuring that a purpose-built venue can be created for the World Athletics Championships in 2005.
- Sport England have announced the launch of 12 Sport Action Zones, with the possibility of a further 18. They are Lottery-funded and aimed at improving sports provision in deprived areas. Zone managers have been appointed in most of the areas and they will be working with all the relevant local interest groups to identify the key priorities for their areas.



UTE LEINER
HAPPY LIGHT

Ute graduated in July 2000 from City and Guilds London School of Art. She lives and works in East London as a decorative artist and designer/maker. Happy Light is made from brightly coloured acrylic rods pierced through layers of tinted polypropylene. An ultra-violet neon strip illuminates it from behind, radiating through the acrylic rods to create shoots of light and colour.





3

Spending Review 2000 – Plans for 2001–02 to 2003–04

Spending Review 2000 allowed the Department to refocus its objectives and targets, and stimulated a range of new initiatives, which are set out here.

3.1 The Settlement

The outcome of Spending Review 2000 enabled Chris Smith to announce in July a very substantial increase in Departmental funding, from £1,015 million in 2000–01 to £1,240 million in 2003–04. This includes the best-ever settlements for sport and the arts, with sport funding almost doubling during the period and arts funding increasing by £100 million.

Some of the key outcomes of the settlement are as follows:

- a doubling of the investment in the school sport co-ordinator programme;
- £10.5 million support for the 2002 Commonwealth Games in Manchester;
- more support for regional theatres;
- the establishment of 16 creative partnerships to help young people develop artistic and creative skills;
- the restoration of the Public Lending Right to its original real-terms level;
- a £10 million funding package for regional museum, library and archive collections;
- substantial uplifts for the Royal Parks, British Film and the English Tourism Council;
- £90 million of capital credits for local authority projects funded under the Private Finance Initiative (PFI).

3.2 The Department's new Public Service Agreement (PSA)

The Department's 2001–04 PSA, published in July, sets out what the Department and its sponsored bodies will deliver with the resources allocated as a result of the Spending Review:

Aim

To improve the quality of life for all through cultural and sporting activities, and to champion the creative and leisure industries.

Objectives and Performance Targets

Objective I: sustain and develop quality, innovation and good design; create an efficient and competitive market, including by removing unnecessary regulation and other obstacles to growth so as to develop the tourism and creative industries; and promote Britain's success in the fields of culture, media and sport at home and abroad.

Objective II: broaden access for all to a rich and varied cultural and sporting life and to our distinctive built environment; and encourage conservation of the best of the past.

Objective III: develop the educational potential of the nation's cultural and sporting resources; raise standards of cultural education and training; and ensure an adequate skills supply for the creative industries and tourism.

Objective IV: ensure that everyone has the opportunity to develop talent and to achieve excellence in the areas of culture, media and sport.

Objective V: maintain public support for the National Lottery and ensure that the money raised for good causes supports DCMS's and other national priorities.

Objective VI: promote the role of the Department's sectors in urban and rural regeneration, in pursuing sustainability and in combatting social exclusion.

- Ensure all public libraries have Internet access by the end of 2002.
- Introduce at least 12 Creative Partnerships by March 2004, targeted on deprived areas, ensuring that every school child in the Partnership area has access to an innovative programme of cultural and creative opportunities.

3 Spending Review 2000 – Plans for 2001–02 to 2003–04

- Raise significantly, year on year, the average time spent on sport and physical activity by those aged 5 to 16.
- Increase the numbers of children attending museums and galleries by a third by 2004.
- Increase by 500,000 by 2004 the numbers of people experiencing the arts.
- Conduct a value for money study of the bodies sponsored by the Department by April 2002, and significantly improve the average performance by April 2004.

The PSA is underpinned by two further documents, both of which can be found on the DCMS website, www.culture.gov.uk: the Service Delivery Agreement, which sets out how we will achieve our targets and how we will achieve good value for money in our operations; and the Technical Note, which explains the definitions and data sources associated with each PSA target.

3.3 Summary expenditure allocations, by subject area, for 2001–04

(Figures in £000s)	2001–02	2002–03	2003–04
Museums, Galleries and Libraries	360,724	386,185	394,699
Arts	252,621	297,996	337,796
Sport	66,600	83,100	102,100
Historic Buildings, Monuments and Sites	142,412	152,101	153,987
Royal Parks	25,120	23,620	24,120
Tourism	47,063	49,063	49,563
Broadcasting and Media	104,651	110,126	112,126
Administration, Research and Other Services	29,286	29,818	30,318
Spaces for Sport and the Arts	60,000		
Culture Online	2,346		
National Lottery Commission	1	1	1
European Regional Development Fund	31,000	31,000	31,000
Reserve	711	6,390	3,690
Total	1,122,535	1,169,400	1,239,400

3.4 Some key initiatives in the new funding period

Culture Online

Announced in September 2000 by Chris Smith, Culture Online will provide interactive participation in the arts and culture through the Internet. It will systematically analyse the needs of its audiences – particularly in relation to the National Curriculum – and match the resources of the arts and cultural sector to them.

HM Treasury made available up to £5 million from the reserve to support the developmental stage of the initiative and the Department conducted a wide-ranging consultation exercise to refine its vision of what Culture Online should offer. The Culture and Recreation Bill introduced to Parliament in December 2000 contains provision to establish Culture Online as a statutory corporation.

Communications White Paper

The consultation period for the joint DTI/DCMS White Paper, *A New Future for Communication*, published in December 2000, ended on 12 February 2001.

The new legislation needed to implement the proposals will now be drawn up with the intention of introducing it into Parliament as soon as a suitable legislative slot is made available. The existing regulators will be fully involved in implementing the proposals and ensuring the smooth transition to the new regulatory regime.

A Strategy for Sport

The Department published its strategy for sport, *A Sporting Future for All*, in April 2000. The strategy identified a number of sources of funding and initiatives that would help deliver the vision for sport that it described. Following a successful Spending Review settlement for sport, the Department was able to improve significantly the resources available for some of these initiatives. Spending on sport will have doubled by 2003–04, when it reaches £102 million.

Schools are the key to increasing participation and improving Britain's performance in international sport in the medium term.

3

Spending Review 2000 – Plans for 2001–02 to 2003–04

People are more likely to develop a lifelong commitment to sporting activities if they have enjoyed them while at school. As well as helping to lay the foundations for our future sporting success and the obvious health improvements, there are many other benefits to participating in sport: improvements in self-esteem, discipline, team-working skills, responsibility and creativity are just a few. The new DCMS PSA target of increasing participation in sport and physical activity among 5–16 year olds year on year will be carefully monitored by the Department. In January, following discussions between the Department and the DfEE, the Secretary of State announced that pupils would be offered an entitlement of at least two hours high quality PE and sport within and beyond the timetabled curriculum. The Department will be involved in monitoring progress towards that goal.

With this in mind, DCMS is committing £60 million to the School Sport Co-ordinators initiative. This aims to create a network of Co-ordinators in secondary schools across the country, allied to sports colleges and working closely with feeder primary schools, to offer enhanced physical education and competitive sport in areas of social and economic deprivation. The new funding will take the total invested in the initiative to £120 million and will mean that 1,000 Co-ordinators will be created in around 250 'families' of schools. Around 5,000 primary schools will also benefit.

In addition, the Government has proposed that £750 million of the New Opportunities Fund National Lottery revenue should be committed to bringing about a step change in the quality and availability of school sport facilities and investing in other sport-based youth projects. The initiative will focus primarily on refurbishing existing, and building new, indoor and outdoor sports facilities at primary and secondary schools in areas where sporting provision is weak. The types of facility we envisage being funded are playing fields, swimming pools, tennis courts, indoor nets and astroturf pitches, which will be for community use as well as school use. Outdoor adventure facilities used by schools will also benefit from this funding by up to £50 million. As with other New Opportunities Fund initiatives, it is proposed that priority should be given to areas of urban and rural deprivation.

The Spending Review settlement has also enabled us to invest £7 million in modernising National Governing Bodies. The strategy includes a commitment to devolve more responsibility to sport's governing bodies, in return for improved administrative systems and structures, a commitment to invest a percentage of broadcasting right receipts in grass roots sport, and the involvement of elite performers in school and community projects.

The Government is increasing its commitment to the UK Sports Institute with an injection of a further £12 million over three years. This will fund the cost of the Institute's central services.

The Strategy recognises the key role that volunteers play in sport and the need to recruit, reward and retain volunteers effectively for sport's long term benefit. The Department has committed £4 million over two years to enable existing volunteering and leadership programmes, which are based in schools, to engage more young people and to improve the training and support offered to them. With £3 million over the same period from the Active Community Fund, we hope to create volunteering opportunities – as coaches, trainers, officials, administrators or mentors – for 60,000 people.

Space for Sport and Arts

In 1998, an OfSTED report described the accommodation of one in eight primary schools as being inadequate in some respects. The 'lack of sufficient outdoor or indoor accommodation for the teaching of physical education' and the 'lack of access to running water ... particularly affecting the teaching of art' were two aspects particularly highlighted by the report.* Following a successful joint DCMS/DfEE bid to the Capital Modernisation Fund (CMF), Chris Smith announced in April 2000 that the Space for Sport and Arts (SSA) scheme would make available up to £150 million of funding to provide around 300 new sports and arts facilities for primary schools in the areas where they were most needed.

*HMCI's Annual Report 1996/7 (TSO, February 1998), paragraph 72

Building on this identified need, the SSA scheme's objectives are to raise educational standards, promote inclusion, and build community pride in deprived rural and urban areas. It is an

3

Spending Review 2000 – Plans for 2001–02 to 2003–04

innovative partnership between traditional public spending from the CMF and three National Lottery distributors (Sport England, Arts Council of England and the New Opportunities Fund) to realise a scheme for school and community use that would not have been funded individually by any single body. In developing the initiative, the Department has particularly sought to break down the barriers that have traditionally prevented such schemes coming forward. Arts and sports facilities will feature in most schemes, with the aim of meeting local needs and aspirations.

The Department has worked very closely with DfEE and Lottery partners to ensure the SSA scheme targets areas of multiple deprivation already identified as priorities for the purposes of other programmes. A total of 65 local educational authorities (LEAs) were invited to bid for a notional allocation and submitted outline proposals for a total of 493 schools in December 2000. These were considered by a joint Project Board consisting of DCMS, DfEE, ACE, Sport England and the New Opportunities Fund (NOF). Around 300 projects have been invited to develop detailed bids to be submitted no later than 31 October 2001. A full evaluation of the bids will be made and firm commitments given to LEAs before March 2002 to enable projects to be delivered on the ground over the summer of 2002.

Creative Partnerships

The Spending Review increased funding for the arts by £100 million between 2000–01 and 2003–04, and Chris Smith announced that £40 million of this funding would be allocated over two years (starting in April 2002) to pilot 16 *Creative Partnerships* to provide exciting, challenging opportunities for young people to experience, learn from and enjoy artistic and creative activities. *Creative Partnerships*, which will be run by the Arts Council, will focus on bringing together schools, arts and other creative organisations and the commercial creative industries to provide enhanced opportunities for every schoolchild in the 16 Partnership areas. Through these pilot Partnerships, targeted on areas of deprivation, young people will be able to access an enhanced range of activities, events and opportunities across the creative sector, including museums, galleries, creative

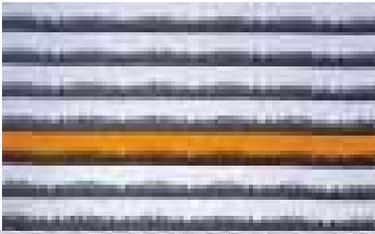
industries, new media and community arts as well as mainstream arts provision. The pilot locations range from inner city Manchester, to areas of rural isolation, like Cornwall, and counties with deprived coastal areas, like Norfolk.

Resource's regional programme

Resource, the new strategic body for museums, archives and libraries (which became fully operational on 1 April 2000) will receive additional funding in 2002–03 and 2003–04 for investment in, and on behalf of, museums, galleries, libraries and archives in the English regions. In addition to the core funding programmes inherited from the Museums and Galleries Commission and the Library and Information Commission, Resource will have a new regional programme of £10 million per annum. This programme will comprise the following elements:

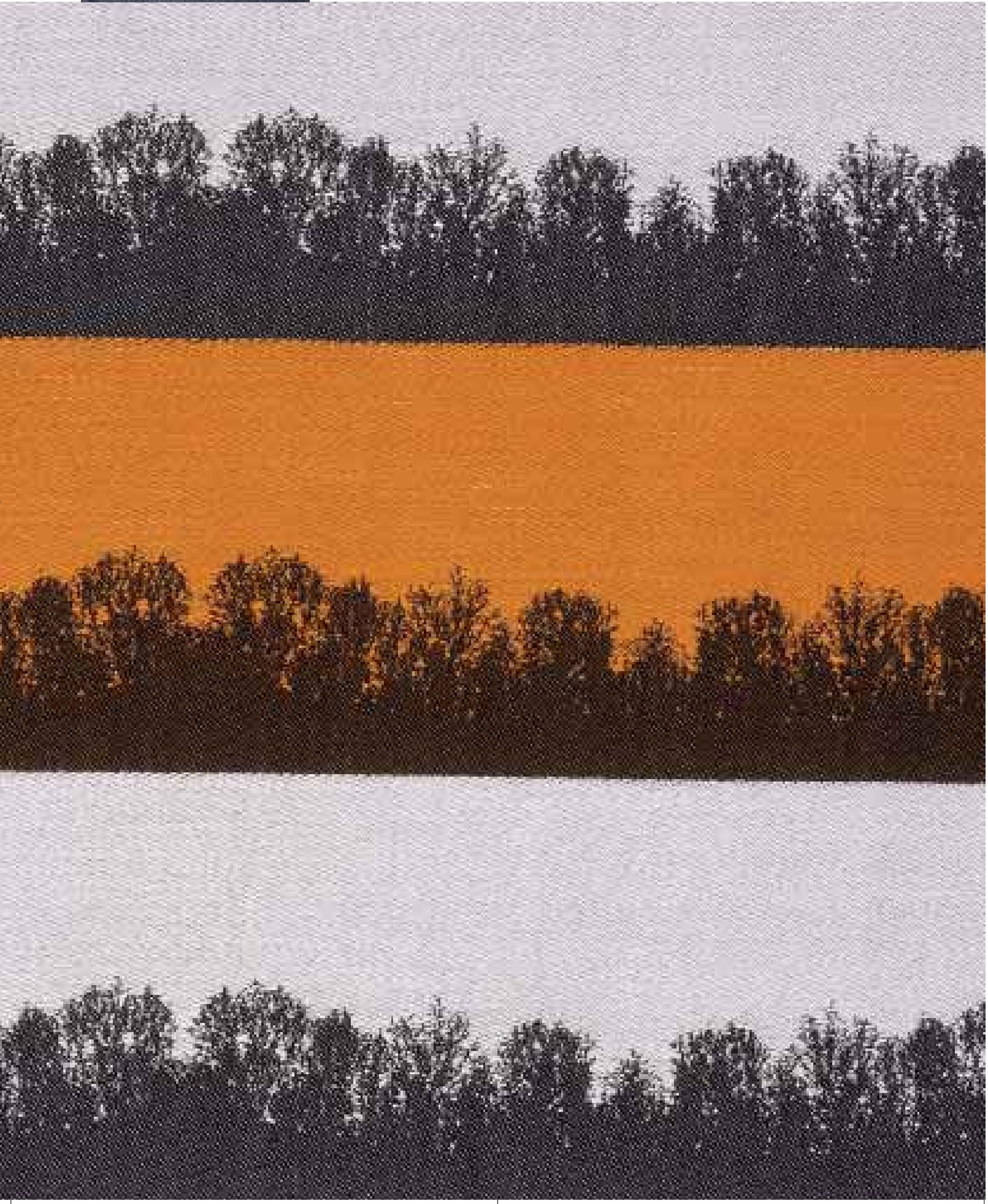
- the continuation and development of the Designated Museums Challenge Fund. Resource is conducting a review of the impact of the Challenge Fund and is considering the options for the future direction of the scheme;
- an Innovation Fund to encourage new approaches to service delivery by regional museums, archives and libraries;
- new sources of advice and support to museums, archives and libraries in relation to bidding for funds from the Lottery, Europe and private and charitable sources; and
- incentive funding to strengthen existing regional structures and to encourage cross-sectoral working between Area Museums Councils, Regional Archives Councils and Regional Library Systems.

Resource are also – at the Secretary of State's request – leading a review of the position and needs of regional museums across the country and the relationship between regional and national institutions.



LAURA THOMAS
TREESCAPE

Laura graduates from the Royal College of Art, London in July 2001, with an MA in Constructed Textile Design. Her work is an amalgam of weave, photography and graphic design, inspired by the natural environment of her home county Pembrokeshire, Wales. This piece is Jacquard woven fabric in silk and cotton.



European Capital of Culture

In 2008 the UK will host the European Capital of Culture. The city that wins the title will put on a year-long festival. The competition to select the city was launched in September 2000 when the criteria were published (www.culture.gov.uk/creative). Bids must be submitted by 31 March 2002 and the winning city will be nominated by the Prime Minister. The other short-listed cities will be publicised and commended as Centres of Culture.

3.5 Sectoral initiatives

In addition to these headline projects, the Department will continue to work towards the general aims and objectives set out in its PSA in all its sectors:

Industry sponsorship

Tourism

As well as giving overall direction to the work of the two public bodies which support UK and English tourism, DCMS will be directly engaged in:

- developing the Government's joined-up action in support of tourism through the Tourism Summit and the Tourism Forum;
- sharpening up the aims and objectives for improved competitiveness in the tourism industry, greater responsiveness to changing consumer demand, and better training and use of the people who work in the industry;
- ensuring the Government pursues to a successful conclusion the reviews of regulation now progressing and summarised in our response to the Better Regulation Task Force;
- implementing a strategy for the future of our traditional resorts, building on the work of the English Tourism Council's Resorts Task Force and bringing together the public agencies behind it;
- maintaining and developing the partnerships between public and private sectors to build a world class electronic delivery system for tourism information and tourism sales in the UK; and

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Spending Review 2000 – Plans for 2001–02 to 2003–04

- building on the foundation year of the Heritage/Tourism Cluster Group, which will aim to develop better networking and sharing of knowledge amongst other partners in the UK with overseas experience.

Media

Key tasks will be:

- to work with the Film Council on the implementation of its comprehensive strategy for the film industry and film culture; and
- to take forward work arising out of the research into small music companies' access to finance.

Broadcasting

The review of the Television Without Frontiers Directive, 89/552/EEC, begins with several studies in 2001, on which the European Commission will report throughout the year, and which will be subject to workshops and discussions with industry and Member States. Before the end of 2002 the Commission will communicate its proposals for amendments to the Directive and negotiations will begin in the relevant Council Working Group.

Our work on digital switchover is part of a vast project aiming to give to all British citizens the best of digitisation and of new technologies. As part of that strategy, DCMS will, jointly with the DTI and the ITC:

- launch a series of digital TV pilot projects in 2001, which will feed into a spectrum planning strategy to ensure the most efficient use of spectrum together with the best services and minimal disruption for people;
- monitor digital take-up and undertake research aimed at understanding the needs and expectations of the viewers and listeners; and

- bring together key public and private sector stakeholders to develop a more comprehensive digital TV action plan, by working with manufacturers and retailers to ensure that everyone gets better information about digital TV services and equipment, with broadcasters to promote the advantages of digital TV, and with consumers (through the Viewers' Panel) to make sure that their interests are fully taken into account.

The Creative Industries

The emphasis in all the work of the Creative Industries Unit towards the end of this year will be to turn all its existing analysis into action and to ensure that the recommendations from the reviews listed in Chapter 2 are given effect.

At its June meeting, the Creative Industries Task Force agreed a number of initiatives:

- a new work programme that will focus on strengthening our efforts in fields such as finance, business support mechanisms and regulation;
- an updating of the 1998 Mapping Document, providing more recent data on the contribution the creative industries make to the economy and the issues they face. This new version will also cover the impact of ICT, the Internet and convergence on creative businesses, and will include a regional dimension;
- a change of format. In future, there will be a Ministerial Creative Industries Strategy Group (MCISG), whose role will be to drive forward changes beneficial to the creative industries. In addition, there will be informal meetings between MCISG Ministers and leading figures in the creative industries, to allow a forum for the discussion of current strategic issues.

The Arts

In May 2000, Peter Boyden submitted to the Arts Council his report into the difficulties facing regional theatre. The Government warmly welcomed the report, which provided a good

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foundation for the Arts Council to refine a national policy based on the wider theatre ecology, *The Next Stage*. The Arts Council sought an additional £25 million a year to implement its new policy, and the Department provided it, within the additional money for the arts announced in July. The increase will be phased in over two years with £12 million in 2002–03 and £25 million in 2003–04. The strategy and allocations for funding theatre in England in 2002–03 and 2003–04 were announced in March.

The Department is continuing to develop relationships with the key representative bodies in the industry, to represent better the industry's interests on a range of issues from Internet ticketing to child performance regulation. In particular, it is committed to maintaining a close liaison with the Society of London Theatre (SOLT) and the Theatrical Management Association (TMA) to explore further a number of the issues emanating from the *Wyndham* and *After Wyndham* reports on West End Theatre. The Department is also supporting the joint SOLT, TMA and Independent Theatre Council Conference in 2001 that will take many of these issues forward.

The Department will ensure that the industry's interests are represented within Government by pursuing dialogue with other departments on a range of issues, the aim being to support better regulation in areas that have an impact on economic and artistic growth. Examples include the Financial Services and Marketing Act, the Liquor Licensing White Paper, child actors legislation, and discussions about withholding tax within Europe.

Education

In addition to the new educational initiatives described in section 3.4 above:

- Through the People's Network programme, all 4,300 public libraries in the UK will be online and linked to the National Grid for Learning by the end of 2002. Online public libraries form an integral part of the Government's wider UK online programme, which aims to give Internet access to everybody in the UK who wants it by 2005.

- The DCMS/Wolfson Public Libraries Challenge Fund's Reader Development and British History Programmes will be repeated in 2001–02. An evaluation study of the reader development projects funded this year will be completed and disseminated.
- The Government has undertaken to respond by March 2001 to the recommendations in the report *Empowering the Learning Community*, regarding the co-ordination of library resources in support of lifelong learning. A conference on this subject will be held in London on 28 March 2001.

The National Lottery

Key tasks for 2001–04 are:

- to increase public awareness of the Lottery opportunities, particularly in areas of social exclusion;
- to continue to build on the work already done with distributors to achieve a fairer geographical spread of Lottery funds and to make the application process more accessible;
- to work with the New Opportunities Fund and other departments to ensure that the third round of NOF initiatives is delivered effectively; and
- to evaluate the achievements of the Lottery so far and to establish consistent baselines for ongoing evaluation for future years.

Young People and Social Inclusion

The Department has been working with partners across Government and beyond to ensure a better future for young people, especially those at risk of social exclusion. Spending Review 2000 unlocked a considerable range of funds for young people, most notably the new Children's Fund, which will be focused primarily on delivering better preventive services and new community solutions for 5–13 year olds showing early warning signs of exclusion and disaffection. The Fund, announced in Spending Review 2000, will roll out gradually from 2001, covering

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the whole of England by 2004. As with the Sure Start scheme, money from the Children's Fund will be controlled at a local level. The Department has been working to ensure that the Fund releases the potential that sport and culture have to improve the life chances of children at risk – through building self-esteem and respect for others, promoting self-discipline and fostering social skills.

The Department has also played a considerable role in the development of the new Connexions Card for 16–19 year olds and Connexions Service for 13–19 year olds. It has helped foster links between practitioners in our fields and the policymakers in charge of the projects, again helping to ensure that the benefits of culture and sport are spread to all.

In January the Secretary of State announced that DCMS and DfEE will jointly commission two pilot studies to test the feasibility of offering unemployed people on New Deal programmes opportunities to work and train as sports assistants alongside School Sport Co-ordinators. The scheme will harness the power of sport to motivate disadvantaged and disaffected young people and allow them to build experience and qualifications in a range of skills with wider applications in the world of work. The pilot studies will begin in April, and if they are successful over the next year, the initiative will be extended across the country by 2004.

After the Millennium

The Department's Millennium Unit is committed to providing a full range of support to Ministers and continues to liaise closely with the Millennium Commission, the New Millennium Experience Company (NMEC) and a range of public and private sector organisations in a bid to secure the best deal to deliver long term regeneration of the Greenwich Peninsula and continued benefits for the local community. The Millennium Commission has also set the challenge for an organisation to take over the Millennium Awards Scheme, and the successful organisation will be responsible for administering a £100 million Endowment Fund. An estimated

£5–6 million is expected to be distributed in Awards each year and the Endowment Fund will represent the legacy of the investment made in people for the millennium as well as ensuring the long-term future of the Scheme.



KAREN MEAGOR
CRESCENDO

Karen is studying for a BA in Textile Design at Birmingham Institute of Art and Design, University of Central England. This piece was inspired by musical instruments and presented as a furnishing fabric design. Her current work looks at exterior lighting as inspiration for fashion fabrics. She uses Computer Aided Design for development, fabrics and visualisation.





4 Departmental Management, Resources and Expenditure

Efficiency, effective management and inclusive personnel policies and practices are all essential components of the Department's overall performance, and are reported on here. This chapter also sets out DCMS achievements in cross-cutting and specialist areas.

4.1 The Department's Values

In DCMS, we:

work together as a team

- by valuing each person's contribution and treating colleagues with courtesy and respect
- by promoting fairness, integrity and equality of opportunity in all the Department's dealings
- by communicating effectively both within and between divisions
- by encouraging everyone to generate ideas and solutions

work in partnership with others

- by identifying, and listening and responding to those who are engaged in the activities we promote
- by ensuring that we and our funded bodies fully understand each other's purposes and expectations
- by appreciating the wider context of Government policy and collaborating with other departments

maintain high standards

- by providing a prompt, impartial and effective service to Ministers, Parliament and the public
- by ensuring probity and value for money in spending public money
- by identifying the skills needed and helping our staff develop them
- by setting clear rules on conduct and propriety and ensuring they are met

deliver results

- by stating what we and our partners can realistically achieve and ensuring that we are all equipped to achieve it
- by improving efficiency and value for money in the use of our resources.

4.2 Administration costs

The Department's running costs are set out in the following table:

Gross administration costs £millions	1998-99 outturn	1999-2000 outturn	2000-01 estimated outturn	2001-02 plans	2002-03 plans	2003-04 plans
Paybill	19	19	16			
Other	11	15	14			
Total Administration Costs	30	34	31	32	32	32
Related receipts	#	#	#	#	#	#
Net expenditure	30	34	31	31	32	32
Gross controlled administration costs limits				32		
Outside administration costs limits						
Non-cash administration costs in Annually Managed Expenditure (AME)	5	5	6	7	7	7

less than £0.5 million.

4 Departmental Management, Resources and Expenditure

4.3 Staff numbers

Staff numbers are set out in the following table:

		1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Staff Numbers										
Department for Culture, Media and Sport (Gross Control Area)	CSFTEs ⁽¹⁾	351	577	590	597	653	397	408	402	402
	Overtime	16	13	26	26	28	14	13	13	13
	Casuals	7	17	7	3	0	2	1	1	1
	Total	374	607	623	626	681	413	422	416	416
The Royal Parks Agency (Gross Control Area)	CSFTEs	249	INC				229	235	235	235
	Overtime	6	ABOVE				9	9	9	9
	Casuals	17					3	0	0	0
	Total	272					241	244	244	244
Historic Royal Palaces Agency (Net Control Area)	CSFTEs	401	429							
	Overtime	10	50							
	Casuals	48	63							
	Total	459	542							
Office of the National Lottery	CSFTEs	26	28	28	31					
	Overtime	1	1	1	1					
	Casuals	0	0	0	0					
	Total	27	29	29	32					
Total DCMS		1,132	1,178	652	658	681	654	666	660	660

⁽¹⁾ Civil Service full-time equivalents.

⁽²⁾ Historic Royal Palaces became a Non-Departmental Public Body (NDPB) on 1 April 1998.

⁽³⁾ The Office of the National Lottery became the National Lottery Commission, an NDPB, on 1 April 1999.

4.4 External recruitment

Staff are appointed to the Department from outside the Civil Service on the basis of fair and open competition and selection is on merit. The recruitment system was independently audited during the year and found to be satisfactory. Information on the total numbers recruited into DCMS on fixed term or permanent appointments during 2000 is shown below.

Grade	Total Number	Ethnic Minority	Women	Disability
SCS	2	0	1	0
A	1	0	0	0
HEO(D)	4	0	1	0
B	9	1	1	0
C	0	0	0	0
D	16	10	10	1

In addition there were three existing staff (including a woman and someone from an ethnic minority) who were successful in the service-wide Instant Recruitment Scheme at Grade C run by Capita RAS and appointed to posts in DCMS at this level.

Permitted Exceptions to the Fair and Open Recruitment Rules

- Secondments – 2 Grade As (one woman but neither from an ethnic minority nor with a disability); 1 Grade B (a woman but not from an ethnic minority nor with a disability)
- Reinstatement – 1 Grade B (male but not from an ethnic minority nor with a disability)
- New Deal recruits – 1 male from an ethnic minority (NB. Three recruits who originally came in under the New Deal initiative were subsequently successful in gaining permanent appointments through fair and open competition; they are included in the above figures).

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Departmental Management, Resources and Expenditure

4.5 Equal Opportunities

Equality of opportunity continues to be a high priority. Through Modernising Government the profile of equal opportunities will be raised and diversity issues will be embedded in our performance management system.

Statistics on ethnic minorities and people with disabilities (based on self declaration) and women in senior management posts are:

Total	21
Women	7 (33%)
Ethnic minorities	0
Staff with disabilities	1 (5%)

4.6 Training and development

The Department has continued to offer a wide range of training and development opportunities designed to meet both DCMS and personal development objectives. A full induction programme has been maintained for new staff, and the DCMS management training programme has been extended. A core training programme has been introduced, covering topics such as serving Ministers, effective administrative support, and effective sponsorship of non-departmental public bodies. Other training events included effective management of sensitive issues; coaching skills; presentational skills; and creative thinking and innovative action. A mentoring programme is also due to come on stream from the beginning of 2001.

4.7 Investors in People

The Department was recognised as an Investor in People (IiP) in October 1999, two months ahead of schedule. Re-accreditation took place in February 2001. The Department has continued to do the good things for which it was awarded IiP and acted on the helpful recommendations made by the assessor. For example, in the area of communication, the Department has set up a regular programme for individual divisions to present an overview of their work to the Management Board, introduced a policy on shadowing, enhanced social activities and revamped its induction training. DCMS continues to operate in a way that recognises the importance of its

staff, as was done before and has been done since accreditation.

4.8 Senior Civil Service salaries

The Senior Salaries Review Body published salary details for Permanent Secretaries in February. Details for the rest of the Department's Senior Civil Service staff are shown below:

Salary band	No. of staff in band
£40,000 – £44,999	1
£45,000 – £49,999	5
£50,000 – £54,999	4
£55,000 – £59,999	2
£60,000 – £64,999	–
£65,000 – £69,999	3
£70,000 – £74,999	4
Over £75,000	3

Notes relating to the table:

- salaries as at 1 February 2001
- staff in post on 1 February 2001
- all salaries include London Weighting or London Allowance
- no bonuses were paid in the year commencing 1 April 2000
- excludes the Permanent Secretary

4.9 Better management

The Department continues to strive for excellence in its management practice and has recently introduced a new work experience policy that encourages those from ethnic minorities and those with disabilities to gain an insight into the workings of DCMS, a shadowing scheme to help staff in their personal development and a secondment policy to help staff in their personal development, and allow those outside the Department to bring new ideas to DCMS. A full Departmental meeting is held on a regular basis, with Ministers and Management Board, to debate Better Management issues, and an action plan has been developed to capture recommendations from the staff opinion survey, the conferences held on creating a modern DCMS staff and the Peer Review of the Department.

4 Departmental Management, Resources and Expenditure

4.10 Investment and asset management

The Departmental Investment Strategy (DIS), published separately as an outcome of the 2000 Spending Review, describes the Department's strategic plans both for new investment and for the use of existing assets. A copy can be viewed on the Internet site www.culture.gov.uk

Strategic Policy Context

The Department has put in place three-year funding agreements with its sponsored bodies that link Government investment to outcomes which reflect our central themes of access, excellence, education and the development of the creative industries. These agreements are designed both to set challenging targets for the individual organisations and to ensure that the Department can meet its PSA targets. They also provide clear benefits in terms of stability of funding and long-term planning.

Capital Allocation

The Department's Capital Budget within its Departmental Expenditure Limit is as follows:

£millions	2001-02	2002-03	2003-04
Capital budget	119.9	71.0	80.0

The capital has been allocated as follows:

Department	0.9	0.9	1.4
Royal Parks Agency	4.1	1.1	0.9
Sponsored bodies	23.4	37.7	42.4
European Regional Development Fund	31.0	31.0	31.0
Space for Sport and Arts	60.0		
Departmental Reserve	0.3	0.3	3.3

Progress on long-term capital projects is set out in Chapter 5.

Asset Utilisation

The Department has direct ownership of a limited number of assets. The bodies outside the boundary, for which the Department has policy responsibility, own and manage a wide range of assets, including heritage assets and inalienable assets, which are intended to be preserved in trust for future generations because of their cultural, environmental or historical associations. These heritage assets include historic buildings, archaeological sites, museums and galleries collections, archives, burial mounds, ruins, monuments and statues.

The Department remains committed to increasing efficiency through better utilisation of public assets, and encourages all its non-departmental public bodies (NDPBs) and the Royal Parks Agency to consider the opportunities for commercial exploitation of assets, goods and services where it is sensible to do so. The Quality, Efficiency and Standards Team (QUEST) will also play a role in advising DCMS and its NDPBs on the development of strategies for the commercial exploitation of assets.

Asset Disposal

The Department's asset disposals were outlined in the reporting against PSA objectives in Chapter 1.

Public Private Partnerships

The Department and its sponsored bodies are alive to the opportunities provided by the Private Finance Initiative, in particular its scope for providing better managed procurement and for transferring to the private sector those risks that the public sector does not have the expertise to manage so successfully. Sponsored bodies are encouraged to identify opportunities and implement projects.

Projects agreed to date, with a total value of £6.6 million, include;

- the British Library Catering project, for the provision of catering services, including equipping of the catering facilities;
- the British Library Corporate Bibliography Programme, for the

4 Departmental Management, Resources and Expenditure

provision of an integrated bibliographic service for the British Library; and

- the restoration and catering facilities at Pembroke Lodge, by the Royal Parks Agency.

Procedures and systems

Building on the work necessary to produce the DIS, the Department plans, during 2000, to prepare a Departmental Asset Management Plan setting out the extent, condition, utilisation and suitability of its asset base and its forward plans for capital works, including asset disposals. The aim of this plan is to ensure efficient and effective management of its assets, and to maximise value for money. The Department also plans to explore the scope for introducing asset management planning in sponsored bodies.

4.11 Capital Modernisation Fund

In addition to the Department's Capital Budget, £75 million has been allocated from the Capital Modernisation Fund (£15 million in 2000–01 and £60 million in 2001–02) for the Space for Sport and Arts Scheme. More information on the scheme is given in Chapter 3.

4.12 Sponsorship

The Department has an official responsible for ensuring that relevant guidance on commercial sponsorship is known and adhered to throughout the Department. DCMS is currently considering its own approach on sponsorship which will be consistent with the guidance and with best practice.

4.13 Sustainable development

As the Department's Green Minister, Janet Anderson is responsible for championing sustainable development within Departmental policy formulation, so that this reflects sustainable economic growth, social progress and environmental protection, and for spearheading efforts within the Department and its sponsored bodies to ensure that our business activities are sustainable. The senior official to contact in this area is Paul Bolt (tel: 020 7211 6278).

Sustainable development has been defined as handing on the same or greater stock of capital to each succeeding generation, that is economic capital, environmental capital and social capital. Within DCMS, the immediately relevant areas are as follows:

- close collaboration on Sustainable Tourism with the DETR. The English Tourism Council is now spearheading the development of the 'wise growth' of tourism in England;
- the Department's work with English Heritage to achieve sustainable conservation-led regeneration and the use of the built environment to support social, physical and economic regeneration;
- the development of projects through the National Lottery, including the Heritage Lottery Fund's work on urban parks and on local heritage, and the New Opportunities Fund's Green Spaces and Sustainable Communities initiative;
- the Royal Parks Agency's work on parks and open spaces;
- work on natural history and biodiversity, led by the Natural History Museum;
- the 'green housekeeping' practised within the Department; and
- the contribution that DCMS social inclusion initiatives specifically, and participation in cultural and leisure activity in general make towards the building and maintenance of social capital, through the realisation of the broad governmental objectives of improvements to health, educational achievement, employment, housing and crime reduction.

The Department has a further important role in realising the aims of sustainable development through the development and definition of the idea of cultural capital, that of sustaining cultural and creative participation and output. Although there are definitional and measurement challenges here, these are not insurmountable. At the local level there is the possibility of developing a 'local

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cultural index' that would measure the vitality of communities and DCMS is working to do so alongside the Arts Council, its advisers and pioneering local authorities.

In terms of 'greening' our own operations, DCMS plans to implement environmental management systems by June 2001.

4.14 Quinquennial reviews

The Department is committed to ensuring that its sponsored bodies and the Royal Parks Agency undergo quinquennial reviews. A rolling programme of reviews, subject to annual revision, is being implemented.

The full programme as at April 2001 is:

Reviews continuing into 2001–02

British Library

British Tourist Authority

Geffrye Museum

Horniman Museum

Museum of London

National Gallery

National Heritage Memorial Fund

National Museum of Science and Industry

National Portrait Gallery

Royal Commission on Historical Manuscripts

Sport England

Reviews beginning in 2001–02

Advisory Committee on the Government Art Collection

Museum of Science and Industry in Manchester

National Lottery Charities Board

National Maritime Museum

Public Lending Right and the Advisory Committee for the Public Lending Right

Reviewing Committee on the Export of Works of Art

Tate Gallery

Reviews beginning in 2002–03

Advisory Committee on Historic Wreck Sites

Arts Council of England

English Heritage

Historic Royal Palaces

National Museums and Galleries on Merseyside

Regional Cultural Consortia

Sir John Soane's Museum

UK Sport

Victoria and Albert Museum

Reviews beginning in 2003–04

British Museum

English Tourism Council

Imperial War Museum

Natural History Museum

New Opportunities Fund

Treasure Valuation Committee

Wallace Collection

Reviews beginning in 2004–05

National Endowment for Science, Technology and the Arts

National Lottery Commission

Royal Armouries

Reviews beginning in 2005–06

Commission for Architecture and the Built Environment

Film Council

Resource

4.15 Internal audit

The Department's Internal Audit Unit gives assurance to the Accounting Officer on DCMS' internal control system and assists managers in the Department by advising on the adequacy of the controls for which they are responsible and by recommending improvements.

Key issues in the audit strategy for 2000 and beyond are the further development of corporate governance; supporting the

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Department's risk management systems; formulating a strategy for providing an audit assurance on controls over the achievement of Departmental objectives; and other work to support the Accounting Officer's statement on internal financial control. The Unit also supports and promotes internal audit in the Department's NDPBs and monitors its adequacy and effectiveness.

Key achievements in 2000–01 include an annual review of corporate governance in DCMS and the completion of a series of audits of cross-cutting sponsorship subjects, including framework documents and National Lottery Distribution. In 1999–2000 the Unit completed 53 audits and made 270 accepted recommendations for improvements in controls.

4.16 Bill payment

The Department has signed up to the British Standard for Achieving Good Payment Performance in Commercial Transactions (BS 7890) and is committed to the payment of all invoices not in dispute in accordance with agreed contractual conditions or, where no such conditions exist, within 30 days of receipt of goods or services or the presentation of a valid invoice.

Monitoring of DCMS payment performance as at the end of December 2000 showed that 99.0 per cent of invoices were settled within this timescale. This compares with a performance of 99.6 per cent in 1999–2000 and 97.8 per cent in 1998–99.

4.17 Facilities management

The management of facilities services within DCMS was outsourced to WSP Facilities Management in October 1999. As part of the five-year contract, a 24-hour help desk service is provided, based at the contractor's offices. In April 2000, the phased implementation of the project was completed, and all service provision is now the contractual responsibility of WSP.

4.18 Economic appraisal

Before DCMS-sponsored bodies can proceed with major spending decisions, an economic appraisal of the project is required. This appraisal needs to demonstrate that, of the options available, the

preferred project represents the best value for money that can be obtained. The same rigorous appraisal is required of the bids submitted to the Lottery Distribution Boards by sponsored bodies. In March 2000 DCMS Economics Branch issued an updated version of 'The White Book' of customised guidance on economic appraisal for DCMS and its sponsored bodies.

Economics Branch is the focus for both internal and externally funded economic and evaluation research, as well as for the technical input for Regulatory Impact Assessments which accompany regulatory proposals. Internal research covers a wide range of policy issues including the economic aspects of the National Lottery. On the wider research front, Economics Branch provides technical input to a range of academic research projects and programmes (for example, the major study co-ordinated by the Policy Studies Institute entitled 'The Cultural Sector in the UK: Profile and Policy Issues', due to be completed early in 2001). The Branch also participates in research seminar groups and networks funded by the Economic and Social Research Council and a range of other sponsors.

4.19 Statistics and research

The Department currently publishes no statistics under the Government Statistical Service logo because it is primarily a user of a wide range of official statistics on the creative industries, cultural activities and tourism. The Department is also one of the sponsors of a number of surveys run by the Office for National Statistics (for example the International Passenger Survey and the UK Time Use Survey). DCMS therefore had no National Statistics of its own when the Government's Framework for National Statistics was launched in June 2000. Its first set of National Statistics is due to be released in April 2001, reporting on National Lottery awards by area. The Department is also working with the national tourist boards to develop National Statistics on the activity of UK residents in the tourism industry and on occupancy rates in hotels and similar accommodation.

The Department conducted internal reviews during the year on statistical and social policy research needs and on economic

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research and evaluation, as part of the modernising government agenda. Main recommendations included:

- strategic research and statistics programmes within DCMS and within individual non-departmental public bodies (NDPBs), driven by policy needs (including the evaluation of policy) and fully integrated with the business planning round
- an information base of quality assured statistics and research, available as a common resource for DCMS and NDPBs, from which National Statistics and other publicly available material would also be drawn; and
- better information management within DCMS and individual NDPBs, to identify information needs and to make best use of the information available.

The many detailed recommendations are now being implemented within the available resources, and a new research network has been formed, linking DCMS and research managers in NDPBs, to offer support for this programme.

4.20 Public Accounts Committee Recommendations

The Department is awaiting a report from the Public Accounts Committee (PAC), following the appearance before them on 15 November of the Permanent Secretary, Robin Young, Mike O'Connor (Director, Millennium Commission) and David James (Executive Chairman, New Millennium Experience Company). This followed on from the 9 November report by the Comptroller and Auditor General *The Millennium Dome* (HC 936).

Following publication of the National Audit Office (NAO) report *Grants made by the National Lottery Charities Board* on 6 April 2000, a related hearing took place before the PAC on 10 May 2000. The PAC published its report in February 2001, and DCMS will respond to the report's recommendations by late April 2001. A full account of the PAC report's recommendations will appear in the DCMS Annual Report 2002.

On 30 March 2000, the Government published its response to the PAC report on the *Arts Council of England: Monitoring major capital projects funded by the National Lottery*. The PAC report followed an investigation by the NAO into the project management of 15 of the largest capital awards over £5 million made by the Arts Council from 1995 to 1997. Overall, the NAO report was supportive of the approach taken by the Arts Council towards some of the biggest and most complex capital projects. All these projects received their awards before the introduction of the Arts Council's Three Stage Process, which is designed to minimise technical uncertainty early on in projects.

The report contained a number of recommendations on how monitoring could and should be improved for such projects. By the date of the PAC hearing (21 June 1999) the majority of the recommendations made in the original NAO report had already been implemented or were in the process of being implemented. The principal areas of recommendation were:

- that it is essential that the Arts Council has appropriate financial and management expertise; the Committee note that the Arts Council have established a Finance and Business Service Unit, but consider that this should have happened sooner;
- that the Arts Council should monitor and evaluate the effectiveness of the new assessment and management of applications and awards. The PAC look to DCMS to ensure that this is done;
- that the Arts Council must adopt a robust approach to enforcing special terms and conditions;
- that in noting the Department does not second-guess Arts Council decisions, the PAC look to DCMS to ensure that lessons learned are shared with other distributors. The PAC welcomed DCMS assurance that the Department's role is to share best practice with distributors.

The Department and the Arts Council accepted all of these recommendations.



NICOLA BRYAN

A GOURMET DELICACY OF GIBLETS AND TREACLE

Her work reflects her interest in our estrangement from our bodies through the physical and social limitations inflicted upon us. Exploring what is acceptable and unacceptable, her work is largely concerned with parts of the body carrying connotations of eroticism, anxiety and disgust.



4.21 Quality, Efficiency and Standards Team

Following the Comprehensive Spending Review, the Quality Efficiency and Standards Team (QUEST) was set up to identify, evaluate and promote good practice in the achievement of outputs directed towards Departmental objectives across DCMS funded bodies and the cultural industries, and to provide independent advice to the Secretary of State on the performance of funded bodies in meeting Departmental objectives.

QUEST's first work plan, agreed with the Secretary of State in November 1999, committed it to a number of projects:

- a review of the funding agreements between DCMS and all its sponsored bodies;
- a review of business risk management within the sponsored bodies;
- a study of how sponsored bodies can best make use of the Internet to pursue commercial and public service objectives; and
- an investigation into the cost and burden of Lottery application processes.

Each project resulted in a report, approved by the Secretary of State and published in the course of 2000, as a result of which, a number of recommendations have been implemented:

- a new single framework, along the lines recommended by QUEST, has been introduced by DCMS for its new round of funding agreements, with a smaller range of more meaningful targets, and the agreements themselves focused more effectively on strategic goals rather than current activity, underpinned by a small number of Key Performance Indicators across all sponsored bodies; and
- cross distributor working on Lottery application processes, in particular addressing the need for a consistent approach to the information given to applicants and a simplification of the information required of them.

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In June, QUEST agreed a framework for future work with the Secretary of State which it used as the basis of consultation with sponsored bodies and others. The framework suggested that future studies should be based around three broad themes:

- how sponsored bodies are best delivering specific Government objectives for the cultural and sporting sectors, with special focus on those areas where identifying and evaluating outcomes is most difficult;
- best practice in addressing management issues, focusing primarily on:
 - understanding of the market,
 - commercial exploitation and innovation,
 - partnerships and collaboration,
 - and the most effective use of staff; and
- the appropriate structures and relationships across the sectors, between Government, first tier and further delegation of funding and accountability.

QUEST put proposals to the Secretary of State for its next work programme in December 2000, for a range of projects based on the consultative framework. The work programme was formally agreed and announced in January 2001.

Keith Oates, the Chairman of QUEST's Advisory Board, resigned as a result of ill health in March 2000. Sheila Forbes was appointed to replace him from 1 November 2000. At the same time, Anne Page was appointed to the Advisory Board.

4.22 DCMS in the Regions

The Department now has dedicated representation at senior level in each of the nine Regional Government Offices, enabling greater account to be taken of our sectoral interests. The new staff are providing initial secretariat support to the Regional Cultural Consortiums and will be critical in improving contacts within the regions and with DCMS.

Regional Cultural Consortia

Regional Cultural Consortia were set up in late 1999 in each of the eight English regions outside London. The Consortia are working with Regional Development Agencies and other regional and local partners to champion cultural and creative interests and to promote the role of culture, tourism and the creative industries in economic development, regeneration and social inclusion. During the year they have consulted widely on draft regional cultural strategies to draw together common issues and identify regional priorities. These are due for publication before Easter; the East Midlands strategy document was published in January.

There are analogous arrangements in London. Under the Greater London Authority Act 1999 the Mayor has appointed a Cultural Strategy Group which will draft and consult on a Cultural Strategy for submission to the Authority during 2001.

Government in the Regions

The value of placing staff in each of the nine English Regional Government Offices has been proved during the year. They have provided a new focal point within Government, where the regional contribution of the cultural and creative industries is referenced to the wider cross-cutting priorities for education, social inclusion and regeneration, and have provided essential support to the Regional Cultural Consortia. In line with the recommendations of the Performance and Innovation Unit's report recommending strengthened Government Offices (*Reaching Out: the Role of Central Government at Regional and Local Level*) the Department agreed to integrate these staff into the Government Office structure and has negotiated the transfer to the new arrangements with the newly-established Regional Co-ordination Unit.

Devolution

The Department has established good relations with all three Devolved Administrations and officials meet regularly to review the arrangements for consultation and to explore how the new relationships can best be developed.

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Departmental Management, Resources and Expenditure

4.23 Local Government

Local Cultural Strategies

Final Guidance for local authorities on developing Local Cultural Strategies was issued in December 2000. Cultural Strategies provide a range of benefits, and can help promote social inclusion and assist with regeneration. Having a cultural strategy is non-statutory, but the importance of the initiative is indicated by the fact that the possession of a Cultural Strategy is now a Best Value performance indicator.

Best Value

Best Value, as enshrined in the Local Government Act 1999, aims to ensure that each local authority makes a continuous improvement in terms of the cost and efficiency of all the services it provides. There are currently 11 Best Value performance indicators. Setting indicators for the areas of DCMS activity is difficult because of the discretionary nature of the services being provided, but proposals for future indicators include one for participation levels in culture and sport. This is to be worked up for consultation in the coming year, together with an indicator for tourism.

Beacon Councils – Regeneration

Four local authorities were awarded Beacon status in January 2001 for Regeneration through Culture, Sport and Tourism. The aim of the Beacon Councils scheme is to raise the standard of local authority services and to spread best practice. Beacon status recognises councils that are excellent in a particular service or cross-cutting area and have good performance across the board. It requires them to share best practice with other councils through a nationally co-ordinated programme of events.

4.24 International Unit

The Department's International Unit was established in 1999 in response to the Government's deepening commitment to the European Union and other international organisations such as UNESCO, which the UK rejoined in July 1997. The Government's Step-Change initiative, whereby Ministers and senior officials are urged to make every effort to make meaningful contact with their

opposite numbers in EU and Accession States, is taken very seriously in DCMS. The International Unit co-ordinates this activity and advises Ministers about the priorities of the Step-Change, that is which countries it is most important to contact at any given time. The Unit, in conjunction with the Foreign and Commonwealth Office, also advises on how to gauge the use of Ministers' time on incoming visits according to the Step-Change and other priorities. In order to ensure that the whole Department is aware of this new emphasis on EU and international work, the International Unit has drawn up and put out for consultation a Strategy Paper, which will be open to amendment as circumstances change. The Strategy provides general guidance by which the Department (and, where appropriate, its NDPBs) can develop priorities for EU and international work in the face of limited resources. While DCMS does not lead on the UK's involvement with UNESCO, it has a strong role to play and the International Unit is the central point of contact between UNESCO, the newly established UK National Commission for UNESCO, and the Department. The International Unit is establishing closer links with EU and the international Divisions in other Whitehall Departments, as well as with UKRep in Brussels. We are also establishing contact points with the cultural representatives in Embassies abroad and with the British Council.

4.25 Cultural Property Unit

The Cultural Property Unit (CPU) is responsible for advising Ministers on policy relating to moveable cultural goods, including international issues, and for the operation of statutory schemes affecting cultural objects in the UK.

In addition to having responsibility for the processing of all export licences required for works of art, antiques and other cultural goods, CPU also provides the Secretariat to the Reviewing Committee on the Export of Works of Art. This committee makes recommendations to the Secretary of State, with whom rests the final decision as to whether to defer granting export licences for objects of outstanding historical, aesthetic or scholarly importance, giving museums, galleries, other institutions and private individuals a last chance to raise money to purchase them.

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Departmental Management, Resources and Expenditure

In 1999–2000 six outstanding items were purchased by museums and galleries throughout the country, where they will be accessible to the public: the Swan Roll manuscript of c.1500, by Norfolk Record Office; a Romano-British pottery vessel and an Anglo-Saxon sword scabbard mount, by the British Museum; an English hand-knotted carpet of c.1600 by the Burrell Collection in Glasgow, a George III period model of a gun howitzer, the *Carronade*, by Falkirk Council Museum Services and John Russell's pastel portrait of 1792, *One of the Porters of the Royal Academy*, by the Samuel Courtauld Trust for the Courtauld Gallery.

The Unit manages the Acceptance in Lieu Scheme which enables works of art and other important cultural objects to be accepted into public ownership in lieu of tax. Notable items accepted this year include a rare panel painting by Cimabue entitled *The Virgin and Child enthroned with two Angels*. This thirteenth-century Italian masterpiece has been allocated permanently to the National Gallery. The Victoria and Albert Museum has been allocated seven groups of albums of mostly eighteenth-century architectural drawings including a 15-volume set of drawings of Italian subjects prepared for the 3rd Marquess of Bute. A major archive of papers relating to the Earl of Stratford, the Marquises of Rockingham, the Earls Fitzwilliam and Edmund Burke has also been accepted in the year. Also accepted but not yet allocated are three Expressionist paintings inspired by the Fife landscape by one of Scotland's most prominent twentieth-century artists, William Gear.

The Unit also operates the Government Indemnity Scheme which indemnifies private lenders to museums, galleries and other institutions when mounting exhibitions or taking in long-term loans for either study or display. The Scheme has enabled many popular exhibitions to take place this year such as the Holocaust exhibition at the Imperial War Museum and *The Art of Star Wars* at the National Museum of Photography, Film and Television in Bradford, West Yorkshire.

International issues for which CPU is responsible include the EC Regulation on the export of cultural goods and the EC Directive on the return of cultural objects unlawfully removed from the

territory of a Member State, both of which are currently under review, and the advisory Panels on Spoliation and on Illicit Trade.

The Illicit Trade Advisory Panel reported to Ministers in December 2000 and recommended inter alia that the UK should accede to the 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property.

The Spoliation Advisory Panel presented its first report in January. It dealt with a claim by a Jewish family who in the early 1940s had been forced to sell Jan Griffier's *View of Hampton Court Palace*. It had been acquired in 1961 by the Tate Gallery, who were unable then to trace its history prior to 1956. The Panel recommended, and the Government accepted, that an ex gratia payment of £125,000 should be made to the family.

4.26 Government Art Collection

The Government Art Collection (GAC) is the only collection of art for which DCMS is directly responsible. The collection comprises around 11,800 works of art which reflect the breadth of British art from the sixteenth century to the present day. The GAC also acts in an advisory and administrative capacity for many more works of art.

The GAC plays a significant role in promoting British art and culture across diverse and international environments through the display of its works of art in major Government buildings in the United Kingdom and around the world. The GAC is responsible for an ongoing programme of selecting and placing works of art in key locations, which gives recognition to both historical and contemporary Britain, and provides information on the major works of art on display.

This year much of the GAC's work has focussed on the selection of works of art for the new British Embassy in Berlin, designed by Michael Wilford. On behalf of the Foreign and Commonwealth Office (FCO) the GAC commissioned three site-specific works for the main public spaces of the building. These were *Dancing*

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Departmental Management, Resources and Expenditure

Columns, a sculpture by Tony Cragg (born 1949) in East German sandstone, a large wall drawing (varnished pastel, measuring 16 x 44 metres) by David Tremlett (born 1945), and a light box diptych by Catherine Yass (born 1963) showing images of two buildings designed by the German architect Erich Mendelsohn, the Einstein Tower in Potsdam and the de la Warr Pavilion at Bexhill-on-Sea. Works of art from the GAC have also been placed in other areas of the Embassy.

Displays were reviewed and new works installed in the Residences of the UK Ambassadors in Madrid, Riyadh and Tokyo and of the UK High Commissioner in New Delhi. In the UK, the GAC installed new displays at 10 Downing Street, amongst other venues.

The commissioning of artists and the acquisition of works of art are guided by the Advisory Committee of the GAC, whose Chair is John Tusa. Additions to the Collection this year include four photographs by Mark Power (born 1959) from his *Shipping Forecast* series, a painting by Mike Silva (born 1970), *Pathway through Park*, and a painting by Eugène-Louis Gillot (1868–1925) depicting the arrival of King George V and Queen Mary of Teck at the Paris Opera in April 1914.

In line with other institutions in the UK, the GAC carried out an extensive audit in connection with the enquiry into art looted during the Holocaust and World War II period in British collections. Neither the GAC nor the FCO has found evidence to link any of the works at FCO Posts abroad with looted works. In order to assist with spoliation enquiries, the GAC is putting a computerised database of its holdings onto its web site. This is due to go online in spring 2001, providing a searchable access point to the contents of the Collection and a source of information about the GAC. It has been made possible in part by a major digitisation programme over the past year of images from the GAC's holdings.

The GAC has lent works of art to public exhibitions, including *Seven Hills: Images and Signs of the 21st Century* (Martin-Gropius Bau, Berlin), *The Times of our Lives: Endings* (Whitworth Art Gallery, Manchester), *The Essential Horse* (National Horseracing

Museum, Newmarket), *Ententes Cordiales* (Mona Bismarck Foundation, Paris), and *John Piper: The Forties* (Imperial War Museum, London).

4.27 Royal Parks Agency

The Royal Parks Agency was established on 1 April 1993 as an Executive Agency of the Department and is responsible for managing and policing the eight Royal Parks and a number of other areas in London.

Review of 2000–01

Access, urban renewal and social inclusion

The Royal Parks provide 2,000 hectares of free open space in a densely populated city, and the major share of the Agency's budget this year was allocated to the maintenance, restoration and repair of its infrastructure.

Two highly successful projects to commemorate Diana, Princess of Wales were inaugurated. The imaginative playground in Kensington Gardens provides a safe environment for able bodied and disabled children to play together, and the Diana Memorial Walk follows a route through the central parks that has been enhanced by extensive repairs and landscape improvements.

Discussions began with Sport for London to try to improve sport facilities, especially for informal recreation at Regent's Park.

White Lodge in Bushy Park was refurbished with the aim of striking it off English Heritage's 'Buildings at Risk' register in 2001.

Traffic management proposals for Richmond Park were put out for public consultation.

The Agency applied for the renewal of its Charter Mark in September 2000 and consulted interested parties on the proposed changes to its Visitors' Charter.

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Departmental Management, Resources and Expenditure

Green issues

The Agency contributed to local Biodiversity Action Plans and supported the Westminster and Richmond groups and the Thames Landscape Strategy.

In partnership with English Nature and the London Wildlife Trust the Agency worked on a project to introduce a biological recording system in the Parks. A pilot system was set up with a view to introducing a park-wide system next year, if resources are available.

Promotion of physical and intellectual access to the parks

The Agency provided its annual programme of new and traditional summer entertainment in each park, most events being free to visitors. The programme included steel bands and brass band concerts, classical music recitals, opera and theatre productions, dance, nature walks and talks, and a host of children's entertainment, including football training with local First Division clubs.

Hyde Park staged seven concerts. Party in the Park had a capacity audience of 100,000 and Proms in the Park attracted 40,000; five other seated concerts catered for audiences of up to 17,000. Music ranged from pop to Latin American, providing a platform for a variety of artists.

The Regent's Park flower show attracted approximately 50,000 visitors.

The Royal Military Tattoo and the Queen Mother's 100th birthday parade were held on Horse Guards Parade in the summer.

When facilities for visitors were improved we ensured that they were adapted for use by people with disabilities. Work included the dropping of kerbs for wheelchairs and the improvement of gradients and surfaces on the pathways in woodland and gardens. (Alternative transport is available in some parks.) In partnership with the Horse Rangers Association, we obtained sponsorship for an indoor riding school in Bushy Park for disabled people. Bushy Park has been working with local sports clubs to improve

facilities and increase the number of young people participating in cricket, rugby and football.

The Agency's environmental education centres in Richmond, Bushy and Hyde Parks encourage children of all abilities and cultural backgrounds to take an interest in the wildlife and history of the parks. The centres, which are run by volunteers, have developed strong links with local schools and visitor numbers increased by 10 per cent this year.

The possibility of developing an education strategy to promote environmental education opportunities across all the parks (subject to available resources) is under discussion with the Royal Society for the Protection of Birds, the London Wildlife Trust and the National Maritime Museum. The Agency has become a member of the DCMS Education Network.

Looking ahead: Priorities

In general, the Royal Parks Agency aims to make Londoners more aware both of the opportunities available within the Parks and of the needs and activities of the Agency, but it has also identified certain specific objectives of particular importance:

- to develop a full educational programme;
- to research the Parks' history, archaeology and ecological opportunities;
- to focus on areas of neglect, especially Bushy Park;
- to work in partnership with our stakeholders and our neighbours to develop schemes to enhance the green environment around and outside the parks;
- to develop further volunteer involvement;
- to maintain excellence in horticultural standards, to ensure that visitors can enjoy the parks in safety and to repair and maintain their built fabric; and

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Departmental Management, Resources and Expenditure

- to evaluate further sustainable maintenance regimes and to ensure that grounds maintenance contractors follow best conservation practices.

There will be limited funds available for tackling the maintenance backlog, and these will be spent on essential works to meet Health and Safety requirements, on programmes of routine and emergency repairs and on the most major maintenance projects.

The Royal Parks Constabulary will continue its partnership approach to community policing, developing local Parkwatch schemes and promoting the work of community officers.

We are committed to improving the quality of visitor experience, promoting access and education and increasing the amount of self-generated income.

Secretary of State

The Rt Hon. Chris Smith MP
 Overall responsibility
 Departmental strategy,
 expenditure and organisation
 National Lottery policy
 Public appointments
 Chairman of the Millennium Commission

Parliamentary Under Secretary of State

Janet Anderson MP
 Minister for Tourism, Film and
 Broadcasting
 Tourism
 Broadcasting, Film and the Press
 The Creative Industries
 (including the music industry)
 The Millennium
 Regional and local authority policy issues
 Environmental issues

Parliamentary Under Secretary of State

Kate Hoey MP
 Minister for Sport
 Sport
 Support for the Secretary of State on the
 National Lottery
 Social policy, access and equal opportunities

Parliamentary Under Secretary of State

The Rt Hon. Alan Howarth CBE MP
 Minister for the Arts
 The arts, crafts and the Government Art
 Collection
 Museums, galleries, libraries and archives
 The built heritage, the Royal estate,
 architecture and design
 Education, training and information
 technology issues
 European and international issues

Spokesman in the House of Lords

Lord McIntosh of Haringey

**Parliamentary Private Secretary
to Chris Smith**

Fiona MacTaggart MP

**Parliamentary Private Secretary to the
Ministerial Team**

Andy Reed MP

Special Advisers

Andy Burnham
 Ruth Mackenzie

Permanent Secretary

Robin Young

Royal Parks Agency
Will Weston**Strategy and Communications**
Paul Bolt**Education, Training, Arts and Sport**
Philippa Drew**Museums, Galleries, Libraries and
Heritage**
Alex Stewart**Creative Industries, Media and
Broadcasting**
Andrew Ramsay**Regions, Tourism, Millennium and
International**
Brian Leonard**Corporate Services**
Nicholas Kroll**Legal Advisers**
Isabel Letwin**Non-executive members of the
Management Board**
Miranda Kavanagh
Sonita Alleyne**News**
Lesley McLeod**Promotions and Publicity**
Graham Newsom**Departmental Secretariat**
Shaun Cove**Statistics and Social Policy**
Paul Allin**Education**
Siân Morgan/Tony Williamson**Arts**
Alan Davey**Sport and Recreation**
Harry Reeves**Museums, Galleries and Libraries**
Janet Evans**Museums and Libraries Sponsorship**
Richard Hartman**Cultural Property**
Hillary Bauer**Buildings, Monuments and Sites**
Clare Pillman**Government Art Collection**
Penny Johnson**Broadcasting**
Diana Kahn**Creative Industries Unit**
Michael Seeney**Local, Regional and International**
Paul Douglas**Tourism**
Simon Broadley**Millennium**
Hugh Ind**Finance and Planning**
Andy McLellan**National Lottery**
Jon Zeff**Personnel and Central Services**
Paul Heron**Public Appointments and Honours**
Stuart Roberts**Internal Audit**
David Rix



ALAN PIERCE

AS LONG AS IT'S PRETTY

Alan graduated from Falmouth College of Art and Design in June 2000.

His interest is in the ability of 'formlessness' to threaten that which has form.

His work demonstrates how, by re-ordering our surroundings, dirt and decay have the power to offend humanistic ideals about the environment.





5 DCMS Sponsored Bodies

Following the Comprehensive Spending Review, the Department committed itself to a programme of rationalisation and reorganisation, both of the relationship that it holds with its sponsored bodies and of some of the bodies themselves. The year 2000–01 has seen the consolidation of this process.

5.1 Funding Agreements and the new relationship

The 1998 Comprehensive Spending Review (CSR) introduced three-year funding agreements as the main focus of the Department's relationship with its sponsored bodies. In preparation for the new round of agreements covering the 2001–04 period, the Secretary of State asked the Department's Quality, Efficiency and Standards Team (QUEST) to review the current agreements and make recommendations. QUEST looked in particular at ways of measuring sponsored bodies' contributions to delivery of the Department's strategic objectives.

Following extensive consultation with DCMS and its sponsored bodies, QUEST published its report, *A New Approach to Funding Agreements*, in September. The report offers a common framework for funding agreements, the purpose of which is to allow the Department to make more direct linkages between the DCMS objectives and the activities of sponsored bodies. It also includes a suggested list of generic 'key performance indicators', which represent a first step towards the development of specific indicators and targets appropriate to each institution. The Department endorsed this approach and incorporated QUEST's proposals in the funding agreement guidance that was issued to sponsored bodies in November. New funding agreements with each of our sponsored bodies, focusing on key output targets, are now in place.

Funding agreements are one of the two main features of the new relationship with sponsored bodies announced in the CSR, a relationship based on ensuring the delivery of appropriate outputs and benefits to the public. The other main feature is the streamlining, where appropriate, of the control regime within which sponsored bodies have to operate.

5.2 Structural changes

The aim of the Culture and Recreation Bill, published on 15 December 2000, is to reconfigure a number of the Department's sponsored bodies in various ways. It aims to:

- reconstitute the Football Licensing Authority (FLA) as the Sports Ground Safety Authority so that it can share its expertise with sports other than football. The Bill also abolishes the FLA's current licensing regime as the Government believes this is no longer necessary. The FLA's duty to review local authorities' discharge of their safety certification functions in relation to Premier and Football League grounds will remain;
- enable the creation of a new organisation, to be known as *Culture Online*, which will make performing arts activities and cultural treasures available to the public on the Internet, or via other forms of digital technology;
- enable the merger of English Heritage and the Royal Commission on Historic Monuments in England (RCHME) by providing English Heritage with powers to undertake functions relating to underwater archaeology formerly carried out by the RCHME. The Bill also expands the powers of English Heritage so that it can carry out trading activities overseas;
- provide the Secretary of State with a statutory basis for making grants to the Arts Council of England (which has been funded until now under the annual Appropriation Acts);
- allow the Film Council, the Commission for Architecture and the Built Environment and Resource to become statutory bodies and provide the Secretary of State with a statutory basis for making grants to them;
- abolish the Library Advisory Council for England;
- enable the Secretary of State to make an order, with the agreement of the governing bodies concerned, to amend

5 DCMS Sponsored Bodies

legislation in relation to appointments to the governing bodies of certain national museums and galleries in England;

- enable the British Library to establish subsidiary or trading companies;
- change the name of the English Tourist Board to the English Tourism Council (ETC) and vary, or gives power to vary, the membership of the ETC and other national tourist boards; and
- enable the staff and former staff of various non-departmental public bodies to be transferred to the Principal Civil Service Pension Scheme.

The Greater London Authority Act 1999 makes provision for the Secretary of State for Culture, Media and Sport to give a grant to the Greater London Authority (GLA), through the Mayor, to carry out its tourism functions. Under Section 378 (1) of the Act the GLA is subject to a duty:

- (a) to encourage people to visit Greater London;
- (b) to encourage people from outside the United Kingdom to visit the UK by way of Greater London; and
- (c) to encourage the provision and improvement of tourist amenities and facilities in Greater London.

The GLA will assume responsibility for tourism in London on 1 April 2001. The Department has therefore been working closely with the GLA, and other relevant tourism organisations, to draw up an agreement setting out what the GLA will do and their relationship with DCMS. Promoting tourism in London has, in the past, been the responsibility of the London Tourist Board (LTB) funded, in part, by DCMS through the English Tourism Council and the British Tourist Authority. The GLA may continue to use the LTB to carry out this work on their behalf.

A further provision of the Greater London Authority Act 1999, passed management responsibility for Trafalgar Square and Parliament Square to the GLA on 2 October 2000.

From 1 April 2001, the National Film and Television School will no longer be classified as an NDPB, and the Secretary of State will no longer make appointments to its Board, although it will continue to be part-funded by DCMS.

5.3 Public appointments

The Department plays a role in progressing around 600 public appointments to a wide range of public bodies. Most of these are national bodies and many have a high profile. Appointments are governed by the principles of selection on merit through a fair, open and transparent process. The Department is also committed to taking positive action to raise awareness of women, members of ethnic minorities and people with disabilities and to encourage and their participation in public life. In addition, DCMS is also keen to ensure that the boards of its public bodies reflect, as far as possible, the make-up of society as a whole.

The Department is very pleased that it has reached and exceeded its 2001 targets of 35 per cent representation by women and 5 per cent representation by ethnic minorities one year early. Between 1997 and 2000, the levels of representation rose from 27 per cent to 36.3 per cent for women and 2.1 per cent to 6.6 per cent for ethnic minorities. The overall aim is to achieve year-on-year increases that reach a level of equal representation by women and men and 9 per cent ethnic minority representation by 2004. For the first time last year, DCMS set a target for representation by people with disabilities of 4 per cent by 2004. Since 1999, representation has increased from 2 per cent to 2.5 per cent.

Applications are always welcome from those willing to serve on DCMS public bodies. To register an interest, please write for an application pack to: The Public Appointments and Honours Unit, Department for Culture, Media and Sport, Fifth floor, 2-4 Cockspur Street, London SW1Y 5DH (or telephone (020) 7211 6387/6048). Information about DCMS appointments and application is also available on the DCMS web site – www.culture.gov.uk. Over the next year, DCMS hopes to develop

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its website to advertise all vacancies and in this way to further promote openness in the appointments process.

In addition, high profile appointments may be advertised in the national press. The Department has established a database of individuals who meet a broad range of competencies and who are willing to serve on DCMS bodies, and all advertising and candidate search is handled in-house.

5.4 Sponsored bodies tables and common core financial tables

Details of all the non-departmental public bodies (NDPBs), Public Corporations, Regulatory Bodies and Advisory Committees that DCMS sponsors, are outlined on the following pages.

Board members

The sponsored bodies tables give details of all appointments and remuneration as at 31 December 2000. Individuals whose appointments were due to end between 31 December and the publication of this report may have been reappointed. Not all appointments are made by the Secretary of State.

The majority of DCMS appointments are part-time and unpaid. Remuneration attached to an appointment does not mean that the current appointee chooses to draw payment. Where posts are full time or paid they are identified in the tables by the following symbols:

Key to tables

Up to £4,999	£a
£5,000 – £12,999	£b
£13,000 – £19,999	£c
£20,000 – £29,999	£d
£30,000 – £44,999	£e
Over £45,000	£f
Full-time	F/T

Where remuneration varies within an individual body it is likely to reflect the number of days an appointee works or the number of committees on which they serve.

Financial information

Where appropriate, the financial information in the sponsored bodies tables includes 'Other Income'. This may include income from other public sector sources as well as from the private sector, but it is usually net of trading costs. Some figures in the tables may not add up owing to rounding.

Advisory Committees

Advisory Committee on Historic Wreck Sites (ACHWS)

The Advisory Committee on Historic Wreck Sites advises the Government on designating sites of shipwrecks of historic and archaeological importance in UK waters under the Protection of Wrecks Act 1973.

Chairman		Members			
Lady Merrison	01.04.96 5 yrs	Mr Jonathan Adams	01.04.00 4 yrs	Dr Mark Redknapp	01.04.96 5 yrs
		Mr Chris Allen	20.06.99 3 yrs	Dr David Starkey	01.04.96 5 yrs
Secretary		Mr Stuart Bryan	01.03.98 4 yrs	Rear Admiral Whetstone	01.04.00 2 yrs
Mr Trevor Wayne		Ms Margaret Deacon	01.04.00 4 yrs	Mr Robin Daniels	01.04.99 4 yrs
		Mr Patrick Griggs	01.04.00 4 yrs	Dr Lucy Blue	01.07.99 4 yrs
		Mr Jonathan Parlour	01.08.00 4 yrs	Ms Wendy Robinson	01.08.00 4 yrs

Annual Report available from the Department for Culture, Media and Sport, 2-4 Cockspur St, London SW1Y 5DH.

Advisory Committee on the Government Art Collection

The Advisory Committee advises the Secretary of State, through the Director, on acquisitions policy and on particular purchases and commissions for the Collection.

Chairman		Members			
John Tusa	01.10.98 3 yrs	Mr Neil MacGregor	<i>ex-officio</i>	Ms Rose Beaumont	
		Sir Nicholas Serota	<i>ex-officio</i>	(appointment expired 30.06.00)	
Secretary		Dr Charles Saumarez-Smith	<i>ex-officio</i>	Dr Richard Dorment	01.01.96 3 yrs
Ms Victoria Beaumont (until May 2000)		Ms Penny Johnson	<i>ex-officio</i>	Ms Margot Heller	03.08.00 3 yrs

Ms Lidia Plintshev
(from August 2000)

Annual Report available from the Department for Culture, Media and Sport, 2-4 Cockspur St, London SW1Y 5DH.

Advisory Council on Libraries

Chairman		Temporary Members ⁽¹⁾			
Mr John Hicks	01.01.99 Indefinite	Mr Bob McKee		Ms Margaret Evans	
		Mr Martin Molloy		Mr Graham Bulpitt	
		Ms Catherine Blanshard		Mr Keith Crawshaw	
		Mr Rob Froud		Ms Guenever Pachent	
		Mr David Ruse		Ms Pam Usher	
		Mr Brian Stevenson		Ms Viv Griffiths	
		Ms Shelagh Levett		Mr Chris Heinitz	
		Mr David Ball		Ms Grace Kempster	
		Ms Dina Thorpe		Mr Peter Beauchamp	DCMS
		Mr Rob Warburton		Mr Andy Birleson (Secretary)	DCMS

⁽¹⁾ It is planned that the Council be disbanded in 2001, and John Hicks will be the only formal member until abolition.

Public Lending Right

Chairman		Advisory Committee Members			
Mr Michael Holroyd	06.08.97 3 yrs	Ms Hilary Mantel		Mrs Theresa Breslin	18.03.99 3 yrs
Ms Clare Francis	07.08.00 3 yrs	(reappointed)	06.08.00 3 yrs	Ms Miranda McKearney	16.05.99 3 yrs
Registrar		Mrs Claire Tomalin	07.08.97	Mr Terry Turner	01.02.00 3 yrs
Dr James Parker	01.08.96 5 yrs	(appointment ended 06.08.00)		Ms Maggie Gee	06.08.00 3 yrs
		Mr Roger Palmer	01.01.99 3 yrs		

Advisory Committees

QUEST Advisory Panel

Chair		Members	
Ms Sheila Forbes (Keith Oates resigned 22.03.00)	01.11.00 3 yrs	Ms Anne Page	01.11.00 3 yrs
		Ms Dorothy Armstrong	01.07.99 3 yrs
		Mr Nicholas Berwin	01.07.99 3 yrs
		Ms Julia Unwin	01.07.99 3 yrs
		Mr Graham Devlin	01.07.99 3 yrs

Reviewing Committee on the Export of Works of Art

The Reviewing Committee on the Export of Works of Art considers applications for export licences where the relevant expert adviser objects to the proposed export on grounds of national importance. Recommendations are made to the Secretary of State.

Chairman		Members			
Sir John Guinness CB	01.12.98 3 yrs	Sir Jack Baer	01.06.98 3 yrs	The Hon. Georgina Stonor	01.02.99 3 yrs
		Professor Rosemary Cramp	01.03.00 3 yrs	Mr Alastair Laing	01.02.99 3 yrs
Secretary		Dr Richard Dormont	01.08.99 3 yrs	Mr Martin Levy	01.03.00 3 yrs
Miss Elizabeth Foxell		Mr Ian Gow	01.12.00 3 yrs		

An Annual Report is available from the Department for Culture, Media and Sport, 2-4 Cockspur St, London SW1Y 5DH.

Spoliation Advisory Panel

The Spoliation Advisory Panel was formed in April 2000 to help resolve claims made for cultural objects that may have been looted during the Nazi era between 1933 and 1945. The Panel is able to advise not only claimants and those who hold the items in question in their collections but also the Government itself.

Chairman		Members			
The Rt Hon. Sir David Hirst	07.04.00 4 yrs	Mr Donnell Deeny QC	07.04.00 4 yrs	Mr Peter Oppenheimer	07.04.00 4 yrs
		Professor Richard Evans	07.04.00 4 yrs	Professor Norman Palmer	07.04.00 4 yrs
Secretary		Sir Terry Heiser	07.04.00 4 yrs	Ms Anna Southall	07.04.00 4 yrs
Ms Hillary Bauer		Professor Peter Jones	07.04.00 4 yrs	Dr Liba Taub	07.04.00 4 yrs
		Mr Martin Levy	07.04.00 4 yrs	Baroness Warnock	07.04.00 4 yrs

The report considering the first claim before the Panel (that of a painting by Jan Griffier the Elder in Tate Britain) was released in December 2000 and is available from the Panel Secretariat or at www.culture.gov.uk

Treasure Valuation Committee

The Treasure Valuation Committee advises the Secretary of State on the fair market value of finds of treasure from England, Wales and Northern Ireland that museums wish to acquire. It also provides advice in cases where there may be grounds for paying the finder no reward or a reduced reward.

Chairman		Members	
The Rt Hon. The Lord Stewartby	01.04.96 5 yrs	Professor Norman Palmer	01.04.96 5 yrs
		Mr John Casey	01.04.96 5 yrs
Secretary		Dr Jack Ogden	01.04.96 5 yrs
Mr Mark Greenwood		Mr Dennis Jordan	04.12.97 4 yrs

An Annual Report is available from the Department for Culture, Media and Sport, 2-4 Cockspur St, London SW1Y 5DH.

Regional Cultural Consortia

DCMS has established a Regional Cultural Consortium in each of the eight English regions outside London. They are charged with ensuring that culture and creativity have a strong voice in the developing regional picture and that they play a full and coherent part in contributing to increasing prosperity and enjoyment of life in the region.

The Secretary of State appoints the Chairs of the Regional Cultural Consortia. Nominations to the membership of the consortia are made by the regional arts, museums, heritage, tourism and sporting public bodies, library and archive interests, the Regional Development Agency, and local government. Other interests may be invited to join the consortia, particularly from the creative industries and also from National Lottery distributors, countryside, recreation and educational interests and the voluntary sector. The major task of each of the consortia has been to draw up regional cultural strategies that will set out the future of cultural, creative and sporting activity in the regions. These will be published by summer 2001.

Living East

Chair Mr Graham Creelman	28.09.99 3 yrs	Amanda Arrowsmith Peter Battrick Jonathan Bowman John Burgess Cllr Jeremy Clover Lorna Davies Barry George Cllr Irene Macdonald	Cllr Anthony Rowlands Cllr Jacqueline Russell Cllr Wendy Silby Cllr Hazel Simmons Elizabeth Stazicker Stuart Timperley Marion Williams
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East Midlands Cultural Consortium

Chair Ms Venu Dhupa	06.10.99 3 yrs	Cllr Sandra Barnes James Beresford Dr Anthony Berry Heather Broughton Ted Cassidy Cllr Ian Croft Devon Daley Cllr John Dickie Tim Garfield HRH Duke of Gloucester	David Johnston David Lathrope Cllr Fiona Martin Cllr Ned Newitt Cllr Christine Rose Duncan Smith Rachel Watson Janet Wootton
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Culture North East

Chair Cllr George Gill	27.09.99 3 yrs	Cllr John Burton Patrick Conway Jane Darbyshire Sarah Drummond David Fleming Cllr Aileen Handy Deborah Hunter George Loggie Cllr Dorothy Long	Cllr Winnie Lowes Hugh Morgan Williams Cllr Bob Pendlebury Liz Rees Cllr Ione Rippeth Cllr Don Robson Gilbert Smith Jacqui Taylor Sue Underwood
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North West Cultural Consortium

Chair Ms Felicity Goodey	28.09.99 3 yrs	Liz Bruen Cllr John Byrne Paul Catchside Cllr John Commons Colin Doyle Jim Gristenthwaite Loyd Grossman Paul Lee Andy Lovatt	Cllr Stephen Matthews Cllr Graham Morgan David Newton Cllr Peter Pimbley Kath Reade Cllr Kath Robinson Brenda Smith Peter Stybelski Dr Andrew White
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Regional Cultural Consortia

South East England Cultural Consortium

Chair Sir David Watson	28.09.99 3 yrs	Cllr Mary Baldwin Professor. Fred Bullock Richard Childs Rafiq Chohan Cllr Freddie Emery-Wallis Cllr Cheryl Hall Cllr Jon Hartley Cllr Heather Hawker	Martyn Heighton Mary McAnally Kirsty McLeod Magdalene Odundo Stephen Phillips Ann Risman OBE Barry Shaw MBE Cllr Roger Thomas
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Culture South West

Chair Mr Adrian Vinken	29.09.99 3 yrs	Paul Brough Cllr Robin Bush Sue Clifford Caroline Dudley Pauline Dyer Lady Elizabeth Gass Edward Gillespie	Professor. Alan Livingstone Cllr Andrew May Jeremy Payne Stella Pirie Cllr Pat Roberts Cllr Norman Thompson Viv Vines
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West Midlands Life

Chair Baroness Christine Crawley	30.09.99 3 yrs	Derrick Anderson Cllr Maureen Compton Dr Steve Ball Cllr Steven Clee Cllr Norman Davis Cllr Philip Davis Cllr John Fletcher Mary Heaney Peter Jenkinson Cllr Les Jones John Craven Cllr Mike Kimbery	Professor. Christine King Cllr Sir William Lawrence Sarah Montgomery David Moorcroft Nina Nannar Cllr Carl Rice Richard Slawson Ian Squires Roger Vaughan Clare Venables Ian Walden
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Yorkshire Cultural Consortium

Chair Vacant		Cllr David Ashton Rita Britton Lee Corner Cllr Tina Davey Cllr David Gemmell Richard Gregory Cllr Sue Knowles Cllr Reg Littleboy Cllr Pat Marsh Richard Morris	Cllr Peter Price Mike Pye Ali Rashid Novlette Rennie Liz Rymer Cllr Alan Smith Keith Sweetmore Margaret Talbot Phil Wood
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Arts Council of England

The Arts Council of England is the national body for the arts in England. It distributes Government Grant in Aid and Lottery funds to artists and arts organisations, both directly and through the 10 Regional Arts Boards. ACE commissions new work, conducts research, provides advice and information, and develops awareness and support for the arts in England.

The Arts Council's three overarching priorities of access, education and excellence provide the national framework for the work of the Arts Council and all ten Regional Arts Boards.

The Arts Council's five strategic priorities are currently:

- *new work, experimentation and risk, and the centrality of the individual artist, creator or maker;*
- *new art forms and collaborative ways of working, often in or with new technology;*
- *diversity and public inclusion with special reference to race, disability and economic class;*
- *children, young people and lifelong learning;*
- *touring, and distribution through broadcasting, recording and electronic publishing.*

These priorities are entirely consistent with the broad aim and objectives of DCMS. In addition, the Arts Council supports the ten goals for the arts embraced by DCMS which provide the framework for the current funding agreement between the two bodies.

Resources £ millions	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	191.1	186.1	186.6	189.9	228.2	232.3	252.2	297.0	336.8
Other	1.5	1.6	1.1	1.2	1.2	1.0	1.0	1.0	1.0
Total	192.6	187.7	187.7	191.1	229.4	233.3	253.2	298.0	337.8

Key Performance Indicators

	1995–96 actual	1996–97 actual	1997–98 actual	1998–99 actual (target)	1999–2000 actual (target)	2000–01 target	2001–02 target	2002–03 target	2003–04 target
Number of commissions of new work by regularly funded organisations (RFOs)	2,098	2,385	2,160	2,349 (2,200)	2,655 (2,350)	2,425	2,500	2,575	2,650
Attendance at RFOs (thousands)		22,879	22,969	24,554 (22,500)	26,540 (24,600)	24,800	25,000	25,200	25,400
Attendance at educational sessions of RFOs (thousands)			1,885	1,951 (no target)	1,959 (2,017)	2,083	2,150	2,210	2,270
Administration costs as % of total income (excludes Lottery and Regional Arts Boards)			4.23%	5.65% (2.37%)	3.46% (2.34%)	3.41%	3.36%		

Key achievements in 2000

The Arts Council of England persuaded Government of the necessity of increased public funding for the arts in 2002–04 to ensure that England's arts communities survive and thrive. ACE's new structure, which places a strong emphasis on research, advocacy, the development of national policy and major new initiatives, as well as the continuing role of funder of the arts, became firmly established. *'The Next Stage'* was published in the summer, and sets out ACE's vision for the whole theatre sector, including regional theatres, national and touring companies, and the commercial sector; detailed plans to implement the vision are being developed. The completion plan for the first capital programme continued and the second arts capital programme was announced. The Lowry Centre, Walsall Art Museum Gallery and Soho Theatre were three of many outstanding ACE funded capital projects to open during the year. Responsibility for small Lottery awards was delegated to Regional Arts Boards, as well as funding for 34 arts organisations. ArtsOnline.com, a major new virtual space for the promotion, exhibition and distribution of the arts in England, was launched in November.

Arts Council of England

Personnel

Chairman		Members			
Mr Gerry Robinson	01.05.98 3 yrs	Mr Derrick Anderson	17.06.98 3 yrs	Mr David Brierley CBE	17.06.00 3 yrs
		Ms Deborah Bull	17.06.98 3 yrs	Mr Emmanuel Cooper	01.09.00 3 yrs
Chief Executive		Mr Antony Gormley OBE	17.06.98 3 yrs	Mr Brian McMaster CBE	30.06.00 3 yrs
Mr Peter Hewitt		Mr Anish Kapoor	17.06.98 3 yrs	Dr Janet Ritterman	30.06.00 3 yrs
		Ms Joanna MacGregor	17.06.98 3 yrs	Mr William Sieghart	30.06.00 3 yrs
		Ms Hilary Strong	17.06.98 3 yrs		

Analysis of Grant in Aid Expenditure

£000's	1999–2000 outturn	2000–01 plans	2001–02 plans
Cross art-form	16,866	22,199	23,047
Dance	25,521	26,846	27,140
Drama	29,987	28,653	29,477
Education & employment	660	1,768	1,773
Literature	1,707	1,517	1,544
Music	47,790	40,763	41,300
Touring	4,474	2,866	3,569
New audiences	5,289	3,000	3,000
Visual arts	9,599	5,528	7,322
Other	5,201	3,191	3,480
Regional Arts Boards	65,140	100,374	104,185
Total	212,234	236,095	245,847

Annual Report available from: Arts Council of England, 14 Great Peter Street, London SW1P 3NP.

Arts Lottery Fund

As one of the distributing bodies for the National Lottery, the Arts Council of England(ACE) makes capital and revenue Lottery awards for the arts. Some of these responsibilities are being delegated to the Regional Arts Boards. The full range of art forms is eligible, from the visual arts to music and drama. Details of specific grant programmes are available from ACE.

Year Quarter	1999 (1)	1999 (2)	1999 (3)	1999 (4)	2000 (1)	2000 (2)	2000 (3)	2000 (4)
Number of Awards made	134	114	321	621	823	1,018	602	572
Value of Awards made	37,909,534	28,189,976	28,249,112	51,331,454	27,623,070	20,570,666	28,213,448	24,041,310
Value of Awards paid	73,552,696	56,206,420	28,388,003	60,473,698	54,379,075	43,438,523	42,229,806	33,885,971
Number of applications received	179	211	1,075	1,654	3,769	2,882	584	1,130
Number of applications processed	1,039	196	676	1,710	2,211	3,327	2,194	1,470
Average cost of processing each application	4,864	22,153	7,704	3,392	3,412	1,756	3,078	3,838
Average time taken to process each application (work days)	89	93	77	72	61	59	68	60

Notes

For the first year these figures include grants made through Delegate Bodies – in particular the Regional Arts Boards and the National Foundation for Youth Music Capital awards were reduced significantly during the year as the initial capital programme was being completed and the new Arts Capital Programme was launched. The Regional Arts Boards awards to Year of the Artist Residencies were largely processed within the first two quarters.

Applications to the Awards for All Scheme were significantly reduced in the third quarter while a revised scheme was launched.

After the second quarter film and film franchise awards were made by the Film Council and are not included here.

British Broadcasting Corporation

The British Broadcasting Corporation (BBC) is the UK's main public service broadcaster. Established by Royal Charter as a public corporation in 1927, it was among the world's pioneers in radio and television and has acted as a focal point for the identity and culture of the nation.

Resources

The television licence fee provides the main source of finance for the BBC's public services. In 1999–2000, total licence fee income was £2,286 million. The total turnover of the BBC's commercial activities was £464 million.

Main Activities

The BBC operates two national television channels, five national radio stations, radio stations for Scotland, Wales and Northern Ireland, and 39 local radio stations. The BBC operates World Service radio, which is separately funded by the Foreign and Commonwealth Office. In 1999–2000 the BBC broadcast 47,447 hours of programmes on terrestrial and digital television, and 289,492 hours on national and local radio.

The BBC provides a range of digital services to all licence fee payers including: BBC 1 and 2 in widescreen, BBC Choice, BBC News 24, BBC Parliament and BBC Knowledge.

In June 2000 the Government announced new guidelines for the approval of BBC Public Services. The guidelines set a series of tougher tests, which will make the process of approving new services more rigorous and transparent. The guidelines can be found on www.culture.gov.uk.

DCMS aims to ensure that the public's interest in the BBC is safeguarded in the continuing development of broadcasting policy, including the BBC's contribution to digital broadcasting. The Department's role is to monitor and oversee strategic decisions about the BBC, recognising that, within the framework of the Royal Charter and Agreement, the BBC itself is primarily responsible for both the content of its broadcasting and its effectiveness and efficiency. The BBC is directly responsible and accountable to its audiences and produces an annual Statement of Promises setting out the standards and services viewers and listeners can expect.

DCMS also takes the lead in advising on appointments to the Board of Governors, approves proposals by the BBC to expand its commercial services under the provisions of the Charter and Agreement, sets the level of the television licence fee, makes and monitors legislation and regulations relating to the licence fee, approves licence conditions and new methods of payment, and pays the Home Service Grant (which delivers to the BBC revenue equivalent to that received by the Government from the licence fee). The BBC is responsible for issuing licences, enforcing the licensing system and collecting licence fee revenue.

Personnel

Chairman

Sir Christopher Bland 01.04.96 5 yrs £f

Vice Chairman

Baroness Young of Old Scone 01.08.98 4 yrs £c

Director General

Mr Greg Dyke 29.01.00

Governors

Mr Roger Jones 01.01.97 5 yrs £d

Mr Tony Young 01.08.98 4 yrs £c

Mr Ranjit Sondhi 01.08.98 4 yrs £c

Ms Heather Rabbatts 01.03.99 5 yrs £c

Professor Fabian Monds 01.08.99 5 yrs £c

Dame Pauline Neville-Jones 01.01.98 4 yrs £c

Sir Richard Eyre (Reappointed) 01.11.00 5 yrs £b

Mr Adrian White 01.11.95 5 yrs £c

Sir Robert Smith 01.08.99 4 yrs £b

Baroness Hogg 09.02.00 4 yrs £a

Mr Dermot Gleeson 01.11.00 4 yrs £a

Annual report available from: BBC, Broadcasting House, Portland House, London W1A 1AA.

Website: www.bbc.co.uk

The British Library

The Library supports DCMS objectives (numbered in the following) by:

- assisting research and innovation through the supply of documents and provision of reading room and information services (1)
- providing access to and interpretation of material via its reading rooms, through the Document Supply Centre and through its exhibition galleries, public programmes and website (2)
- supporting users in higher education through reading room and document supply services, as well as providing programmes for schools and for lifelong learners of all ages (3)
- playing a leading role in the library network, both nationally and internationally, through the excellence of its collections and the expertise of its staff (4)
- contributing to tackling social exclusion across a range of its public services by seeking a better understanding of its users and their needs and of the potential to attract new users, especially those from under-represented groups (6).

Resources £ millions	1995–96	1996–97	1997–98	1998–99	1999–2000	2000–01	2001–02	2002–03	2003–04
Grant in Aid ⁽¹⁾	80.4	84.3	86.6	81.5	78.5	84.5	86.2	85.1	86.1
Receipts	34.1	33.8	36.2	43.7	33.0	31.5	31.0	31.0	31.0
Total Income ⁽²⁾	114.5	118.1	122.8	125.2	111.5	116.0	113.7	113.7	113.7
Operating Costs	88.8	95.1	101.4	102.8	95.6	98.6	97.5	97.5	97.5
Acquisitions	15.2	14.3	11.9	12.9	15.6	13.7	13.3	13.3	13.3
Conservation and Binding	2.8	2.7	2.1	2.2	2.5	3.0	2.9	2.9	2.9
Research Grants	2.0	1.8	3.8	4.8	0.0	0.0	0.0	0.0	0.0
Capital Works	1.5	0.6	0	0	0.0	0.0	0.0	0.0	0.0
Capital Expenditure	1.9	4.1	2.2	1.2	1.3	0.7	0.0	0.0	0.0
Total Expenditure ⁽²⁾	112.2	118.6	121.4	123.9	115.0	116.0	113.7	113.7	113.7

⁽¹⁾ In 1999–2000, the Library's Research and Innovation Centre transferred to the Library and Information Commission. Figures exclude £2.44m for the transfer costs in 1999–2000, £2.307m for 2000–01 and a planned figure of £2.324m for 2001–02.

⁽²⁾ The difference between Total Income and Total Expenditure represents changes in the amount of working balances carried over each year.

Paybill Costs (£ millions)	1999–2000	2000–01 (estimate)	2001–02 (plans)
	48.6	50.6	51.7

Public Finance Initiative (£ millions)	1998–99	1999–2000	2000–01 (estimate)	2001–02 (plans)
Corporate Bibliographic Programme	2.849	2.954	2.108	3.779
St Pancras Catering	0.17	0.091	-0.004	0.082

Other Capital Expenditure

a. Planned in-house capital expenditure; capital works are not currently capitalised.

b. Planned capital grants to third parties- Nil.

c. Existing capital assets £millions (includes St Pancras at depreciated cost value) 443.7.

The British Library

Key Performance Indicators	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn (target)	1999–2000 outturn (target)	2000–01 forecast (target)	2001–02 (target)
Reader Visits	473,511*	475,826	430,887	416,418 (404,910)	446,754 (502,750)	485,300 (485,300)	496,400
Document supply to remote sites#			3,762,632	3,797,575 (3,852,300)	3,719,542 (3,853,550)	3,498,750 (3,887,500)	4,026,500
Items consulted in reading rooms	5,539,755	5,401,705	5,230,821	4,456,867 (5,043,540)	4,468,815 (5,567,000)	5,040,000 (5,040,000)	5,180,000

* 1995–96 figure revised following re-valuation of some source data.

The basis for measuring remote documents supplied was refined in 1997–98 and is not compatible with earlier figures.

Key Achievements in 2000

The Library handled its two millionth book request in its St Pancras building on 4 April 2000. There was a marked improvement in reading room book delivery times in comparison with the previous year, with some 84% of requested items delivered within 90 minutes over the period April to November 2000.

Notable acquisitions included the Archive of Sir Laurence (Lord) Olivier, purchased with the assistance of funds from the Heritage Lottery Fund, the Pilgrim Trust and the Foundation for Sport and the Arts.

The Library awarded grants to a wide variety of organisations to support studies forming part of the Co-operation and Partnership Programme. The projects will further collaborative approaches to collecting and making accessible library and information resources, to the retention and preservation of resources to ensure long term access and to activities and mechanisms to ensure resources can be identified and located.

A contract was signed with IBM for procurement of a Digital Store to form the core of the Library's infrastructure for handling the growing volumes of material received in or converted into electronic form. From January 2000, the Library began to receive through voluntary deposit arrangements a number of UK published electronic titles. The Library's management hopes that a system of legal deposit for such materials will be established as soon as possible. The Library also began to formulate detailed plans for the future development of its services in an environment where there is an increasing emphasis on electronic access and delivery. A number of reviews are in progress, the results of which will help to shape the Library's direction in such key areas as collection development, remote document supply and the provision of patent services.

The Library mounted a major exhibition between March and October 2000 entitled 'Chapter and Verse', covering 1000 years of English Literature. This was followed from November 2000 by 'Oscar Wilde: a life in six acts' which ran until February 2001.

Personnel

Chairman

Dr John Ashworth 01.09.96 5 yrs £e

Chief Executive

Mrs Lynne Brindley
(appointed in succession to
Dr Brian Lang, 1 July 2000)

Members

Mr Bernard Naylor 30.06.98 3 yrs £b
Mr John Ritblat 31.10.98 3 yrs £b
Mr Rodney Leach 31.07.99 3 yrs £b
Dr Jessica Rawson 11.07.99 3 yrs £b
Mr Henry Boyd-Carpenter 01.10.99 3 yrs £b
Ms Linda Colley 30.11.99 3 yrs £b

Professor Michael Anderson 01.05.00 3 yrs £b
Viscount Runciman 01.01.99 3 yrs £b
Mrs Lynne Brindley *ex officio* F/T
Mr David Russon *ex officio* F/T
Mr David Bradbury *ex officio* F/T

Annual Report available from: the British Library, Press and Public Relations, 96 Euston Road, London NW1 2DB.

British Museum

The British Museum houses the national collection of antiquities and works of art illustrating the history of civilisation.

The British Museum aims to illuminate the histories of the world's civilisations for the benefit of all by preserving, presenting, enhancing and researching its unique national collections (in line with DCMS objectives 1, 2, 3 4 & 6).

Resources ⁽¹⁾ £ millions	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 est. outturn	2001–02 plans	2002–03 plans	2003–04 plans
Revenue									
Self generated income attributed to revenue.	15.2	12.8	14.6	12.3	11.1	13.8	21.6	21.6	21.6
Grant in Aid	33.4	33.2	31.9	33.9	34.7	34.9	36.0	36.5	36.5
	48.6	46.0	46.5	46.2	45.8	48.7	57.6	58.1	58.1
Operating costs	43.6	43.9	44.1	41.6	45.8	50.8	58.7	58.7	58.7
Operating Surplus (deficit) before transfers	5.0	2.1	2.3	4.6	0.0	-2.1	-1.1	-0.6	-0.6
Opening Reserves	12.0	5.7	-0.1	0.1	0.5	0.5	-1.7	-1.7	-1.7
Transfer to reserves	-11.3	-7.9	-2.2	-4.2	0.0	0.0	0.0	0.0	0.0
Net accumulated Surplus (deficit)	5.7	-0.1	0.0	0.5	0.5	-1.6	-2.8	-2.3	-2.3
Capital									
Capital funding	3.9	17.4	18.6	31.1	36.1	26.1	25.1	25.1	25.1
Self generated income attributable to capital	3.7	5.5	6.5	5.4	5.4	5.2	5.4	5.4	5.4
	7.6	22.9	25.1	35.5	41.5	31.3	30.5	30.5	30.5
Acquisitions	2.2	2.2	1.9	3.2	0.8	0.8	0.8	0.8	0.8
Capital Expenditure	16.1	6.8	19.8	37.0	43.5	51.6	49.4	49.4	49.4
	18.3	9.0	21.7	30.2	44.3	52.4	50.2	50.2	50.2
Balance being transferred to (from) capital reserves	-10.7	13.9	3.4	5.3	-2.8	-21.1	-19.7	-19.7	-19.7

⁽¹⁾ Cashflow figures above do not correspond to the Museum's accruals based budgets and published financial statements.

Key Performance Indicators

Visits (millions)	6.13	6.50	6.10	5.5	5.5	5.7	6.3	6.3	6.3
Number of schoolchildren and students in organised parties (thousands)	164	169	169	135	130	150	200	200	200
Number of new exhibitions	26	24	21	21	23	20	20	20	20
Percentage of collection storage areas that are satisfactory	46	51	50	50	50	60	60	60	60
Number of objects loaned	4,955	5,727	4,462	4,550	3,526	3,750	4,500	4,500	4,500

British Museum

Key Achievements in 2000

HM the Queen opened the British Museum's new Great Court on 6 December 2000.

The Korean Gallery opened on 8 November 2000.

High-profile exhibitions included *Caesars and Gladiators*.

The Compass 'Navigation' system was introduced in on 16 June 2000.

The Museum's Egyptian Website attracted 200,000 visits in the first half of 2000.

Personnel

Chairman

Mr Grahame Greene CBE 17.06.00 2 yrs

Director

Dr Robert Anderson

Managing Director

Ms Suzanna Taverne

Trustees

Sir John Boyd 04.07.96 5 yrs

Mr Tom Phillips 01.01.00 5 yrs

Professor Martin Kemp 07.11.00 5 yrs

Sir John Browne 01.06.00 5 yrs

Sir David Attenborough 01.06.98 3 yrs

Professor Barry Cunliffe 04.10.00 5 yrs

Sir Keith Thomas Kt FBA 21.01.99 5 yrs

Professor Sir Martin Rees 28.08.96 5 yrs

Mr Hasan Askari 16.09.99 5 yrs

Mr Eric Salama 16.09.99 5 yrs

Dr Anna Ritchie OBE 16.09.99 5 yrs

Mr Christopher McCall QC 16.09.99 5 yrs

Dame Gillian Beer 21.09.97 5 yrs

Mr David Lindsell 16.09.99 5 yrs

Mr Nicolas Barber 30.09.98 5 yrs

HRH The Duke of Gloucester 30.09.98 5 yrs

Sir Michael Hopkins CB 16.01.99 5 yrs

Professor Jean Thomas 01.04.99 5 yrs

Countess Elizabeth Dalkeith 16.09.99 5 yrs

Charles Allen-Jones 01.01.00 5 yrs

Sir Claus Moser 12.06.98 5 yrs

Lord Renfrew of Kairnsthorn*

26.07.95 5 yrs

* Term ended 25.07.00.

British Tourist Authority (BTA)

In contributing to DCMS's objective 1, BTA's mission is to build the value of inbound tourism to Britain. This is done through the following four objectives:

- Promoting Britain overseas as a tourist destination, generating additional tourism revenue throughout Britain and throughout the year.
- Contributing to the improvement of the quality, competitiveness and sustainability of Britain's tourism industry and products, to meet the needs of overseas visitors.
- Providing advice to Government on matters affecting inbound tourism and contributing to wider Government objectives.
- Working in partnership with the devolved administrations and the national and regional tourist boards.

Resources £ millions	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 forecast	2001–02 forecast	2002–03 forecast	2003–04 forecast
Grant in Aid ⁽¹⁾	34.5	35.5	35.0	35.0	36.0	37.0	35.5	35.5	35.5
Other income	16.5	17.9	16.9	15.3	15.0	15.0	15.0	15.0	14.0
Total income	51.0	53.4	51.9	50.3	51.0	52.0	50.5	50.5	49.5

⁽¹⁾ Grant in Aid includes, in 1995–96 £0.5 million and, from 1996–97 to 2000–01, £1.5 million for Focus London Campaign.

Key Performance Indicators	1995–96	1996–97	1997–98	1998–99	1999–2000	2000–01	2001–02	2002–03	2003–04
Overseas visitors to the UK: expenditure (£ billion)*	11.8	12.3	12.2	12.7	12.5	12.4	12.6	~	~
Incremental spend target (£ billion)	0.90	0.99	1.00	0.96	1.04	1.11	1.11	~	~
Incremental spend generated (£ billion)	0.95	0.99	1.16	0.99	1.05				

* Note: Expenditure figures above relate to calendar years, not financial years.

~ These figures are to be agreed.

Key Achievements in 2000

An additional emphasis for BTA in 2000 was on building stronger relations with the travel trade and strategic partners in the UK. A variety of tools were introduced with this in mind, such as a dedicated help desk and website, a programme of educational surgeries throughout Britain, and an ongoing research project, known as the Britain Assessment. The Assessment is a comprehensive benchmarking exercise to look at Britain's competitive position in the world tourism industry.

Further investment was made in the fast growing field of information technology. A strategy for *BTA in the Digital Age* was developed, which aims to exploit information and communication technology to contribute to BTA's success, both in the short term as well as the medium to long term. BTA carefully targeted its marketing, concentrating on those customers with the best potential. A new Sports Tourism department, as well as an increased emphasis on Business Tourism and a global youth campaign all helped to maintain the momentum for the development of inbound tourism to Britain. As a result, BTA aims to generate a return on public investment of 30 to 1 for 2000–01.

Personnel

Chairman		Members			
Mr David Quarmby	01.06.99 3 yrs	Mr Patrick McKenna	01.09.98 3 yrs	Mr Alan Britten, Chairman,	
		Mr Ian Burke	01.09.00 3 yrs	English Tourism Council	<i>ex-officio</i>
Chief Executive		Mr Des Wilson	01.11.00 3 yrs	Lord Gordon of Strathblane, Chairman	
Mr Jeff Hamblin		Ms Veronica Palmer	01.03.00 3 yrs	Scottish Tourist Board	<i>ex-officio</i>
		Ms Hilary Lade	06.04.00 3 yrs	Mr Philip Evans, Chairman	
				Wales Tourist Board	<i>ex-officio</i>

Channel Four Television Corporation

The Channel Four Television Corporation is a self-funding statutory corporation providing public service broadcasting for the fourth channel except in Wales. It has a statutory duty to provide information, education and entertainment to appeal to tastes and interests not generally catered for by other channels; to encourage innovation and experiment; and to have a distinctive character of its own.

Resources

Channel 4 is funded from the sale of advertising.

The Broadcasting Act 1990 established that in the event of Channel 4's income falling below a certain threshold the difference would be made up by drawing on its statutory reserve fund and by a levy on the Channel 3 companies. When advertising revenue exceeded a certain threshold, payments had to be made to the Channel 3 companies and to the statutory reserve funds.

The Broadcasting Act 1996 introduced a power to enable the Secretary of State to amend these funding arrangements by Order. This power was used to end the requirement for payments to be made into the statutory reserve fund, with effect from 1997. It was also used to reduce the level of payments by Channel 4 to the Channel 3 companies from 50% to 33%, with effect from 1998, and zero with effect from 1999.

Main Activities

In 1999 Channel 4 broadcast 8,760 hours of programmes and had a profit before tax of £46 million.

Personnel

Chairman

Mr Vanni Treves

09.01.98 4 yrs £f

Non-Executive members

Ms Millie Banerjee

01.01.00 4 yrs £c

Mr Andrew Graham

01.04.98 3 yrs £c

Mr Robin Miller

01.02.99 2 yrs £c

Deputy Chairman

Mr Barry Cox

01.02.99 4 yrs £c

Mr Ian Richie

01.01.00 4 yrs £c

Mr Joe Sinyor

01.04.98 3 yrs £c

The Chairman, Deputy Chairman and non-executive members of the board are appointed by the ITC with the approval of the Secretary of State. Annual Report available from Channel 4, 124 Horseferry Road, London SW1P 2TX.

Churches Conservation Trust (CCT)

The Churches Conservation Trust exists to preserve Anglican churches of heritage importance which are no longer required for regular worship and for which no suitable new use can be found. It currently has 325 churches in its care and takes on around 4–5 new ones each year. Virtually all the buildings are listed – mainly Grade I or II.*

The Trust's resources are wholly devoted to the repair, maintenance and public presentation of its churches. It is increasingly confronting the challenge of taking on major churches in unpromising inner-city locations and increasing access and educational material on its churches.

Resources £ million	1995–96	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	2.509	2.509	2.479	2.479	2.479	2.829	3.000	3.000	3.000
Church Commissioners	1.075	1.075	1.062	1.062	1.062	1.212	1.286	1.286	1.286
Other Income ⁽¹⁾	0.200	0.223	0.249	0.523	0.659	0.758	0.660	0.660	0.660
Total Income	3.784	3.807	3.790	4.064	4.200	4.799	4.946	4.946	4.946

⁽¹⁾ Other income comprises grant in aid from the Church Commissioners, subscriptions, donations, bequests, endowments, investment income.

Key Performance Indicators

Year						
Percentage of churches weathertight, in normal weather conditions	90	96	97	95	95	95
Average time between vesting and starting initial repairs	< 8 months	4.5 months	7 months	4.5 months	6 months	< 9 months
Percentage of churches accessible to the public	85	90	89	90	90	90
Number of churches participating in Heritage Open Weekends				95	146	189
Educational material available for children and adults			In fully custodied churches	In 12 churches		
New publications			21	25		
Participation in relevant regeneration schemes			Develop pilot project	3 Churches participating		

Key Achievements in 2000

The number of churches participating in Heritage Open Days increased by 29 per cent.
Major repairs, jointly funded with English Heritage, were completed at St Luke's Church, Osenev Crescent, London NW5.
The conservation of outstanding monuments at St Michael and All Angels Church, Edmondthorpe, Leicestershire.

Personnel

Chairman	Trustees
Ms Liz Forgan OBE	01.02.98 3 yrs
	Mr Richard Butt
	01.04.99 3 yrs
	Rev. Canon Robert Gage
	09.12.98 3 yrs
	Ms Janet Gough
	01.05.98 3 yrs
	Right Rev. Edward Holland
	01.11.98 3 yrs
	Mr Richard Griffiths
	01.01.00 3 yrs
	Dr Lyndon Stanton
	01.10.99 3 yrs

Director
Ms Catherine Cullis

Commission for Architecture and the Built Environment (CABE)

The Commission for Architecture & the Built Environment is the national champion for architecture in England. It reviews the design of proposed developments, assists public and private sector clients in achieving high-quality design, promotes high-quality building and urban design in the English regions and aims to advance public understanding and appreciation of good design through education initiatives.

CABE takes forward DCMS's strategic initiatives by: promoting better architectural and urban design and its attendant economic, environmental and social benefits; helping to make public buildings and services more accessible and welcoming and thereby promoting social inclusion; assisting the promotion of more environmentally sustainable forms of development and ways of living; and encouraging building and urban design which provides aesthetic pleasure, enriches our culture and makes places more attractive for residents, visitors and business.

Resources £ million	1999–2000 outturn ⁽¹⁾	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	1.26	1.53	1.53	3.53	3.53
Other income ⁽²⁾	–	–	–	–	–
Total income	1.26	1.53	1.53	3.53	3.53

⁽¹⁾ From 1 September 1999.

⁽²⁾ Other sources of income will be developed.

Key Performance Indicators

	1999 (from 01.09.99)	2000
Cases considered by the Commission	21	70
% of recommendations accepted	84	82
Projects assisted by CABE's enabling panel	4	38

Key Achievements in 2000

In 2000, CABE developed and contributed to a range of initiatives aimed at improving the quality of public sector buildings; formally considered and issued advice on 70 development projects; provided advice to clients on 38 development projects through its enabling panel; worked with DCMS and other Government departments to publish *Better Public Buildings*; and developed its website to make information about CABE and its work accessible to the public.

Personnel

Chairman		Members			
Sir Stuart Lipton	20.08.99 3 yrs £e	Miss Sophie Andreae*	20.08.99 2 yrs £b	Mr Richard Feilden	13.04.00 3 yrs £b
		Mr Ian Ritchie*	20.08.99 2 yrs £b	Ms Gillian Wolfe	16.05.00 3 yrs £b
		Mr Paul Finch	20.08.99 3 yrs £b	Mr John Miles	05.07.00 3 yrs £b
Chief Executive (from 02.10.00)		Mr Sunand Prasad	20.08.99 3 yrs £b	Mr Dickon Robinson	05.07.00 3 yrs £b
Jonathan Rouse	£f F/T	Sir Nicholas Serota	20.08.99 3 yrs £b	Mr Brian Boylan	15.12.00 3 yrs £b
		Mr Les Sparks	20.08.99 3 yrs £b	Mr Paul Morrell	15.12.00 3 yrs £b

* Appointment expires 31.07.01.

Further appointments will be made during 2001.

Website: www.cabe.org.uk

English Heritage (Historic Buildings and Monuments Commission for England)

English Heritage is the Government's statutory adviser on all matters concerning the conservation of England's historic built environment and the largest source of non-Lottery grant funding for historic buildings and ancient monuments, conservation areas, archaeology and places of worship. It is also responsible for the maintenance, repair and representation of over 400 properties in public ownership or guardianship and for compiling and making available the national record of England's ancient monuments and historic buildings, previously maintained by the Royal Commission on the Historical Monuments of England.

Resources £ millions	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn ⁽¹⁾	2000–01 estimated	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid income	109.7	107.6	105.1	102.4	114.9	113.8	112.4	119.4	121.4
Other income	18.1	24.7	24.3	29.8	27.5	33.4	33.9	33.0	33.1
Total income	127.8	132.3	129.4	132.2	142.4	147.2	146.3	152.4	154.5

⁽¹⁾ including RCHME.

Key Performance Indicators – targets

	1995–96	1996–97	1997–98	1998–99	1999–2000	2000–01
Visitors (millions) ⁽¹⁾	10.6	10.6	11.1	11.1	11.6	11.8
Members (thousands)	349	350	393	414	439	469
Visitor satisfaction (Mark out of 10)	8.5	8.7	8.5	8.5	8.5	>8.5
Number of Archaeological and Architectural Survey Records and Reports deposited in the NMR (thousands) ⁽²⁾	2.2	7.7	6.7	8.0	10.0	7.0

⁽¹⁾ Staffed sites to 1998–99, staffed and unstaffed sites from 1999–2000.

⁽²⁾ Target to 1998–99 is for the RCHME prior to its operational merger with EH.

Key Performance Indicators – outturn

	1995–96	1996–97	1997–98	1998–99	1999–2000	2000–01 forecast
Visitors (millions)	10.4	11.0	11.2	11.5	11.8	11.6
Members (thousands)	331	374	383	410	442	455
Visitor satisfaction (Mark out of 10)	8.7	8.6	8.5	8.6	8.5	8.6 ⁽¹⁾
Number of Archaeological and Architectural Survey Records and Reports deposited in the NMR (thousands) ⁽²⁾	2.2	10.9	9.1	8.2	12.7	7.0 ⁽³⁾

⁽¹⁾ Actual.

⁽²⁾ Performance to 1998–99 is for the RCHME prior to its operational merger with EH.

⁽³⁾ From 2000–01 figures reported exclude those commissioned by third parties.

English Heritage (Historic Buildings and Monuments Commission for England)

Key Achievements in 2000

At the end of 1999, EH was asked by the DCMS and DETR to lead a review of policies relating to the historic environment. A cross-sectoral steering group was set up together with five specialist working groups representing a wide range of interests. In addition, the review was informed by a major public consultation exercise including a major survey into public attitudes towards the historic environment and the value placed upon it, conducted by MORI. The final report 'Power of Place' was presented to Ministers on 14 December, setting out a clear agenda for the future role and needs of the historic environment in enhancing the quality of life in England.

In fulfilment of its role to encourage and promote an appreciation of the historic environment, EH welcomed around 11.8 million visitors to its 409 properties, including some 6.0 million to staffed sites, of which 514,000 were free educational visits. EH also published information on access to properties it has grant aided on its website for the first time. For the first time since 1984, access to Stonehenge at the summer solstice was made available free to anyone.

The year 2000 was themed by EH as the 'Year of Public Sculpture', to encourage awareness of public sculpture around the country. EH held a very successful exhibition of 'Sitoueries' at Belsay Hall in Northumberland, inviting a number of high profile architects and designers to provide a modern interpretation of a garden structure to 'sit out in' and published a book of walks around ten English cities introducing the sculpture of the area. The importance of war memorials, which are a highly-valued form of public sculpture, was recognised through a high-profile grant scheme to encourage their preservation.

EH extended its Blue Plaque scheme outside London, with the erection of six plaques in Liverpool, and began to collect nominations in Birmingham, Portsmouth and Southampton.

The National Monuments Record *Images of England* project to create a point in time photographic record of every listed building in the UK continued with the launch of the prototype website, containing the first 15,000 images taken by volunteer photographers.

Personnel

Chairman

Sir Neil Cossons

01.04.00 5 yrs £f

Commissioners*

Mr Loyd Grossman

16.09.00 3 yrs £b

Ms Amanda Arrowsmith

16.09.98 3 yrs £b

Miss Sue Underwood

16.09.00 3 yrs £a

HRH the Duke of Gloucester

01.10.98 3 yrs £a

Mrs Candida Lycett Green

09.06.98 3 yrs £b

Mrs Bridget Cherry

01.10.98 3 yrs £a

Chief Executive

Ms Pam Alexander

Professor Eric Fernie

09.06.98 3 yrs £b

Cllr Philip Davis

14.01.99 3 yrs £a

Lady Elizabeth Gass DL

09.06.98 3 yrs £b

Professor Richard Morris

16.07.99 3 yrs £c

Mr Andrew Fane

09.06.98 3 yrs £c

Mr Michael Cairns

14.09.00 3 yrs £a

Miss Kirsty McLeod

09.07.98 3 yrs £b

Mr Piers Gough

17.05.00 3 yrs £b

The Rt Hon. the Lord Faringdon

01.04.00 1 yr £a

* EH Commissioners have all been appointed in parallel as Commissioners of RCHME, with effect from 1 April 1999 (or from the start of their appointment to EH if later than 1 April) following the operational merger of the two organisations.

Annual Report available from: www.english-heritage.org.uk; English Heritage Customer Services Department, PO Box 569, Swindon SN2 2YP.

English Tourism Council (ETC)

The English Tourism Council (ETC) is the national body for tourism in England. Its remit is to play a central role in helping the industry and local communities gain maximum benefit from tourism; to drive forward research, improve quality standards, promote best practice and innovation, coordinate data collection and analysis and act as a voice for successful sustainable tourism in England. The ETC passes £5.5 million of its grant in aid to fund tourism in the regions, much of which goes directly to the Regional Tourist Boards.

Resources £ million	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid (GIA)	10.0	10.0	9.9	9.7	11.7 ⁽¹⁾	11.0 ⁽¹⁾	9.6 ⁽²⁾	12.0 ⁽³⁾	12.5 ⁽³⁾
Other income	2.4	3.0	2.9	2.6	2.2	2.1	2.1	2.1	2.1
Total income	12.4	13.0	12.8	12.3	13.9	13.1	11.7	14.1	14.6

⁽¹⁾ Includes £1.8m (1999–2000) & £1m (2000–01) GIA for transitional costs following launch of ETC in July 1999. The figures for 1995–96 to 1998–99 are for the English Tourist Board, ETC's predecessor.

⁽²⁾ An additional £400,000 GIA goes to the Greater London Authority (GLA); previously GIA went to the London Tourist Board via ETC.

⁽³⁾ Less allocation to GLA.

Key Performance Indicators

	1999–2000	2000–01	2001–02
Number of establishments in current ETC accommodation classification and grading schemes	21,900	22,400	26,800

Key Achievements 2000–01

During the year, ETC – under the stewardship of its new Chief Executive Mary Lynch – consolidated its role as a strategic and high profile national body in accordance with the priorities laid out in the Government's tourism strategy – *Tomorrow's Tourism*. ETC operated its new arrangements for funding and monitoring the Regional Tourist Boards (RTBs), which play a key role in the delivery of *Tomorrow's Tourism*, enabling them to ensure coherence between delivering the national strategy and responding to regional priorities and tourism issues.

Specific examples of important outputs during the year include: the launch of *Action for Attractions* – the attractions strategy to improve the quality and viability of the sector; the *England for Excellence Awards* – highlighting quality and best practice in the industry; the *England Image* CD reflecting the England brand; finalising the *Green Audit Kit* in partnership with the Countryside Agency; the launch of *Perspectives on English Tourism* reporting on the implications of tourism trends over the last ten years; publication of the task force's *Resorts Regeneration Strategy*; development of the ETC web site and the establishment of an *EnglandNet* partnership to oversee e-business strategy.

ETC launched its quality standards for self-catering accommodation as well as its *Stepping Stones Strategy*, a practical stepped approach for lower quality accommodation to achieve National Quality standards. In addition to publishing new versions of its acclaimed *Where to Stay* guides, ETC also produced its *Pink Booklet* – a practical guide to legislation for accommodation providers. Consultations took place with the industry to produce standards for hostels, universities, and holiday centres.

The ETC engaged with the tourism industry at national level, principally through the Tourism Forum which is now supported by four short term task forces tackling: transport, tourism trends, resorts and sustainable tourism. During the year, work also began on a number of other important projects for delivery in 2001–02, including the *Rural Tourism Strategy* and *National Accessibility Standards* for hotels and self-catering accommodation. Finally, ETC was awarded its *Investors in People* accreditation.

Personnel

Chairman		Board Members	
Mr Alan Britten	12.07.99	Mr Peter Moore	01.07.99 3 yrs
		Mr Peter Chappelow	01.02.00 3 yrs
		Mrs Jennifer Robson	01.10.00 3 yrs
Chief Executive		Mr David Lunn	01.10.00 3 yrs
Ms Mary Lynch	03.04.00	Miss Sue Lawley	01.06.00 3 yrs
		Mr Peter Cardnell	01.10.00 3 yrs

Annual Report available from: English Tourism Council, Thames Tower, Black's Road, London W6 9EL.

Telephone 020 8563 3000, Facsimile 020 8563 0302

www.english-tourism.org.uk

Film Council

Established as an outcome of the Departmental Spending Review, the Film Council became fully operational in April 2000 and is responsible for all DCMS funding for film, both Lottery and Grant in Aid (apart from the National Film and Television School). It is taking forward in parallel the two prime aims of Government policy: to develop film culture by improving access to and education about the moving image; and to help develop a sustainable domestic film industry. The Film Council will provide strategic leadership for the film industry, eliminating gaps and overlaps in provision, and encouraging greater effectiveness and efficiency. It distributes Government Grant in Aid and Lottery funds for films and to film organisations including the British Film Institute.

Resources £000's	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 outturn	1999-2000 outturn	2000-01 outturn	2001-02 plans	2002-03 plans	2003-04 plans
Grant in Aid					552	21,760	20,860	22,760	22,760
Other Income					16,047	74,460	36,568	31,158	30,582
Total Income					16,599	96,220	57,428	53,918	53,342

Key Achievements in 2000-01⁽¹⁾

The launch of a number of first stage UK-wide initiatives that include:

- The reorganisation and reallocation of the public funds available to support the film industry through three Lottery funds for film: the Film Development Fund, the Premiere Production Fund and the New Cinema Fund with a combined budget of £20 million a year. The aim is to produce better quality British films, thus providing a starting point towards creating a sustainable UK film industry.
- The Film Training Fund with a budget of £1 million a year to support training for scriptwriters and development executives, and separately to train business executives, producers and distributors.
- Development of a comprehensive European strategy to expand business and creative relationships with European partners.
- A programme to stimulate the export of British films and to exploit new opportunities opening up via internet distribution.
- Increased support for the British Film Commission and its remit of attracting film and television inward investment, leading to a record year for overseas production in the UK.
- A significant expansion of the British Film Office in Los Angeles as a conduit for attracting inward investment, promoting film exports and co-ordinating Film Council training programmes.
- First Movies – a Lottery programme to run in 2001 with a budget of £1 million to resource hundreds of low budget short films offering children the opportunity to learn about film-making and audio-visual storytelling.
- The creation of a Market Intelligence Unit to provide authoritative statistics about the British film industry for the benefit of the industry itself, Government and the media.
- A package of specific measures to ensure that over time the British film industry reflects the rich cultural diversity of the UK, and offers equality of opportunity and access to individuals whatever their background.
- Following an extensive consultation process, the launch of a development Strategy for Film in the English Regions 'Film in England'. The aim is to provide a more effective network between the regional film bodies around England by committing up to £6 million each year to a new Regional Investment Fund. This will facilitate the establishment of an integrated regional film agency in each region with the capacity to determine its own industrial and cultural priorities for film. The Council will expect the agencies to produce business plans so that there is a firm structure for future funds. This will help to ensure a more efficient and effective relationship within regions, as well as between regions and with the Film Council.

⁽¹⁾ In the first year of operation, most of the Film Council's targets were strategic as indicated by the key achievements listed.

Personnel

Chairman		Governors			
Alan Parker CBE	30.07.99 3 yrs	Mr Stewart Till (Deputy Chairman)	01.09.99 3 yrs	Mr James Lee	01.09.99 2 yrs
		Ms Dawn Airey	01.09.00 3 yrs*	Mr Colin Leventhal	01.09.99 3 yrs
Chief Executive		Mr Christopher Auty	01.09.00 3 yrs*	Ms Sarah Radclyffe	01.09.99 2 yrs
John Woodward	01.11.99	Ms Joan Bakewell	01.09.99 3 yrs	Mr Ian Smith	01.09.00 2 yrs
		Mr Timothy Bevan	01.09.99 2 yrs	Ms Parminder Vir	01.09.99 3 yrs
		Mr Charles Denton	01.09.99 3 yrs	Mr Paul Webster	01.09.00 3 yrs*
		Dr John Hill	01.09.99 2 yrs		
		Mr Duncan Kenworthy OBE	01.09.00 3 yrs*		

* Reappointed September 2000

Football Licensing Authority (FLA)

The Football Licensing Authority is charged with ensuring the implementation of Government policy regarding grounds at which designated football matches are played.

Resources £ millions	1995–96 outturn	1996–97 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid ⁽¹⁾	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9

⁽¹⁾ Grant in Aid is entirely for FLA running costs.

Key Achievements in 2000

The Authority issued 93 licences, made 757 visits to football grounds and undertook 830 other formal meetings to discuss football.

Personnel

Chairman

Mr Clive Sherling

28.08.99 2 yrs £b

Members ⁽²⁾

Dr Judith Fisher

28.08.99 1 year 7 months

Mr Tony Gee

28.08.99 1 year 7 months

Mr Christopher Lewis

28.08.99 1 year 7 months

Mr Melvyn Sheldon

28.08.99 1 year 7 months

Professor. Margaret Talbot 28.08.99 1 year 7 months

Mr Sam Thorburn 28.08.99 1 year 7 months

Chief Executive

Mr John de Quidt

£f

⁽²⁾ Remunerated at a daily rate of £230; average commitment is 1–2 days per month.

Annual Report available from the Football Licensing Authority, 27 Harcourt House, Cavendish Square, London W1G 0PL.

Geffrye Museum

The Geffrye Museum contains permanent displays of period rooms which show the development of furniture and domestic interiors in England from 1600 to the present day. The aim of the museum is to encourage people to learn from and enjoy the collections, buildings and gardens within its care, with particular emphasis on the history of English domestic interiors (in line with DCMS objectives 2, 3, 4 and 6).

Resources £ million	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	1.0	1.1	1.1	1.0	1.2	1.2	1.1	1.1	1.1
Other operating income	0.1	0.1	0.1	0.2	0.3	0.3	0.3	0.3	0.3
Other income	0.1	0.6	2.2	2.4	0.1	0.1	0.2	0.1	2.1
Total income⁽¹⁾	1.2	1.8	3.4	3.6	1.6	1.6	1.6	1.5	3.5
Operating costs	1.1	1.2	1.2	1.3	1.5	1.5	1.6	1.7	1.8
Collections purchases	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Capital expenditure	0.1	0.6	2.2	2.3	0.1	0.1	0.1	0.0	2.0
Total expenditure	1.2	1.8	3.4	3.6	1.6	1.6	1.7	1.7	3.8

⁽¹⁾ Income does not match expenditure each year as non-Grant in Aid income can be retained to fund future expenditure.

Key Performance Indicators

Visits (thousands)	52	55	60	85	104	100	102	104	106
Educational visits (thousands)	12	12	13	14	22	24	26	27	27
% of collections documented to UK museum documentation standards	15	65	90	98	98	98	100	100	100
Visitors expenditure per head (£)	1.35	1.87	1.83	1.94	2.85	2.90	2.91	2.92	2.94
Other operating income as % of Grant in Aid	7%	9%	10%	18%	27%	27%	29%	30%	31%

Key Achievements in 2000

This year's major exhibition, *The House Beautiful – Oscar Wilde and the Aesthetic Interior* proved to be both ambitious and highly successful, attracting critical and public acclaim. With other exhibitions, including the first show of furniture designer Matthew Hilton's work, and imaginative education and public programmes, the museum kept a high profile and ensured the targets for visitor numbers were achieved. Internally there has been a significant restructuring in the areas of financial management and security, as a result of the museum's recent expansion. Plans to restore one of the museum's early eighteenth century almshouses have progressed well, with funding secured from the Heritage Lottery Fund and the Ironmongers' Company. The house will open to the public in 2001.

Personnel

Chairman		Trustees			
Mr Richard Hunting	01.01.00 3 yrs	Mr Frank Smith	28.10.00 3 yrs	Ms Brenda Herbert	27.10.98 3 yrs
		Ms Daphne Gould OBE	28.10.00 3 yrs	Sir William Stubbs	01.04.99 3 yrs
Director		Mr Robert Marshall-Andrews QC MP	28.10.00 3 yrs	Ms Marina Vaizey	28.10.00 3 yrs
Mr David Dewing		Mr Philip Hedley	01.03.98 3 yrs	Ms Mary Shand	01.11.00 3 yrs
		Mr Christopher Claxton Stevens	27.10.98 3 yrs		

Further information is available from: The Geffrye Museum, Kingsland Road, London E2 8EA.

Website: <http://www.geffrye-museum.org.uk>

Heritage Lottery Fund

The Heritage Lottery Fund gives financial help to capital and revenue projects which safeguard and improve access to land, buildings, objects and collections of importance to the national heritage of the United Kingdom. Its four priorities are heritage conservation, national heritage, local heritage, and heritage education and access. Details of specific programmes are available from the Heritage Lottery Fund.

Key Performance Indicators

Year Quarter	1998 (1)	1998 (2)	1998 (3)	1998 (4)
Number of Awards made	262	205	201	195
Value of Awards made (£ million)	119.6	53.6	83	42
Value of Awards paid (£ million)	41.9	36.2	45.6	47.3
Number of applications received	258	258	1180	485
Number of applications processed	411	374	618	458
Average processing cost*	–	–	–	–
Average processing time (days)	189	189	173	215
Year Quarter	1999 (1)	1999 (2)	1999 (3)	1999 (4)
Number of Awards made	443	268	493	624
Value of Awards made (£ million)	87	28.8	35.8	44
Value of Awards paid (£ million)	47.3	56.6	68.2	70.6
Number of applications received	341	567	829	1086
Number of applications processed	859	463	878	1060
Average processing cost*	–	–	–	–
Average processing time (days)	202	295	175	216
Year Quarter	2000 (1)	2000 (2)	2000 (3)	2000 (4)
Number of Awards made	723	812	803	383
Value of Awards made (£ million)	36.4	68.9	34.5	59.3
Value of Awards paid (£ million)	71.4	64.9	75.5	57.3
Number of applications received	937	1,312	1,254	455
Number of applications processed	1,026	1,289	1,326	504
Average processing cost*	–	–	–	–
Average processing time (days)	200	170	175	172

*The average cost of processing each application is not available on a quarterly basis. The average processing cost on an annual basis is estimated to be £2,000 (1999: £2,500).

Many more applications were made to the Heritage Lottery Fund for money in 2000. This mainly reflects the continuing success of the Awards for All scheme, which widened the scope of organisations that could apply for Lottery grants. Standard application requests also rose in the year by 7%, to almost 1,250. These applications were requesting grants of almost £720 million – a sum more than double our income from the National Lottery.

The work of the Heritage Lottery Fund does not end when the award has been made. Grants are only paid after work has been carried out to the satisfaction of the Fund and its appointed expert monitors. This results in an ongoing commitment for the Fund in successful projects and there are currently over 2,300 projects being monitored.

Historic Royal Palaces

Historic Royal Palaces is a charity established by Royal Charter in 1998. From 1 April 1998, Historic Royal Palaces has had responsibility for the care, preservation and presentation to the public of five Historic Royal Palaces: Hampton Court with its gardens and park, the Tower of London, Kensington Palace State Apartments with the Royal Ceremonial Dress Collection and Orangery, Kew Palace with Queen Charlotte's Cottage and the Banqueting Hall, Whitehall.

Resources £ millions	1995–96	1996–97	1997–98	1998–99	1999–2000	2000–01	2001–02	2002–03 plans	2003–04 plans
Grant	4.2	6.7	7.5	3.5	nil	nil	nil	nil	nil
Total Income	28.4	29.8	31.1	36.4	39.0	40.4	41.5	45.5	51.0

Note

Figures include moneys contributed to the Royal Armouries' move to Leeds.

Key Performance Indicators

	1995–96 actual	1996–97 actual	1997–98 actual	1998–99 actual	1999–2000 actual	2000–01 plans	2001–02 plans	2002–03 plans	2003–04 plans
Finance									
Commercial surplus £m	7.4	8.9	9.5	D i s c o n t i n u e d					
Year end cash £m	–	–	–	8.6	11.7	7.0	7.5	9.6	
Visitor Satisfaction ratings									
Value for Money	0.80	0.82	0.96	1.20	0.91	0.50–0.80	tbd	tbd	
Enjoyment of Visit	1.28	1.24	1.31	1.52	1.31	> 1.25	tbd	tbd	
Helpfulness/friendliness of staff	1.35	1.33	1.46	1.62	1.36	> 1.25	tbd	tbd	
Efficiency Target									
2% gain	Achieved	Achieved	Achieved	D i s c o n t i n u e d					

Key to ratings: 2.0 = extremely good; 1.0 = quite good; –0.0 = acceptable; –1.0 = quite poor; –2.0 = very poor

Conservation Target 2000–01

To review Year 2 of the 5 year outline maintenance programme to meet budget of £3.0m and implement works therein with reprioritisation as necessary.

To carry out Phase 2 of repairs to the South Elevation of the Waterloo Block at the Tower of London.

To complete Phase 2 of the Means of Escape work.

To implement surveys of chimneys and turrets at Hampton Court Palace and North West Curtain walls at the Tower of London.

Personnel

Chairman *	Trustees	Chief Executive
Lord Airlie 26.03.98 3 yrs	Lord Luce * Sir Michael Peat * Hugh Roberts * Mr Michael Herbert	Alan Coppin
	01.10.00 3 yrs 26.03.98 3 yrs 26.03.98 3 yrs 30.09.99 2 yrs	Ms Angela Heylin Mr Simon Jones Mrs Jane Sharman The Lord Inge †
		26.03.98 3 yrs 26.03.98 3 yrs 26.03.98 3 yrs

* Appointments determined by HM The Queen

† Appointed *ex-officio*

Annual Report available from Historic Royal Palaces, Hampton Court Palace, Surrey KT8 9AU.

Horniman Museum and Gardens

The Horniman aims to use the worldwide collections within its care, which include arts, crafts, music and natural history, and its 16 acres of gardens to encourage a wider appreciation of the world, its peoples and their cultures and its environments (in line with DCMS objectives 2, 3 and 6).

Resources £ million	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	3.3	3.0	2.9	3.1	3.0	3.3	3.1	3.1	3.1
Other operating income	0.1	0.1	0.1	0.1	–	–	–	0.1	0.1
Other income	0.4	0.3	0.4	1.2	1.5	3.9	5.1	1.0	0.3
Total income ⁽¹⁾	3.8	3.4	3.4	4.4	4.5	7.2	8.2	4.2	3.5
Operating costs	2.3	2.5	2.6	2.4	2.7	3.0	3.2	3.3	3.4
Collections purchases	0.3	0.1	0.1	0.1	0.1	–	–	–	–
Capital expenditure ⁽²⁾	1.3	1.0	0.4	1.9	1.6	4.4	4.8	1.0	0.1
Total expenditure	3.9	3.6	3.1	4.4	4.4	7.4	8.0	4.3	3.5

⁽¹⁾ Income does not match expenditure each year as non-Grant in Aid income can be retained to fund future expenditure.

⁽²⁾ Includes figures for 1999–2000 and future years funding for Horniman 2001 Lottery project.

Key Performance Indicators

Visits (thousands)	163	222	220	211	186	120	130	250	250
Numbers involved in Educational Activities (thousands):									
– using the Museum's handling collection	25	24	20	23	16	13	6	23	23
– all educational activities	36	35	32	35	28	20	15	36	36
% of visitors from ethnic minority groups (target = 23%) ⁽¹⁾	8	10	0	0	21	23	23	23	23
Number of objects on collections database (thousands)	29	50	53	58	77	80	81	83	85

⁽¹⁾ As from 1997–98 lack of adequate survey data.

⁽²⁾ As from 1999 major Lottery building redevelopment project underway.

Key Achievements in 1999–2000

Construction began on a £7.3 million extension (Phase 2 of the 'Horniman 2001' Lottery project), which will improve physical and intellectual access to the collections and Gardens. The Museum was able to remain open for most of the year except for a planned 10 week closure period for reasons of public safety. Education teams focused on outreach and taught 20,000 adults and children off site. Audiences included school children, refugees, elders and local neighbourhood groups. The DfEE-funded project 'Inspiration Africa' facilitated creative work based on the 'African Worlds' gallery in primary, secondary and special needs schools. This work is documented on www.clothofgold.org.uk/inafrika. An occasional paper series developed with the University of Coimbra, Portugal, was used to publish research by the two initiating institutions but also provided an outlet for related research by the international academics and regional museums in the UK.

Personnel

Chairman		Trustees			
Mr Donald Kirkham	23.09.99 4 yrs	Mr Stephen Bullock	15.03.99 2.5 yrs	His Hon. Brian Galpin	21.09.98 4 yrs
		Professor Kenneth Gregory	01.10.97 4 yrs	Mr Ronald Watts	18.09.00 4 yrs
Director		Professor John Mack	21.09.98 4 yrs	Mr Michael Wheeler	18.09.00 4 yrs
Ms Janet Vitmayer		Ms Susan Minter	13.03.00 3.5 yrs	Ms Althea Efunshile	01.01.00 2.5 yrs
		Dame Jocelyn Barrow	20.09.99 4 yrs		

Annual Report available from: Horniman Museum, 100 London Road, London SE23 3PQ.

Website: <http://www.horniman.demon.co.uk>

Imperial War Museum

The Imperial War Museum illustrates and records all aspects of the two World Wars and other conflicts involving Britain or the Commonwealth since 1914. It also includes Duxford Airfield, the Cabinet War Rooms and HMS Belfast.

The museum's aim is to provide for and encourage the study and understanding of the history of modern conflict by means of: maximising access to the collections, both physically and electronically; programmes of educational activities for all ages; the care, preservation and documentation of the collections; an active acquisitions programme; a lively programme of well designed and presented displays attractive to a wide audience; and a high quality of service to users.

Resources £ millions		1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	Baseline	11.1	10.7	10.6	10.6	10.8	10.9	11.3	11.3	11.3
	Special			0.4		1.3	0.9	1.8	2.7	2.8
Other operating income		7.7	7.5	8.1	8.9	8.7	9.2	7.0	8.2	8.8
Other income		3.4	5.8	5.7	6.6	9.8	20.7	20.4	9.8	9.9
Total income ⁽¹⁾		22.3	24.0	24.8	26.1	30.6	41.7	40.5	32.0	32.8
Operating costs		16.8	16.5	17.4	18.3	19.9	21.4	19.7	21.2	21.6
Collections purchases		0.2	0.3	0.4	0.4	0.4	0.4	0.3	0.3	0.3
Capital expenditure		5.8	8.5	5.8	7.8	10.3	19.9	20.5	10.5	10.9
Total expenditure		22.8	25.3	23.6	26.5	30.6	41.7	40.5	32.0	32.8

⁽¹⁾ Income does not match expenditure each year as non-Grant in Aid income can be retained to fund future expenditure.

Notes

- Plans for 1999–2004 include income and expenditure for the Imperial War Museum North project.
- Grant in Aid allocations for free admission and 'Quids in' are included with the allocations for special Grant in Aid.

Key Performance Indicators

Visits (millions)	1.31	1.30	1.35	1.37	1.37	1.45	1.40	1.62	1.72
Number of schoolchildren and teachers in pre-booked school parties (thousands)	146	144	143	152	153	170	175	195	205
Use of the collections (visits and enquiries to reference departments, thousands)	87.2	92.7	90.0	87.7	95.5	96.1	99.5	100.5	101.5
% of visitors very satisfied with their visit	82%	83%	85%	86%	80%	81%	82%	83%	84%
Admissions income (£ million)	3.3	3.4	3.7	3.9	4.0	4.4	4.5	5.4	5.9

Imperial War Museum

Key Achievements in 2000

Successes have included:
 the official opening of the Holocaust exhibition in June 2000 by HM The Queen and the establishment of new educational programmes alongside this;
 record attendances at the Cabinet War Rooms for the third year running;
 a highly acclaimed programme of exhibitions and events at Lambeth Road including 'Spitfire Summer' and 'The 1940s House';
 substantial progress on the construction of the Imperial War Museum – North at Trafford in Manchester for opening in 2002;
 the establishment of a Collections Management Unit to further enhance the delivery of conservation and collections activities;
 the completion of the extension to the Land Warfare Hall at Duxford and also the commencement there of building works necessary for the relocation of the film preservation unit from Hayes in 2001.

Personnel

Chairman

Professor. Robert O'Neill 09.08.97 4 yrs

Director General

Mr Robert Crawford

Trustees

HRH The Duke of Kent *	12.12.74	Sir Roger Jackling *	11.10.97
Mr Dennis Silk	26.01.00 3 yrs	Marina, Lady Vaizey	15.01.98 5 yrs
Sir William Purves	03.03.99 5 yrs	Miss Kate Adie	01.04.98 5 yrs
Air Chief Marshal Sir Joseph Gilbert	15.01.97 5 yrs	HE Ms Cheryl Carolus	<i>ex-officio</i>
Lieutenant General		HE Mr Michael L'Estrange	<i>ex-officio</i>
Sir Christopher Wallace	30.07.99 5 yrs	HE Mr Paul East	<i>ex-officio</i>
Sir John Coles	07.09.99 5 yrs	HE Mr Nareshwar Deyal	<i>ex-officio</i>
Miss Jyoti Munsiff	12.11.99 5 yrs	HE The Hon. Mr Jeremy Kinsman	<i>ex-officio</i>
Rabbi Julia Neuberger	12.05.99 5 yrs	HE Dr Abdul Kader Jaffer	<i>ex-officio</i>
Admiral Sir Jock Slater	27.08.99 5 yrs	HE Mengala Moonasinghe	<i>ex-officio</i>
Professor Lawrence Freedman	15.12.00 5 yrs		

* Unspecified period of appointment.

Annual Report & Accounts 1999 are available from: Assistant Secretary, Imperial War Museum, Lambeth Road, London SE1 6HZ.

Website: <http://www.iwm.org.uk/>

Independent Television Commission

The Independent Television Commission (ITC) is the statutory body created under the Broadcasting Act 1990 which is responsible for licensing and regulating commercial television services in the UK. Under the terms of the Act the ITC is charged with ensuring that a wide range of television services is available in the UK and that there is fair and effective competition in the provision of such services.

Main Activities

The Commission licenses and regulates all commercial television services in the UK, regulating content of programmes, advertising and sponsorship as well as economic and competition regulation of television services. The Commission also undertakes a full programme of engineering and audience research.

As at 1 January 2001, there were in force the following licences: 16 for Channel 3; Channel 4; Channel 5; 1 Public Teletext; 3 Commercial Additional Services; 5 Multiplex Operators; 27 Digital Programme Services; 3 Digital Additional Services; 39 Local Delivery Services; 47 Local Delivery Transitional Services; 115 Prescribed Diffusion Services; 98 Licensable Programme Services; 336 Satellite Television Services; and 20 Restricted Service Licences.

During 2000, the ITC continued its work on the development of digital television in the UK by issuing a major consultation with OFTEL and OFT on the availability, affordability and accessibility of digital television. It is also working closely with Government on a detailed plan for digital switchover, has commissioned a number of research projects to assess the potential coverage of digital terrestrial television and leads the UK's Joint Planning Project on this issue.

The Commission embarked on an exhaustive programme of research into what viewers need and want from public service broadcasting (PSB). This consultation exercise continued throughout the year, encompassing citizens' juries, children's workshops, a survey of 6,000 people on the Broadcasters Audience Research Board panel, interviews with MPs, journalists and academics, plus a UK-wide series of public meetings, including a seminar with the National Consumer Council.

During the year, the ITC tested public and stakeholder opinion on a range of other issues including the proposed merger between Carlton and United News and Media, the regulation of interactive services, and proposed revisions to the ITC's Programme, Sponsorship and Technical Performance Codes. Responses were analysed and helped to shape ITC policy on these issues.

The scheduling of the ITV Nightly News was also a major regulatory issue and following demands from the Commission to restore the news to an earlier time, agreement was reached with ITV to restore the later evening news programme to 10pm Monday – Thursdays from January 2001.

Personnel

Chairman		Member for Scotland		Members	
Sir Robin Biggam	01.01.97 5 yrs £f	Dr Michael Shea	01.08.96 5 yrs £b	Mr Alistair Balls	01.01.98 4 yrs £b
Chief Executive		Member for Northern Ireland		Sir Michael Checkland	01.07.97 4 yrs £b
Ms Patricia Hodgson	01.09.00	Dr Maria Maloney	01.01.95 5 yrs £b	Ms Jude Goffe	18.08.94 7 yrs £c
Deputy Chair		Member for Wales		Ms Jude Kelly	01.01.00 4 yrs £c
Lord Dubs	04.07.00 4 yrs £d	Professor Derec Llwyd Morgan	05.07.99 4 yrs £b	Ms Barbara Donoghue	01.01.00 4 yrs £c
				Mr Clay Brendish	01.02.00 4 yrs £c

Lottery Funding for Sport

Sport England Lottery Fund

2000	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of awards	132	152	164	75
Value of awards made	£32.8m	£34.2m	£90.3m	£31.8m
Value of awards paid	£63m	£51m	£48m	£60m
Number of applications received	166	180	162	83
Number of applications processed	165	167	149	38
Average number of working days to process each application	27	52	60	63

UK Sport

2000	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of Awards made	6	9	6	9
Value of awards made	£2.2m	£4.1m	£2.3m	£27.3m
Value of awards paid	£6.9m	£4.8m	£4.8	£5.5m
Number of applications received	34	3	8	26
Number of applications processed	9	38	5	34
Average time taken to process each application (working days)	60	60	55	40

Millennium Commission

The Millennium Commission distributes Lottery proceeds in support of projects across the UK that mark the year 2000 and the beginning of the third millennium. The Commission provides support for capital projects, an ongoing Awards scheme and supported the Millennium Experience at Greenwich and the Millennium Festival. The Commission will continue to receive Lottery proceeds until 20 August 2001 under the terms of an Order approved by both Houses of Parliament in December 2000. Thereafter the Commission will continue in existence until abolished by primary legislation.

Resources £ million	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 outturn	1999-2000 outturn	2000-01 estimated outturn	2001-02 plans	2002-03 plans	2003-04 plans
	308	321	398	392	353	355	100	0	0

The Commission's sole source of income is its share of the resources available to the National Lottery distributing bodies. The Commission will continue to receive Lottery funds until it has received £2,286.5 million of income from the National Lottery, as detailed in the Orders passed by both Houses of Parliament in December 2000.

Key Performance Indicators

	1995-96	1996-97	1997-98	1998-99	1999-2000	2000-01 ⁽¹⁾
Number of awards made (excludes awards made and subsequently withdrawn)	45	56	81	9	16	30
Value of awards made (excludes awards made and subsequently withdrawn)	£478,705,944	£328,026,366	£396,878,206	£38,104,494	£19,671,798	£28,129,029
Value of awards paid	£3,700,000	£21,000,000	£108,000,000	£236,400,000	£304,000,000	£330,000,000
Number of applications received	1,044	1,012	2	3	75	79
Number of applications processed (rejected)	838	938	92	2	54	37
Number of applications processed (into contract)	6	46	53	58	16	30
Simple average cost of processing each application (to contract or rejection)	£2,867	£2,807	£1,923	£230,000	£184,133 ⁽²⁾	£205,970 ⁽²⁾
Average time to process each application (days)				74	46	

⁽¹⁾ Figures for 2000-01 are estimates based on projections and experience to December 2000.

⁽²⁾ The Commission's work is increasingly focused on the delivery and monitoring of existing projects rather than the assessment of new applications.

Performance Targets

The Government requires all non-departmental public bodies to demonstrate how effectively they have discharged the mission which they have been set. To this effect, the Millennium Commission has agreed certain key performance targets with the Government, against which annual performance can be measured. The table below sets out all quantified targets, and their outturns, for 1999-2000.

Target	1999-2000 target	1999-2000 outturn
Capital projects in contract as % of total offered grant	95%	95%
Capital projects with work commenced as % of total in contract	100%	98%
Number of capital projects completed	95	68*
Amount of capital projects grant spent as % of total awarded	60%	54%
Millennium Experience grant paid as % of grant awarded	100%	98%
Festival applications determined to deadline set	100%	100%
Amount of Awards grant spent as % of total available	100%	100%
Total value of Awards funds paid out as % of budget to 2000	20%	25%

*Figure denotes number of projects completed at 31 March 2000. By 30 September 2000, around 90 projects were completed or open to the public, plus over 2000 projects within multi-site schemes.

Millennium Commission

Key Achievements in 2000

1 million trees. 8 new bridges. 100 new visitor attractions. 550 village halls and centres. 8,500 miles of paths and cycleways. 50 inner city regeneration projects. 2 new stadia in Scotland and Wales. Almost 2,000 new open green spaces. 1 million books to 4,500 state schools. Over 100 miles of restored waterways. Over 30,000 Millennium Awards to individuals. 600 churches with new bells, floodlights or facilities. Thousands of local festivals to celebrate the year 2000. Over 1,000 amazing discoveries at the Millennium Dome attracting 6.517 million visitors. More than 10 new centres to explore ourselves, our planet and beyond.

Personnel

Chairman		Commissioners ⁽²⁾	
The Rt Hon. Chris Smith MP ⁽¹⁾	19.05.97	Dr Heather Couper FRAS	17.02.94
		The Earl of Dalkeith KBE DL	17.02.94
		The Lord Glentoran CBE DL	17.02.94
Director		The Rt Hon. Michael Heseltine CH MP ⁽¹⁾	23.05.97
Michael O'Connor CBE	03.03.98	The Rt Hon. Dr Marjorie Mowlam MP	02.11.99
		Sir John Hall	resigned 28.01.00
		Floella Benjamin OBE	appointed 28.01.00
		Judith Donovan CBE	appointed 31.01.00
		Simon Jenkins	appointment expired 31.12.00

⁽¹⁾ The Chairman of the Commission is a Cabinet Minister, currently the Secretary of State for Culture, Media and Sport. The National Lottery etc Act 1993 states that one other Commissioner should be a Minister of the Crown and that one Commissioner should be nominated by the Leader of the Opposition. The appointment of the Opposition nominee lasts until his nominating party is no longer in Opposition.

⁽²⁾ With the exception of Simon Jenkins who did not wish to be, all Commissioners were re-appointed on 1 January 2001.

Annual Report and Accounts 1999–2000 is available from: The Millennium Commission, Portland House, Stag Place, London SW1E 5EZ.

Museum of London

The Museum of London maintains and exhibits collections of the history of London from prehistoric times to the present day, and provides the Museum of London Archeology Service (MoLAS) and the Museum of London Specialist Services (MoLSS). The museum's aim is to Inspire a Passion for London by communicating and making accessible London's history, archeology and contemporary culture to Londoners and the wider world (in line with DCMS objectives 2, 3, 4 and 6).

Resources £ million	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Government Grant	4.4	4.3	4.3	4.2	4.4	4.5	4.7	5.2	4.8
Corporation of London Grant ⁽¹⁾	4.4	4.3	4.3	4.2	4.4	4.5	4.5	4.5	4.5
Other operating income	7.7	7.1	5.7	6.0	7.0	6.7	6.3	6.8	7.0
Other income	0.2	0.2	0.5	1.1	0.1	3.9	4.6	0.1	0.0
Total income ⁽¹⁾	16.7	15.9	14.8	15.5	16.6	19.6	20.1	16.6	16.3
Operating costs	14.3	14.6	13.5	14.5	14.9	15.7	14.6	15.3	16.1
Collections purchases	0.1	0.1	0.1	0.3	0.1	0.1	0.1	0.1	0.1
Capital expenditure	1.3	1.6	1.1	1.0	0.6	4.3	6.7	0.6	0.0
Total expenditure ⁽²⁾	15.7	16.3	14.7	15.8	15.5	20.1	21.4	16.0	16.2

⁽¹⁾ The Museum is co-funded by the Department and the Corporation.

⁽²⁾ Income does not match expenditure each year as non-Grant in Aid income can be retained to fund future expenditure.

Assumptions: 2000–01 Rental agreement for MoLAS office space agreed at Eagle Road Wharf.

Key Performance Indicators

Visits (millions)	0.27	0.28	0.30	0.32	0.34	0.35	0.30	0.30	0.30
% of objects records computerised	69	75	80	86	90	100	100	100	100
Number of objects conserved (thousands)	3.1	1.5	2.0	2.1	2.2	2.1	2.2	2.2	2.2
% of visitors who rated their visit excellent or good	95	91	95	93	93	95	95	95	95

Key Achievements in 2000

The Museum aims to *Inspire a Passion for London*. A number of major archeological discoveries caught the imagination of the public, including a stone sarcophagus containing the remains of a young Roman woman. The museum staged fourteen exhibitions at London Wall, including a critically acclaimed history of dining out in the Capital. The Museum also launched its Outsites programme, displaying historic items from the collection in locations as diverse as London Bridge Station and the Royal Opera House. Likewise, our innovative Roman Boxes scheme took real Roman remains, replicas and teaching materials to London schools.

Personnel

Chairman

Mr Rupert Nicholas Hambro 24.09.98 3 yrs

Governors

Mr Greg Hutchings 01.12.99 3 yrs
 Professor Wendy Davies 16.02.98 3 yrs
 Mr Anthony Moss 01.12.98 3 yrs
 Dr Alan Clinton 01.12.98 3 yrs
 Mrs Barbara Newman 01.12.00 3 yrs
 Mr Ajab Samrai Singh 23.12.98 3 yrs
 Mrs Lesley Knox 03.12.99 3 yrs

Mr Geoffrey Wilson 04.02.00 3 yrs
 Ms Tessa Menser 08.05.00 3 yrs
 Mr Kenneth Ayers 20.07.00 until 30.11.02
 Mr Neville Walton 07.04.00 3 yrs
 Mr Adam Afriyie 26.07.00 3 yrs
 Mr Tom Jackson 01.12.99 3 yrs

Annual Report available from: Marketing Department Museum of London, London Wall, London EC2Y 5HN.

Website <http://www.museumoflondon.org.uk/>

Museum of Science & Industry in Manchester

The Museum of Science & Industry in Manchester illustrates the history of industrial and social development and scientific discovery in the Greater Manchester region, including its national and international significance.

Its principal aims are: to care for, preserve and add to its collections while encouraging the widest possible access; and generally to promote the public's enjoyment and understanding of science and technology.

Resources £ million	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 outturn	1999-2000 outturn	2000-01 estimated outturn	2001-02 plans	2002-03 plans	2003-04 plans
Grant in Aid	2.4	2.3	2.2	2.2	2.7	2.7	2.8	3.0	3.0
Other operating income	0.4	0.6	0.6	0.9	1.0	0.6	0.5	0.3	0.3
Trading income	0.2	0.3	0.3	0.4	0.3	0.3	0.4	0.4	0.5
Other income	1.3	1.4	1.2	0.8	6.1	1.7	0.5	0.5	0.5
Total income ⁽¹⁾	4.3	4.6	4.3	4.3	10.1	5.3	4.2	4.2	4.3
Operating costs	2.5	2.4	2.9	3.4	3.6	3.5	3.6	3.7	3.8
Capital expenditure	1.4	2.0	1.3	0.6	6.5	2.3	0.5	0.5	0.5
Total expenditure	3.9	4.4	4.2	4.0	10.1	5.8	4.1	4.2	4.3

⁽¹⁾ Income does not match expenditure each year as non Grant in Aid income can be retained to fund future expenditure.

Key Performance Indicators

Visits (millions)	0.26	0.34	0.23	0.32	0.30	0.28	0.30	0.30	0.30
Number of school children in taught sessions (thousands)	24.1	25.1	27.9	24.9	20.3	25.2	28.8	30.0	30.0
% of storage and display areas providing environmentally appropriate accommodation	55	55	95	95	95	96	96	97	97
% of visitors satisfied with facilities and exhibitions	92	–	92	96	95	95	95	95	95
Visitor expenditure (£ million)*	0.62	0.99	0.9	1.3	1.2	1.0	1.0	1.0	1.0

* includes net contribution received from the catering sub-contractor.

Key Achievements in 2000

2000 has been the Museum's most remarkable year yet as the pace of development gathered ever greater momentum. The programme of building works was completed and July saw the launch by Chris Smith of the New Look Museum with a host of facilities, upgraded services and even a more informal dress code for front of house staff. The year began with the opening of the new Warehouse for the World exhibition, an innovative audio-visual experience portraying the life of nineteenth-century warehouse workers, and was quickly followed by the launch of the Museum's new restaurant, and the opening of both the refurbished and enlarged Conference Centre, with a wider choice of room spaces and the upgraded Learning Centre designed to accommodate groups ranging from nursery and special needs to adult. In the summer, a stylish new entrance building with an admissions area and a large, attractive retail unit came on stream, together with a separate orientation area with a staffed information point, which is already proving popular, particularly with first time visitors. Other developments included the construction of a network of smooth pathways to facilitate better navigation across the 7.5 acre site and a new Boardroom Suite. The creation of a Collections Centre comprising additional accommodation for the archive and object collections, and work to install a site-wide ICT and telephony network across the site continues apace. The year finished on a high note with the granting of Charter Mark status. Despite disruption from the building work, visitor numbers were maintained at 300,000, retaining the Museum's status in the top twenty most visited charge-for-entry museums.

Chairman

Mr John Lee 21.10.98 3 yrs

Director

Dr Patrick Greene

Trustees

Mrs Virginia Halliwell

Mr Tony Strachan

Cllr Kath Robinson

Mrs Margaret Kenyon

Mr Gerry Yeung

Mrs Raj Williamson-Jones

Mr Lloyd Grossman

09.02.98 3 yrs

21.10.00 3 yrs

21.10.00 3 yrs

18.10.98 3 yrs

18.10.98 3 yrs

01.11.00 2 yrs

15.10.99 3 yrs

Mr Peter Salmon *

Mr Dennis Mendoros

Ms Liz McLeod

Dr Laurie Wood

Mr Stewart Brown

Mr Michael Prior

01.11.97 3 yrs

18.10.98 3 yrs

08.12.00 3 yrs

15.10.99 3 yrs

21.10.00 3 yrs

21.10.00 3 yrs

* Term expired 31.10.00.

Annual Report available from: Museum of Science & Industry in Manchester, Liverpool Road, Castlefield, Manchester M3 4FP.

Website: <http://www.msimg.org.uk>

National Endowment for Science, Technology and the Arts

The National Endowment for Science, Technology and the Arts (NESTA) aims to support and promote talent, innovation and creativity in these fields. It will do this via three main programmes:

- *a fellowship programme aimed at developing talented and creative people and helping them to achieve their potential;*
- *an Invention and Innovation programme to help people turn innovative concepts and ideas into products, services, industrial techniques or artistic ventures that can be exploited for commercial and/or social benefit*
- *an Education Programme designed to promote public knowledge and appreciation of, and individual skill in, creativity and innovation in science, technology and the arts.*

Resources

Nesta has been provided with an endowment of £200 million from the National Lottery. Annual income (£10–12 million) will be derived from interest on the endowment.

Resources £ million	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Income	–	–	–	8.4	10.0	13.0	12.5	12.5	11.4
Running costs	–	–	–	0.9	2.0	1.4	1.4	1.5	1.5

Key Achievements in 2000

In May 2000 NESTA announced its first major round of awards: 13 Fellowships, 7 Inventions and 14 Education projects, covering a diverse range of people and projects, including scientists, poets and writers, filmmakers, engineers, educators, designers and dancers, demonstrating its driving concern for investing in a truly creative UK. NESTA also published its three year strategy, available via its website – www.nesta.org.uk

Personnel

Chairman		Trustees	
Lord David Puttnam of Queensgate	13.07.98 3 yrs	Professor Sir Christopher Evans	09.07.98 3 yrs
		Clive Gillinson	09.07.98 3 yrs
		(Resigned 16.08.2000)	
		Professor Janice Kirkpatrick	05.08.98 3 yrs
		Baroness McIntosh	09.07.98 3 yrs
		Mr Francois Matarasso	09.07.98 3 yrs
		Dame Bridget Ogilvie	09.07.98 3 yrs
		Professor Sir Martin Rees	09.07.98 3 yrs
		Ms Carol Vorderman	09.07.98 3 yrs
		Mr David Wardell	09.07.98 3 yrs
		Mr Daniel Alexander	30.06.99 3 yrs
		Ms Sue Hunter	30.06.99 3 yrs
		Mr Derek Wanless	01.09.00 3 yrs

Chief Executive

Jeremy Newton

National Film and Television School (NFTS)

The National Film and Television School (NFTS) trains at postgraduate level in the key skills (production, screenwriting, fiction, documentary and animation direction, screen design, cinematography, sound design, editing, music composition and television production) needed to make films and television programmes. NFTS also provides short courses for industry professionals.

Resources	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	1.9	2.1	2.1	2.2	2.3	2.4	2.5	2.5
Other Income	3.1	6.0 ⁽¹⁾	6.5 ⁽¹⁾	3.3 ⁽¹⁾	3.8 ⁽²⁾	3.2	3.3	3.4
Total Income	5.0	8.1	8.6	5.5	6.1	5.6	5.8	5.9

⁽¹⁾ Includes Arts Council of England Lottery Awards: 1997–98 £2million; 1998–99 £3.6 million; 1999–2000 £0.3million.

⁽²⁾ Includes Government Office for London Award £0.4 million.

Key Performance Indicators

	1996–97	1997–98	1998–99	1999–2000	2000–01 estimates	2001–02 estimates
Number of full-time students taught						
Target					140	150
Outturn		139	153	158	146	154
Short course student days						
Target					3,000	3,000
Outturn		2,880	3,108	3,403	2,406	2,499
Student/Tutor ratio						
Target					6:1	5.5:1
Outturn		6.18:1	6.12:1	6.08:1	5.84:1	5.92:1

Key Achievements in 2000–2001

The year 2000 saw the introduction of a new one year advanced programme for students whose background and experience makes them able to focus on a single project. Also in this year, the new 2 year MA diploma course was awarded academic accreditation.

The Finishing School opened on 28 February offering training in Digital Compositing, Effects and Animation. Courses are pitched at individuals already working in the digital post production industry as well as new entrants.

To enable key industry players to contribute to curriculum development, industry advisory groups have been formed for each discipline.

Personnel

Chairman		Governors			
David Elstein	1.11.99 3 yrs	Mr Tim Bevan	01.11.00 3 yrs	Mr Clive Jones	01.11.98 3 yrs
		Mr Roger Bolton	01.11.00 3 yrs	Mr Marc Samuelson	01.11.98 3 yrs
Director		Mr John McVay	01.11.00 3 yrs	Ms Joyce Taylor	01.11.98 3 yrs
Stephen Bayly		Ms Kate Wilson	01.11.00 3 yrs	Ms Elisabeth Murdoch	01.09.99 3 yrs
		Ms Floella Benjamin	01.11.98 3 yrs	Mr Steve Morrison	01.02.00 3 yrs
		Ms Ann Beynon	01.11.98 3 yrs	Mr Simon Perry	01.02.00 3 yrs
		Ms Andrea Calderwood	01.11.98 3 yrs	Ms Margaret Salmon	01.02.00 3 yrs
		Viscount Chandos	01.11.98 3 yrs	Mr Paul O'Neile	01.02.00 3 yrs
		Mr Rupert Gavin	01.11.98 3 yrs	Ms Janet Walker	01.02.00 3 yrs

National Gallery

The Gallery houses the nation's prime collection of European paintings from the 13th to the 19th century. It includes representative collections of the French, Italian, Dutch, Flemish, German and Spanish schools, together with some British works up to the mid-19th century.

The Gallery's aim is to care for the Collection, to enhance it for future generations, primarily by acquisition, and to study it, while encouraging access to the pictures for the education and enjoyment of the widest possible public now and in the future.

Resources £ million	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	18.3	18.7	18.3	18.7	19.5	19.2	19.9	20.4	20.4
Other operating income	4.2	3.7	3.7	3.9	5.4	4.2	4.4	4.5	4.8
Other income ⁽²⁾	13.3	11.4	16.0	7.9	7.3	6.5	5.9	5.6	7.9
Total income ⁽¹⁾	35.8	33.8	38.0	30.5	32.2	29.9	30.2	30.5	33.1
Operating costs	18.6	18.6	18.2	18.5	20.1	21.0	22.4	23.0	23.8
Collections purchases	14.0	13.8	16.3	8.7	7.5	6.4	1.8	1.7	1.5
Capital expenditure ⁽²⁾	2.7	1.5	3.5	2.6	4.8	2.5	6.0	5.8	7.8
Total expenditure ⁽¹⁾	35.3	33.9	38.0	29.8	32.4	29.9	30.2	30.5	33.1

⁽¹⁾ Income does not match expenditure each year as non-Grant in Aid income can be retained to fund future expenditure.

⁽²⁾ Capital expenditure and related income includes East Wing Renewal Project, which is subject to approval and funding.

All figures are derived from the Gallery's unaudited Management Accounts for the relevant year.

Key Performance Indicators

Visits – 10 year rolling average (millions)	3.9	4.0	4.2	4.3	4.5	4.6	4.65	4.65	4.7
Number of children in booked school groups ('000)	83	92	105	107	78	107	110	110	110
Standard weekly opening hours	52	56	56	57	59	59	59	59	59

Key Achievements in 2000

The Millennium exhibition 'Seeing Salvation' opened to great critical acclaim and record visitor numbers, a significant proportion of whom were first time visitors to the Gallery. Acquisitions included the Abbe Scaglia by Van Dyck (through the acceptance in lieu scheme) and Degas' Russian Dancers (at no cost to the Gallery). The National Gallery continues to support regional galleries through, inter-alia, travelling exhibitions attracting large visitor numbers. 100 per cent of the Gallery's collection is now accessible on the internet.

Personnel

Chairman		Trustees			
Mr Peter Scott	11.08.99 5 yrs	Mr Philip Hughes	05.01.96 5 yrs	The Hon. Raymond Seitz	29.01.96 5 yrs
		Mr Ranjit Sondhi	04.02.00 5 yrs	Dr David Landau	06.11.96 5 yrs
Director		Sir Colin Southgate	25.03.98 5 yrs	Professor Dawn Ades *	01.08.98 5 yrs
Mr Neil MacGregor		Lord Gavron	18.01.00 2 yrs ⁽¹⁾	Lady Hopkins	30.09.98 5 yrs
		Sir Ewen Fergusson	18.01.00 2 yrs ⁽¹⁾	Mr Jon Snow	01.04.99 5 yrs
		Mr Christopher Le Brun	05.01.96 5 yrs	Mr Mark Getty	06.09.99 5 yrs

* Tate Gallery Liaison Trustee.

⁽¹⁾ Reappointment. First appointed 18.01.95.

Annual Review available from: National Gallery Bookshop, National Gallery, Trafalgar Square, London WC2N 5DN.

National Heritage Memorial Fund (NHMF)

The National Heritage Memorial Fund gives financial assistance towards acquiring, maintaining and preserving land, buildings, works of art and other objects of outstanding interest and importance to the national heritage and towards providing facilities for their better display. The NHMF is also responsible for the distribution of the heritage share of the proceeds from the National Lottery (see separate table on the Heritage Lottery Fund for details of performance).

Resources £ million	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimate	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	8.8	8.0	5.0	2.0	2.5	3.5	5.0	5.0	5.0
Other Income ⁽¹⁾	0.1	0.5	0.4	0.2	0.3	0.4	0.2	0.2	0.2
Total Income	8.9	8.5	5.4	2.2	2.8	3.9	5.2	5.2	5.2

⁽¹⁾ Other income comprises donations, bank interest received, net profit on disposal of current asset investments, dividends and interest received on current asset investments, and tax reclaimed on dividends received on fixed asset investments. Current asset investments are managed by the National Investment and Loans Office (NILO).

In response to the Government's plan to increase grant in aid to NHMF to £5m for 2001–02 – the level of support which the Board of NHMF believes is the minimum at which its business can be sustained – the Board decided exceptionally to make available up to £1.5m from the surplus in the endowment fund designated by the Board, in addition to the £3.5m grant in aid for 1999–2000. With this level of resource, the Board decided that individual items which faced the risk of loss to the UK only by export should again be an equal priority with other items which faced the risk of destruction, for example the breaking up of a collection. The Board continues to set objectives of careful cash management and further reduction in administration costs. All the objectives were met.

Key Achievements in 2000

The key project supported by NHMF in 2000 was the offer of £3 million (payable over three years) for the endowment of the Foundling Museum, which was intended to ensure that the collections of works of art and social history of the Foundling Hospital remained intact and on display in the original interiors. In addition, NHMF supported two important treasure trove acquisitions. Somerset County Council Museums Service was awarded £125,000 towards the purchase of a hoard of 9,213 Roman silver denarii discovered at Shapwick, the largest hoard of silver denarii ever found in Britain. Dorset County Museum was awarded £55,000 towards the purchase of a pair of Bronze Age gold neckrings.

Personnel

Chairman		Trustees	
Dr Eric Anderson	0.1.04.98 3 yrs	Ms Mary Ann Sieghart	17.11.97 3 yrs
		Mrs Patricia Lankester	29.01.00 3 yrs
		Mr Robert Boas	17.04.98 3 yrs
		Sir Ernest Hall	01.07.98 3 yrs #
		Professor Christopher Baines	13.07.98 3 yrs
		Dame Susan Tinson	13.11.98 3 yrs
		Professor Tom Pritchard	23.04.99 3 yrs
		Mrs Primrose Wilson	07.04.00 3 yrs
		Miss Susan Palmer	29.01.98 3 yrs
		The Earl of Dalkeith	18.06.00 3 yrs
		Sir Angus Grossart	01.03.99 3 yrs
		Mr Giles Waterfield	10.09.00 3 yrs
		Mr Nicholas Dodd	10.09.00 3 yrs
		Mr James Wright	01.11.00 3 yrs
		Mrs Catherine Porteous	06.02.97 3 yrs *
		Sir Richard Carew Pole	18.06.97 3 yrs *
		Mrs Caryl Hubbard	01.08.97 3 yrs *
		Sir John Keegan	01.08.97 3 yrs *
		Professor Palmer Newbould	23.10.97 3 yrs *

resigned 08.05.00.

* retired.

National Lottery Charities Board (NLCB)

During the financial year 1999–2000, the Board awarded 11,347 grants worth £450.6 million under its grant programmes: Community Involvement, Poverty and Disadvantage, the Small grants scheme, Awards for All and the International grants programme for UK-based charities working abroad. The smallest grants were worth £500 and the largest £1,417,426; the average award was £39,711. Decisions on applications are made by Board members sitting on grant-making committees for England, Scotland, Wales, Northern Ireland, and in the United Kingdom as a whole.

Key Performance Indicators

	1997–98	1998–99	1999–2000
Number of Awards made	6042	6428	11347
Value of Awards made	£331m	£284m	£450.6m
Value of Awards paid	£235m	£247m	£349m
Number of applications received	10672	15556	23000
Number of applications processed	12390	11614	19950
Average cost of processing each application	£636	£1010	£420
Average cost of managing a grant	£1060	£1024	£591
Average time taken to process each application (weeks)	16	13	11

Personnel

Chair

Lady Brittan 10.05.99 3 yrs £d

Deputy Chair

Sir Adam Ridley ⁽¹⁾ 27.07.94 3 yrs (re-appointed until 25.07.00) £d
 Dame Valerie Strachan 26.07.00 3 yrs £b

Chief Executive

Mr Timothy Hornsby

Board Members chairing committees

Mr Tom Jones (Wales) ⁽¹⁾ 26.07.94 4 yrs (re-appointed until 25.07.00) £b
 Mrs Elisabeth Watkins (Wales) 01.01.98 3 yrs £b
 Ms Kay Hampton (Scotland) 01.01.98 3 yrs £b
 Mr Richard Martineau (England) 30.10.98 3 yrs £b
 Mr Noel Stewart (Northern Ireland) 05.09.95 3 yrs (re-appointed until 04.09.01) £b
 Ms Amanda Jordan (UK) 26.07.94 3 yrs (re-appointed until 25.07.00) £b

Board Members

Mrs Tessa Baring 26.07.94 3 yrs (re-appointed until 25.07.00) £b
 Mrs Barbara Lowndes 26.07.98 3 yrs *
 Mr Jeff Carroll 06.11.98 3 yrs *
 Mr John Simpson 26.07.94 4 yrs (re-appointed until 25.07.00) *
 Mr Amir Bhatia 26.07.94 4 yrs (re-appointed until 25.07.00) *
 Mr Ronald Partington 06.07.98 3 yrs (re-appointed until 25.07.00) *
 Mrs Anne Clark 26.07.98 3 yrs *
 Mr Steven Burkeman 01.01.98 3 yrs *
 Mr William Osborne 01.01.98 3 yrs *
 Ms Maggie Lee 26.07.00 3 yrs *
 Mr Ben Whitaker 26.07.00 3 yrs *
 Professor Jimmy Kearney 26.07.00 3 yrs *
 Mr Douglas Graham 26.07.00 3 yrs *
 Mrs Rhiannon Bevan 26.07.00 3 yrs *

* From 1 April 2000 these Board members are entitled to receive a daily allowance of up to £180 plus travel and subsistence expenses.

Notes

There are 17 members of the Board of the NLCB, including the Chair and Deputy Chair.

Details of the hearing that took place before the Public Accounts Committee on the grants made by the NLCB are given in Chapter 4.

The National Lottery Commission

The National Lottery Commission (NLC) is the statutory body created under the National Lottery Act 1998 which is responsible for licensing and regulating the National Lottery. The principal duties of the NLC are to ensure that the National Lottery is run with all due propriety, that the interests of participants in the Lottery are protected, and, subject to these duties, to do its best to ensure that the proceeds of the National Lottery are as great as possible.

Resources £ million	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Income	3.2	5.0	4.9	4.9	4.9
Expenditure	3.7	5.0	4.9	4.9	4.9

Key Performance Indicators

	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Responding to correspondence on time (%)	95.9	96	96	96	96
Payment of undisputed invoices on time (%)	99.6	99	99	99	99
Total number of days of staff sickness absence	195.5	156.4	148.58	133.72	133

Key Achievements in 2000

The NLC is responsible for selecting the holder of the next licence to run the National Lottery when the current licence, held by Camelot Group plc, expires in September 2001. On 19 December the NLC announced its decision to award the next licence to Camelot Group plc.

The NLC has responsibility for licensing new games. During the year a new on-line game, Lottery Extra, has been licensed and the NLC has licensed the first Instant game offering a £1 million prize, and the first Instant game offering non-cash prizes. The NLC also carries out extensive programmes of work to ensure the propriety of the National Lottery and that the current operator complies with the terms of the licence.

As part of its responsibility for consumer protection the NLC undertakes research into players' behaviour. This information is used to assist the NLC in ensuring that it does not license games that would encourage excessive play or are attractive to under 16s. It also has a continuing research project for under 16 year old responses to the National Lottery. The information is used to require the operator to instigate better procedures to guard against under age playing.

Personnel

Chairman *		Members	
Dame Helena Shovelton	01.04.00–04.10.00 (Resigned)	Hilary Blume	01.04.99–19.12.00 (Resigned – post to be filled during 2001)
Harriet Spicer (interim chairman)	04.10.00–16.10.00	Rosalind Gilmore	20.03.00 3 yrs
Lord Burns	16.10.00	Brian Pomeroy	01.04.99 5 yrs
		Dame Helena Shovelton	01.04.99–04.10.00 (Resigned)
		Harriet Spicer	01.04.99 4 yrs
		Lord Burns	12.10.00 3 yrs

Salary of Chairman: from 01.04.00–16.10.00: £32,064 pa
since 16.10.00: £48,000 pa

Salary of members: £6,192 pa

* The Commissioners appoint their own Chairman. Under the terms of the National Lottery Act 1998 the Chairman cannot serve more than one year at a time, and must then relinquish the Chairmanship for at least as long as the time for which they were Chairman.

National Maritime Museum

One museum working to illustrate for everyone the importance of the sea, ships, time and the stars and their relationship with people. To achieve its mission the Museum (incorporating the Royal Observatory) presents its pre-eminent collections with authority on its historic site at Greenwich, where it works to improve and widen access, stimulate research and life-long learning and maintain an efficient and effective operation.

The Museum aims (in line with DCMS objectives 2, 3, 4 and 6) to: attract diverse audiences; promote social inclusion; provide educational and interpretation services of high quality; stage exhibitions and displays to stimulate awareness and trigger learning and research; improve access to its collections, ensuring appropriate standards of conservation and custody; create and foster partnerships across the UK and globally.

Resources £ million	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	11.1	10.5	10.5	10.2	10.9	11.7	12.8 ⁽³⁾	13.4 ⁽³⁾	13.4 ⁽³⁾
Other operating income	2.1	1.4	1.9	2.2	2.4	2.0	1.3	1.0	1.0
Trading company income	0.3	0.2	0.4	0.9	1.2	0.6	0.5	0.5	0.5
Other income	1.0	3.4 ⁽¹⁾	5.5 ⁽¹⁾	7.7 ⁽¹⁾	2.1 ⁽¹⁾	0.6	0.5	0.5	0.5
Total income ⁽²⁾	14.5	15.5	18.3	21.0	16.6	14.9	15.1	15.4	15.4
Operating costs	11.3	13.3	11.8	13.3	13.7	14.0	14.4	14.8	15.3
Collection purchases	0.2	0.1	0.2	0.5	0.4	0.2	0.1	0.1	0.1
Capital expenditure	0.2	2.0	7.8	10.3	2.1	1.0	1.2	1.2	1.2
Total expenditure ⁽²⁾	11.7	15.4	19.8	24.1	16.2	15.2	15.7⁽⁴⁾	16.1⁽⁴⁾	16.6⁽⁴⁾

Key Performance Indicators

Visits (millions)	0.58	0.40	0.47	0.48	0.86	0.80	0.81	0.82	0.83
Learning in on-site programmes (thousands)	83	80	66	63	112	110	120	120	120
Number of (a) loan arrangements and (b) items loaned (Britain and overseas)									
(a)	22	27	26	33	83	71	85	85	85
(b)	109	145	136	172	377	350	380	380	380
% of visitors who would recommend a visit to others	95	96	94	95	95	95	95	95	95
Admissions and trading income (£ million)	2.3	2.1	2.1	2.2	3.0	2.1	1.3 ⁽³⁾	1.0 ⁽³⁾	1.0 ⁽³⁾

⁽¹⁾ Other income includes NHMF grant for Neptune Court gallery development project.

⁽²⁾ Income does not match expenditure each year as non-Grant in Aid income can be retained to fund future expenditure.

⁽³⁾ Pending Trustees decision on admissions policy.

⁽⁴⁾ Implications of this projected deficit will be handled by the Museum plan.

National Maritime Museum

Key Achievements in 2000

The successful exhibitions *The Story of Time*, a challenging production that ran to critical acclaim, and *South: the Race to the Pole*, which has sparked strong public interest; the London Tourist Board awards that were received for the Museum's commitment to visitors with disabilities and sustainable tourism; the Civic Trust award received for the new Neptune Court; the securing of Scott and Shackleton relics for the nation; the hosting of three international conferences and the launching of the UK Maritime Collection Initiative; partnerships that included the Open Museum in conjunction with Goldsmiths, Black History Month with the London Borough of Greenwich and co-ordination within the UNESCO World Heritage Site.

Personnel

Chairman		Trustees			
Sir David Hardy	06.10.00 5 yrs	Sir Robin Knox-Johnston	19.11.97 5 yrs	HRH The Duke of York	15.06.00 5 yrs
		Mrs Coral Samuel CBE	01.04.98 3 yrs	Admiral Sir Julian Oswald	06.10.00 5 yrs
Director		Mr John Brookes	04.04.00 3 yrs	Mr Victor Benjamin	12.09.96 5 yrs
Mr Roy Clare		Dr Paul Murdin	13.06.00 18 months	Mr Raymond Miles	17.04.98 4 yrs
		Mr Ian Dahl	12.09.96 5 yrs	Professor Jocelyn Bell Burnell	06.12.00 5 yrs
		Patricia Rothman	20.08.99 5 yrs	Dr Martin Foulkes	06.12.00 5 yrs
		Mr Joseph Abrams OBE	20.08.99 5 yrs	Professor William Ritchie	06.12.00 5 yrs
		Libby Purves	15.06.00 4 yrs		

Further information is available from: The National Maritime Museum, Romney Road, London SE10 9NF.

Website: <http://www.nmm.ac.uk/>

National Museums and Galleries on Merseyside

Includes the Walker Art Gallery, the Liverpool Museum, the Merseyside Maritime Museum, the Museum of Liverpool Life, the Lady Lever Art Gallery, Sudley House, the Conservation Centre and HM Customs & Excise National Museum. NMGM aims to add to, care for and display its collections providing the widest possible educational benefit (in line with DCMS objectives 2, 3, 4 and 6).

Resources £ million	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans ⁽⁴⁾	2003–04 plans ⁽⁴⁾
Grant in Aid	13.3	13.1	13.1	12.7	13.7	13.9	15.2	16.2	16.4
Other operating income ⁽¹⁾	1.3	1.0	1.5	1.4	1.6	1.5	1.5	1.6	1.8
Trading company income	0.0	0.0	0.1	0.1	0.1	0.0	0.1	0.2	0.2
Other income	5.2	1.2	1.0	2.7	8.2	17.3	6.1	3.4	0.4
Total income⁽¹⁾	19.8	15.3	15.7	16.9	23.6	32.7	22.9	21.4	18.8
Operating costs (excluding depreciation)	13.6	13.5	14.1	14.2	14.4	15.3	16.1	16.5	16.7
Collections purchases	3.3	0.2	0.3	0.1	0.1	0.1	0.2	0.4	0.4
Capital expenditure ⁽³⁾	4.9	1.5	0.8	2.2	7.7	18.4	8.9	4.5	1.1
Total expenditure⁽²⁾	21.8	15.2	15.2	16.5	22.2	33.8	25.2	21.4	18.4

⁽¹⁾ Profit-making activities were transferred to a trading company in 1992–93.

⁽²⁾ Income does not match expenditure each year as non-Grant in Aid income can be retained to fund future expenditure.

⁽³⁾ Capital expenditure excludes any Lottery bid aspirations but includes any sums set aside in anticipation of success or applied for developmental purposes.

⁽⁴⁾ Includes additional Capital Funding of £1.0m for Major Capital Projects.

Key Performance Indicators

Visits (millions) *	1.23	0.79	0.63	0.70	0.66	0.65	0.80	1.22	1.54
		1.21							
Number of school children and students in pre-booked groups (thousands)	138	124	106	115	110	75	90	130	133
% of storage space deemed adequate having regard to collections housed	76	78	87	86	97	99	99	99	99
Total person hours spent conserving objects (thousands) #	16.0	17.3	25.5	27.5	32.5	33.6	33.9	32.8	33.5
Web site pages supplied to users (million)	N/A	N/A	N/A	N/A	0.35	0.55	0.60	0.75	0.90

* Counting base changed in 1997. Attendances affected by NMGM 2001 building works during period 1999–2002.

Peak between 1999 and 2002 reflects additional conservation requirements for NMGM 2001 project.

National Museums and Galleries on Merseyside

Key Achievements in 2000

The *NMGM 2001* development scheme, supported by HLF and ERDF, got underway with both the expansion of the main collection store and new displays at the Museum of Liverpool Life completed to time and budget, the latter opening to the public in July. Building works at the Walker Art Gallery and Liverpool Museum are progressing with the opening of major new displays planned for 2001 and 2002 respectively. A reorganisation of the Education Service was begun. Free admissions for 'Seniors' was introduced in April, and the continuation of the access support grant from DCMS enabled the headline price of the NMGM Eight Pass to remain at £3 for a further year.

Personnel

Chairman

Mr David McDonnell 01.04.00 5 yrs

Director

Sir Richard Foster*

Trustees

The Earl of Derby 01.04.96 5 yrs

Mr Alan Waterworth 01.04.99 5 yrs

Professor John Tarn OBE 01.04.96 5 yrs

Mrs Voirrey Branthwaite 08.08.97 5 yrs

Professor Preston King 15.09.97 5 yrs

Marina Lady Vaizey 01.04.00 1 yr

Sir David Wilson 01.04.96 5 yrs

The Rt Hon. Baroness Hooper 01.04.96 5 yrs

Cllr Frank Doran 20.04.99 3 yrs

The Viscountess Mersey 01.04.96 5 yrs

Mr G Barrie Marsh 02.09.97 5 yrs

Professor Margaret MacKeith CBE 31.01.00 5 yrs

Professor Sarah Palmer 31.01.00 5 yrs

Dr Janet Kear OBE 04.08.97 5 yrs

* News of Sir Richard Foster's death reached DCMS shortly before this report went to print. Sir Richard was an effective advocate for the National Museums and Galleries on Merseyside and a champion for Museums everywhere. He will be missed greatly.

National Museum of Science and Industry

Incorporates the Science Museum, the National Railway Museum (NRM) at York, the National Museum of Photography, Film & Television (NMPFT) at Bradford and the Wroughton outstation in Wiltshire.

The Museum's aim is to promote the public's understanding of the history and contemporary practice of science, medicine, technology and industry. It aims to do this: by building, researching and caring for the national collections in these fields; by interpreting the collections and engaging the public in the contemporary issues of science, medicine, technology and industry, while encouraging the widest possible access; and by managing its resources and optimising its income to support these activities. The NMSI aims to exceed its various public's expectations in all that it does.

Resources £ million	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid ⁽²⁾	21.7	20.6	21.1	20.3	24.5	25.5	28.7	32.5	33.6
Other operating income ⁽³⁾	3.5	3.9	3.7	4.0	3.2	3.3	1.4	0.4	0.4
Trading company income	0.7	0.7	0.7	0.5	0.8	1.1	1.5	1.5	1.6
Other income	3.5	6.2	20.8	22.6	25.4	11.6	7.4	5.3	2.3
Total income ⁽¹⁾	29.4	31.4	46.3	47.4	53.9	41.5	39.0	39.7	37.9
Operating costs ⁽²⁾	23.5	24.3	29.5	28.1	30.8	29.6	31.5	32.8	33.6
Collections purchases	0.2	0.3	0.2	0.3	0.2	0.1	0.1	0.1	0.1
Capital expenditure	4.8	6.4	19.0	21.6	25.4	9.9	7.9	6.5	4.5
Total expenditure ⁽¹⁾	28.5	31.0	48.7	50.0	56.4	39.6	39.5	39.4	38.2

⁽¹⁾ Income does not match expenditure each year. Non-Grant in Aid income may be earlier or later than expenditure funded. Capital expenditure includes Trading activity funded over future income streams.

⁽²⁾ Income and Expenditure are increased by grant to the National Coal Mining Museum of England (NCMME) of: 1999–2000 £770,000; 2000–01 £1,152,000; 2001–02 £1,332,000; 2003–04 £1,928,000.

⁽³⁾ Admission income has been adjusted in 2001–02 for the introduction of 'Quids in' from September 2001, yet to be agreed.

Key Performance Indicators

Visits (millions)	2.70	2.54	2.40	2.2 ⁽²⁾	2.8	2.8	3.0	3.0	3.0
Number of educational visitors (thousands)	389	360	410	361 ⁽²⁾	403	423	448	448	448
% of objects stored to Resource standards	85	91	97	97	94	97	97	97	97
% of visitors satisfied with their visit ⁽¹⁾	–	94	93	94	93	92	95	95	95
Cost of generation of sponsorship income as % of income generated	1.2	0.5	3.7	4.2	4.2	10	10	10	10

⁽¹⁾ These data apply to the Science Museum only. All other data are for the NMSI as a whole.

⁽²⁾ NMPFT closed for whole year.

National Museum of Science and Industry

Key Achievements in 2000

Free admission at the Science Museum and NRM for people over 60 from 1 April 2000. Her Majesty The Queen and Prince Philip opened the Wellcome Wing and *Making the Modern World*. The Wellcome Wing is the world's leading centre for the presentation of contemporary science to the public and increased the floor area of the Museum by a third. Successful Science Museum exhibitions included six *Exhiblets*, virtual exhibitions launched on the internet. Awards included another Charter Mark for the Science Museum and for NRM Investors in People and three awards from the English Tourism Council. *The Information*, a visit or information network of 27 touch-screen terminals was launched throughout the Science Museum. At NMPFT *Steaming Ahead* was the largest and most successful Bradford Film Festival so far. Successful exhibitions at NMPFT included *ReVisions* and *BBC Futureworld*. In its first year of opening, the new NMPFT's educational visitors increased by a third.

Personnel

Chairman

Sir Peter Williams CBE 01.01.96 5 yrs

Director

Dr Lindsay Sharp

Trustees

Mr Greg Dyke 03.10.00 5 yrs

Mrs Anita Higham 21.02.96 5 yrs

Dr Anne Grocock 08.03.96 5 yrs

HRH The Duke of Kent 20.05.96 5 yrs

Lord Puttnam of Queensgate CBE 12.09.96 5 yrs

Mr David Rayner CBE 28.01.97 5 yrs

Mr Martin G Smith 25.08.99 5 yrs

Sir Christopher Wates 05.02.97 5 yrs

Dame Bridget Ogilvie DBE 05.03.97 5 yrs

Sir Michael Quinlan GCB 22.10.97 4 yrs

Mrs Joanna Kennedy OBE 22.11.97 4 yrs

Professor Susan Greenfield CBE 22.07.98 5 yrs

Dr Nathan Myhrvold 22.07.98 5 yrs

Professor Michael Richards MD 05.09.98 5 yrs

Professor Ann Dowling 25.08.99 5 yrs

An Annual Report is available from: National Museum of Science & Industry, South Kensington, London SW7 2DD. It can be accessed on the website: <http://www.nmsi.ac.uk>.

National Portrait Gallery

The National Portrait Gallery houses the collection of portraits in various media of eminent persons in British History.

The Gallery aims (in line with DCMS objectives 2, 3, 4, & 6): to promote, through the medium of portraits, the appreciation and understanding of the men and women who have made and are making British history and culture; and to promote the appreciation and understanding of portraiture in all media.

Resources £ millions	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	5.1	4.9	4.8	5.0	5.1	5.2	5.5	5.6	5.7
Other operating income	1.8	2.1	2.7	2.6	3.1	3.8	3.5	3.8	3.9
Other income	0.7	2.5	2.5	4.0	6.2	1.6	0	0	0
Total income	7.6	9.5	10.0	11.6	14.4	10.6	9.0	9.4	9.6
Operating costs	5.0	5.7	6.3	6.5	6.8	8.8	8.4	8.8	9.0
Collections purchases	0.3	0.3	0.4	0.4	0.7	0.5	0.5	0.5	0.5
Capital expenditure	1.0	1.5	3.0	5.2	9.3	2.2	0.3	0.3	0.1
Total expenditure	6.3	7.5	9.7	12.1	16.8	11.5	9.2	9.6	9.6

Key Performance Indicators

Visits (millions)	0.82	0.89	0.95	0.99	1.00	1.18	1.05	1.05	1.05
Number of students in organised parties (thousands)	29	35	37	30	28	25	28	29	30
Percentage of operating costs funded from other income	36	37	42	40	46	43	42	43	43
Grant in Aid per visitor (£s)	6.2	5.5	5.1	5.1	5.1	4.4	5.2	5.3	5.4

Key Achievements in 2000

HM The Queen opened the Gallery's new Ondaatje Wing on 4 May. This important building project provides more gallery space, greatly improved visitor facilities and a home for the IT Gallery. At the same time, late night opening on Thursday and Friday evenings was introduced as part of the strategy to improve access. Visitor numbers to St Martin's Lane increased by approximately 20% so that, with visitors to the three regional partners, the total for the year exceeded 1.4 million. The Gallery continues to devote considerable energy and resources to increasing electronic access to the collections: the IT Gallery has been very successful and website visits have more than trebled compared to the previous year. Once again the exhibitions programme attracted large numbers of visitors.

Personnel

Chairman		Trustees		Director	
Henry Keswick	24.08.96 5 yrs	Lord Morris of Castle Morris *	22.06.98 5 yrs	Ms Alexandra Shulman	15.10.99 5 yrs
		Max Hastings	01.05.00 5 yrs	Mrs Tessa M Green	15.10.99 5 yrs
		Professor the Earl Russell FBA	23.06.00 5 yrs	Baroness Willoughby de Eresby DL	04.06.99 5 yrs
		Mr Tom Phillips	27.02.98 4 yrs	Sir David Gerald Scholey CBE	15.09.97 5 yrs
		Professor Ludmilla Jordanova	07.12.00 5 yrs	Mrs Claire Tomalin MA FRSL	15.09.97 5 yrs
		Professor David Cannadine	07.12.00 5 yrs	Mr John Tusa	16.11.95 5 yrs #
		Sir John Weston KCMG	15.10.99 5 yrs	The Rt Hon. Margaret Beckett MP	<i>ex-officio</i>
		Ms Flora Fraser	15.10.99 5 yrs	Professor Phillip King	<i>ex-officio</i>

* Deputy Chairman; #Term ended on 15.11.00.

Natural History Museum

The Natural History Museum houses over 68 million specimens of animals, plants, fossils, rocks and minerals. These national collections underpin the valuable research the Museum carries out that benefits the environmental, medical and agricultural sciences. It also includes the Zoological Museum at Tring.

The Museum's aim is to maintain and develop its collections and use them to promote the discovery, understanding, responsible use and enjoyment of the natural world (contributing to DCMS objectives 1, 2, 3, 4 & 6).

Resources £ millions	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	28.8	27.5	27.7	27.0	29.6	30.4	33.1	37.4	38.5
Other operating income	7.5	8.9	9.1	8.6	7.0	6.6	7.1	7.2	7.4
Trading company income	0.8	0.9	1.1	1.8	1.9	1.6	1.7	2.1	2.6
Other income	3.2	6.6	3.6	4.2	2.2	1.1	0.6	0.9	0.9
Total income	40.3	43.9	41.5	41.6	40.7	39.7	42.5	47.6	49.4
Operating costs	29.6	30.8	34.6	35.2	34.6	33.4	36.1	37.3	38.7
Collections purchases	0.0	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1
Capital expenditure	5.9	12.0	6.6	6.6	15.00	8.1	4.3	4.8	3.0
Total expenditure	35.5	42.8	41.2	41.9	49.7	41.6	40.5	42.2	41.8

Key Performance Indicators

Visits (millions)	1.46	1.80	1.82	1.86	1.7	1.7	1.7	1.7	1.7
Number of schoolchildren in organised school parties (thousands)	167	173	174	172	163	170	170	170	170
Number of additional specimens for which records have been added to electronic databases	90	235	200	258	167	140	140	140	140
Percentage of scientific research funded through research grants, contracts and commissions	22	23	23	22	20	21	21	21	21
Profit from income-generating activities (£ million)	4.39	5.86	6.01	6.5	5.6	6.2	6.8	7.6	8.0

Key Achievements in 2000

Building work completed on phase 1 of the 'Darwin Centre', an innovative new collections store and public facility; a pledge of £10m from the Wellcome Trust towards phase 2 of the 'Darwin Centre'; the opening of a new interactive educational facility 'Investigate'; the Wolfson-Wellcome Biomedical Laboratories; new facilities at the Walter Rothschild Zoological Museum at Tring; launching the 'National Biodiversity Network', in a collaboration with several government and voluntary organisations, to make information on UK biodiversity accessible to the public; organising 'Nature's Treasure Houses' a week long international conference on the role of Natural History Museums and Botanical Gardens.

Personnel

Chairman		Trustees			
Lord Oxburgh	01.01.99 4 yrs	Professor Keith O'Nions	01.01.01 5 yrs	Professor Linda Partridge	01.04.99 5 yrs
		Sir Richard Sykes	01.01.01 5 yrs	Mr Oliver Stocken	12.02.99 5 yrs
Director		Professor Christopher Leaver	01.03.97 5 yrs	Dame Anne McLaren	01.01.99 4 yrs
Dr Neil Chalmers		Sir Crispin Tickell	01.01.97 4 yrs	Lord Palumbo	01.01.00 4 yrs
		Professor Michael Hassell FRS	12.02.99 5 yrs	Miss Judith Mayhew	01.05.98 4 yrs
		Ms Jana Bennett	12.02.99 5 yrs		

New Millennium Experience Company Ltd (NMEC)

The New Millennium Experience Company Ltd has been responsible for developing, building and operating the Millennium Experience at Greenwich and for developing and implementing the associated programme of events and activities that took place throughout the UK. NMEC's aim was to create an Experience that would attract, inspire, entertain, educate and involve visitors and participants. It sought to influence positively each individual's view of themselves and the world's view of the nation. NMEC became an NDPB in February 1997 when its shares were transferred to a Government Minister, although it also remains a company under the Companies Act. Until December 1998 the shares were held by the Rt Hon. Peter Mandelson MP; since January 1999 they have been held by the Lord Falconer of Thoroton.

Resources

The NMEC receives no voted expenditure from the Exchequer. It has a lifetime budget of £801 million, made up of a Lottery grant of £628 million (gross) from the Millennium Commission with the remainder coming from sponsorship, commercial and other income.

Key Achievements

6.517 million people visited the Millennium Dome during the year 2000. 100% of schools/education authorities signed up for Learning Experience projects. Over 200 schools and communities participated in the McDonald's Our Town Story initiative at the Dome. In excess of £300 million of business was awarded to contractors and suppliers across the UK as a result of the Millennium Experience. The project has received a number of major awards including 'The Royal Academy of Engineering MacRobert Award 1999', Britain's premier prize for engineering and an award at the British Construction Industry Awards 2000. The Dome consistently achieved 88% – 90% satisfaction ratings throughout its year of opening, for the product and the service provided. At the annual Group Leisure Industry Awards dinner, the Dome was voted Britain's best new attraction. In addition, it has been a catalyst for the regeneration of the Greenwich Peninsula and of the Thames Gateway.

Personnel

Chairman

Robert Ayling	resigned 23.05.00
David Quarmby	appointed 23.05.00
	stepped down 05.09.00

Executive Chairman

David James CBE	appointed 05.09.00
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Deputy Chairman

David Quarmby	appointed 05.09.00
Sam Chisholm	resigned 18.10.00

Chief Executive

Pierre Yves Gerbeau	07.02.00
John Darlington ⁽ⁱ⁾	appointed 05.09.00

Non Executive Directors

Ian Ash	12.02.97	Michael Grade CBE	08.07.97
Cllr Len Duvall OBE	12.02.97	Robert Ayling	resigned 23.05.00
Sir Brian Jenkins	12.02.97	Sue Whittaker	appointed 15.06.00
The Hon. Sara Morrison	12.02.97	Sir Alan Cockshaw	resigned 26.10.00

Other Executive Directors

Malcolm Hutchinson (Cost Efficiency & Cost Savings Director)	appointed 08.05.00	resigned 11.09.00
Neil Spence (Finance Director)		resigned 21.09.00
Robin Hewes (Finance Director)		appointed 14.12.00

(i) responsible for all aspects of the sale of the Dome.

The third Annual Report and Financial Statement was published by the New Millennium Experience Company in July 2000, detailing the conclusion of the development, construction and production phases of the Millennium Experience project. This Report covers the period 1 April 1999 to 31 December 1999.

New Opportunities Fund (NOF)

The New Opportunities Fund is responsible for distributing Lottery grants for health, education and environment initiatives, with a particular focus on the needs of those who are disadvantaged in society.

Resources £ million	1995–96 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 plans	2001–02 plans	2002–03 plans	2003–04 plans
Grants made *	–	–	–	209.6	649.4	647.2	598.2	617.1
Grants paid *	–	–	–	9.1	271.9	473.3	601.4	598.5
Running costs	–	–	2.3	13.7	17.0	18.4	17.3	18.2

* Excludes allocations under the Community Access to Lifelong Learning Programme.

Key Achievements

In its second full year of operation the Fund launched its second round of programmes, for cancer prevention detection treatment and care (£150 million), green spaces and sustainable communities (£125 million) and community access to lifelong learning (£200 million).

Grant awards were made on the first round of programmes: for healthy living centres (£300 million), out of school hours learning and childcare (£425 million) and ICT training for teachers, school librarians and public library staff, and the digitisation of learning materials (£300 million). The Fund has fully committed £210 million and made soft commitments (offers awaiting acceptance) of £158 million.

In developing and delivering its programmes the Fund has worked closely with Government Departments and the devolved administrations in Scotland, Northern Ireland and Wales. The Fund has also seen its commitment to partnership bear fruit – for example, with health authorities and health boards, education authorities, voluntary sector organisations and the local childcare partnerships.

The Government recently announced new initiatives for the Fund which will make available an additional £1.5 billion over the next three years.

Personnel

Chair		English Representative		General Members	
The Baroness Pitkeathley	03.07.98	Ms Jill Barrow	03.07.98	Professor Eric Bolton	03.07.98
				Ms Nita Clarke	03.07.98
				Professor Siân Griffiths	03.09.98
Chief Executive		Scottish Representative		Ms Melinda Letts	03.07.98
Mr Stephen Dunmore		Mr David Campbell	20.07.98	Mr Dugald Mackie	20.07.98
		Welsh Representative		Professor Allan Patmore	03.07.98
		Mr Tom Davies	20.07.00		
		Northern Ireland Representative			
		Dr Roisin McDonough	05.10.98		

Public Lending Right

The Public Lending Right (PLR) Scheme provides for registered authors to receive payments in proportion to the number of times their books are lent from public libraries.

PLR helps DCMS achieve its wider aims for the sector through the financial and moral support it provides to authors. Under the scheme every author whose books are read in public libraries has an opportunity to develop their talents further and achieve excellence in their work. This in turn ensures the continued flow of new literature to libraries and underpins the library community's efforts to attract new readers and broaden access.

Resources £ millions	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 outturn	1999-2000 outturn	2000-01 forecast	2001-02 plans	2002-03 plans	2003-04 plans
Grant in Aid	4.9	5.0	4.9	5.0	5.0	5.1	5.2	7.0	7.2

Other income is negligible for all years

Paybill Costs-all figures are estimates	2000-01	2001-02	2002-03	2003-04
	360,000 *	430,000	453,000	476,000

* Includes pensions.

Key Performance Indicators

	outturn (target)									
PLR operating costs										
Office computer (£ thousands)	606 (621)	654 (643)	673 (670)	666 (668)	773 (719)	688 (727)	727	750	783	
Computer replacement (£ thousands)	-	-	-	193 (191)	111 (90)	-	-	60	15	
Money to distribute (£ thousands)	4,330 (4,315)	4,346 (4,352)	4,248 (4,233)	4,159 (4,104)	4,206 (4,262)	4,477 (4,438)	4,474	6,191	6,403	
Rate per loan	2.00p (2.00)	2.07p (2.01)	2.07p (2.04)	2.07p (2.05)	2.18p (2.12)	2.49p (2.29)	2.49p	3.33p	3.43p	
Registered authors	25503 (24,622)	25937 (25,963)	27223 (27,304)	28544 (28,645)	30674 (29,986)	32015 (31,386)	33215	34415	35615	

Key Achievements in 2000

The UK continued to lead internationally in the development of the PLR principle by extending the Scheme to authors resident throughout the European Economic Area from 1 July 2000. First payments to European authors are due to be made in February 2002.

The case for increased funding for the Scheme made by the Registrar and the PLR Advisory Committee was accepted by the Secretary of State in the Departmental Spending Review and the Fund will increase to £7 million with effect from April 2002.

The Rate Per Loan for the February 2001 payments to authors will rise to 2.49 pence (2.18 pence last year). As a result, 122 authors will receive the maximum payment of £6,000, a 20% increase on the previous year's figure.

Personnel

Registrar

Dr James Parker 01.08.91 (5 year appointment renewed 01.08.96) F/T

Radio Authority

The Radio Authority is the statutory body created under the Broadcasting Act 1990 to license and regulate all independent radio services. Under the terms of the Act, the Authority is charged with ensuring that a wide range of independent radio services is available, which (taken as a whole) are of high quality and offer a variety of programmes calculated to appeal to different tastes and interests, and that there is fair and effective competition in the provision of such services.

Main Activities

As at 31 December 2000, the Authority had in issue three national analogue licences, one national digital multiplex licence, 248 local analogue licences (including those for seven local services newly licensed during the preceding twelve months), 20 local digital multiplex licences, one analogue additional service licence, and nine digital additional service licences.

The re-licensing of existing local analogue services continued during 2000. Declarations of Intent were invited for 17 licences, and during the year 18 licences were re-awarded to the incumbents. Five of these attracted competition from one or more other applicants, while the rest were re-awarded under the fast-track application procedure introduced in the Broadcasting Act 1996. A further two local licences were renewed under the provisions concerning local licensees which provide digital programming on a relevant multiplex. By the end of the year, 464 short-term licences were issued, and 89 long-term restricted service licences were in operation. The Authority also had 67 satellite licences and 30 cable licences in force at the end of the year.

The Authority continued the process of advertising digital multiplex licences in 2000. It has committed itself to licensing one local digital multiplex licence a month during 2000 and 2001. As at 31 December 2000, the Authority had awarded 12 new local digital radio licences.

The Authority also issued licences on a rolling basis for the Digital Radio Advanced Feature Flex Transmissions (DRAFFT) project in London, a scheme sponsored by the UK Digital Radio Forum to test advanced features of digital radio receivers. This included, for the first time, licences which utilised a frequency from the L-Band part of the radio spectrum.

The Authority issued 24 local Digital Sound Programme Service (DSPS) licences to potential digital programme providers. Seven national DSPS licences were issued to non-simulcast programme providers. Nine digital additional service licences were also issued.

By the end of the year, the Authority revoked six satellite licences and three cable licences, all of which were at the request of the licensees. Channel Travel Radio, a long-term restricted service licensee, also surrendered its licence.

During 2000, the Radio Authority implemented a series of major initiatives to increase openness and transparency. The Authority published notes of its monthly meetings on its website, along with related agendas. A Register of Disclosable Interests and a Code of Best Practice for Members of the Authority were also made available on its website. A Register of Gifts and Hospitality was placed in its Reading Room for public scrutiny. Its 'purdah rules', which govern the contact between Members and staff of the Authority and licence applicants during the application period, were also modernised during the year. The Authority also consulted on and published a new Advertising & Sponsorship Code and Engineering Code, and continued to publish assessments of successful applicants for radio licences.

Personnel

Chairman		Members			
Mr Richard Hooper	01.01.00 4 yrs £f	Mrs Helen Tennant *	01.12.95 5 yrs £b	Ms Kate O'Rourke	01.01.00 4 yrs £b
		Mr Feargal Sharkey	01.12.98 5 yrs £b	Ms Sheila Hewitt	01.12.98 5 yrs £b
		Ms Sara Nathan	26.07.99 4 yrs £b	Mr William Adair	10.07.00 4 yrs £b
Chief Executive					
Mr Tony Stoller					
Deputy Chairman					
Mr David Witherow	17.01.00 4 yrs £c				

* Retired 30.11.00.

Annual Report available from the Radio Authority, Holbrook House, 14 Great Queen Street, London WC2B 5DG.

Resource: The Council for Museums, Archives and Libraries

Following completion of its Spending Review in December 1998, DCMS announced the intention to create a new public body to provide strategic leadership for museums, libraries and archives. As a result, Resource: The Council for Museums, Archives and Libraries was established on 30 November 1999 to replace the Museums and Galleries Commission and the Libraries and Information Commission. Resource became fully operational on 1 April 2000. It will work within the sector to provide leadership and promote change; act as an advocate and champion and advise on best practice and delivery of specific objectives.

Resources £ millions	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid ⁽¹⁾	0.1	12.9	12.3	13.3	13.3
Other Income	–	1.5	0.9	0.2	0.2
Total Income	0.1	14.4	13.2	13.5	13.5

⁽¹⁾ Excludes provisions for DCMS/Wolfson Public Libraries Challenge Fund and for Designated Museums Challenge Fund (see Detailed Allocation table that follows the sponsored bodies tables).

Key Performance Indicators

Work is in hand to ensure that all public libraries have Internet access by December 2002 and a two year programme to promote regional partnerships has been launched. As a relatively new body Resource is still in the process of developing performance indicators.

Key Achievements in 2000–01

Following consultation with the museums, archives and libraries sector earlier in the year Resource issued its corporate manifesto in July 2000. This set out its work programme for 2000–01. A review of CHNTO/ISNTO has been carried out and a report on its future produced. The basis for a new cross-sectoral standard for the delivery of educational services to the public has been developed. A two year programme to promote regional partnerships was launched and advice given on ways in which partnerships between national and non-national bodies might be developed. The operation of the Museums Registration scheme was reviewed and made more efficient. Future management arrangements for some of Resource's advisory and executive functions were agreed. Work continued to ensure the successful roll out of the Peoples' Network Project so that all public libraries are connected to the worldwide web by the end of 2002.

Personnel

Chairman		Members			
Lord Evans of Temple Guiting	30.11.1999 3 yrs	Mr David Barrie	19.07.00 4 yrs	Mrs Karen Knight	05.01.00 4 yrs
Chief Executive Mr Neville Mackay		Mr Ajay Chowdhury	20.04.00 3 yrs	Mr Neil MacGregor	20.04.00 3 yrs
		Dr Mauna Crozier	20.04.00 3 yrs	Ms Jane Ryder	20.04.00 3 yrs
		Mr Victor Gray	05.01.00 4 yrs	Mr Michael Stevenson	26.04.00 3 yrs
		Ms Vivien Griffiths	20.04.00 3 yrs	Mr Alan Watkin	13.06.00 3 yrs
		Mr Loyd Grossman	05.01.00 4 yrs	Mr Mark Wood	05.01.00 4 yrs
		Mr Nicholas Hodgson	20.04.00 3 yrs	Professor Lola Young	20.04.00 3 yrs
		Mr Mark Jones	20.04.00 3 yrs		

Royal Armouries

Royal Armouries cares for the national collection of arms and armour. It has a major museum at Leeds in addition to its traditional base at the Tower of London and the Museum of Artillery at Fort Nelson, near Portsmouth.

The Royal Armouries promotes in the UK and worldwide the knowledge, appreciation and public enjoyment of arms and armour, making objects available for study and research and works to expand, care for, preserve, document and exhibit its collections (in line with DCMS objectives 2, 3 and 6).

Resources £ million	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 outturn	1999-2000 outturn	2000-01 estimated outturn	2001-02 plans	2002-03 plans	2003-04 plans
Grant in Aid	10.0	9.7	5.2	3.7	4.8	5.4	5.2	5.2	5.2
Grant in Aid (Free Access and 'Quids in')							0.6	0.8	0.8
Other Income	1.0	1.0	1.0	0.7	1.4	1.3	0.8	0.9	1.0
Total income	11.0	10.7	6.2	4.4	6.2	6.7	6.6	6.9	7.0

The year by year comparisons are distorted by: Transfer of the retail shop at HM Tower of London to Historic Royal Palaces (HRP) in November 97, the transfer of the responsibility for the operation of the Leeds Museum from the Royal Armouries (International) plc in August 99, and grant in aid includes contributions from HRP in 1996-97 of £6m and £1.5m in 1997-98.

Key Performance Indicators

Proportion of sorted collection housed in satisfactory environmental conditions	70	85	85	85	50	52	85	85	85
Proportion of total collection on display to the public directly or through loan	10	25	26	26	26	26	26	26	26

Note: Since 1999 these figures have been affected by problems with our boiler and the museum's environmental control system. Work is now in hand to rectify the problems during 2001.

Visitors and income at Leeds Museums

Visitors (000s)		394	349	296	173.5	180	210	225	250
Admission fees (£000s) *					381	388	200	130	140
Other income (£000s)					760	940	770	900	1,000

* Admission fees at Leeds in 1999-2000 are from 1 August 1999.

Visitors and income at Fort Nelson

Visitors (000s)	24.6	34	35	41	44.5	50	50	55	60
Income (£000s)	119	172	180	197	277	200	202	186	192

Key Achievements in 2000

The Royal Armouries underwent management restructuring in 2000 to create a team to develop and cultivate new ideas and bring a fresh approach to its revised responsibilities. To celebrate the millennium it commissioned its first work of music, 'The Millennium Mass', which had its inaugural performance at the Royal Albert Hall in April 2000 and organised a millennium exhibition, 'Tower 2000' at the Tower of London. It launched its first external retail outlet at the Yorkshire Mill Village in partnership with Savills plc and organised and hosted a military tattoo at Fort Nelson.

Personnel

Chairman	Members					
The Rt Hon. the Viscount Younger of Leckie	Mr Richard Whiteley	08.06.98	3 yrs	Mrs Jacqueline Gourlay	26.11.99	3 yrs
	Sir Blair Stewart Wilson	01.10.98	3 yrs	Field Marshall Sir Peter Inge	01.08.96	5 yrs
	Professor John Childs	15.02.99	5 yrs	Mrs Ann Green	10.11.98	3 yrs
Master of the Armouries	Mr Brian Landers	19.04.99	3 yrs	Mr Francis Camwath	26.04.00	3 yrs
Mr Guy Wilson						

Royal Commission on Historical Manuscripts

The Royal Commission on Historical Manuscripts aims to locate and record manuscripts, records and archives (apart from public records) to advise on their preservation and storage and to assist those wishing to use them.

Resources £ millions	1996-97 outturn	1997-98 outturn	1998-99 outturn	1999-2000 outturn	2000-01 plans	2001-02 plans	2002-03 plans	2003-04 plans
Provision	1.0	1.1	1.0	1.1	1.1	1.1	1.2	1.2
(Other Income is negligible for all years.)								

Paybill costs-all (figures are estimates)	1999-2000	2000-01	2001-02	2002-03
	£693,257	£713,944	£735,151	£757,205

Key Performance Indicators

Reports added to the National Register of Archives	2,258	2,139	1,961	1,705	1,420	1,500	1,500	1,500
Search room total attendances	2,759	2,530	2,179	2,008	1,814	1,800	1,800	1,800
Postal enquiries 1991-92	1,392	1,842	2,020	1,951	1,676	1,600	1,600	1,600
Access via Internet (users)			168,192	367,937	550,000	550,000	500,000	500,000
Access via Internet (hits)			1.12m	2.69m	3.70m	3.70m	3.70m	3.70m

Key Achievements in 2000

Following up the Commissioners' report *Archives at the Millennium*, consultative meetings have been held on the future development of the Manorial Documents Register and, through the National Museum Directors Conference, on the needs of archives held by the national museums. The Commission's website and the public front-end of the National Register of Archives (www.hmc.gov.uk) have both been updated and streamlined to facilitate public access. A major internal review was undertaken of the Commission's outreach and impact, and in preparation for the DCMS Quinquennial Review of the Commission, begun in November, a structural review was commissioned from management consultants.

Personnel

Chairman	Commissioners
The Rt Hon. Lord Bingham of Cornhill 01.12.99 3 yrs	Dr Gerald Aylmer * 23.11.78 Life
	Sir Patrick Cormack 03.04.81 Life
	Sir Matthew Farrer 01.01.98 5 yrs
	Sir John Santy 01.01.98 5 yrs
	The Very Rev. Henry Stapleton 27.05.00 3 yrs
	Sir Keith Thomas 27.05.99 3 yrs
	Mrs Althea Dundas-Bekker 16.06.99 3 yrs
	Professor Peter Clarke 03.07.00 5 yrs
	Professor Lola Young 04.07.00 5 yrs
	The Earl of Scarborough 16.06.99 3 yrs
	Dr Susan Davies 13.06.95 5 yrs
	Lord Egremont 22.02.96 5 yrs
	Dr Alice Prochaska 08.04.98 5 yrs
	Dr Caroline Barron 15.02.99 3 yrs
	Rosemary Dunhill 14.02.99 3 yrs
	Professor T C Smout 15.02.99 3 yrs
	Mr Victor Gray 03.07.00 5 yrs

* died 17 December 2000.

Annual report available from: Royal Commission on Historical Manuscripts, Quality House, Quality Court, Chancery Lane, London WC2H 1HP.

Royal Household

The Secretary of State is statutorily responsible for the care and maintenance of the English Occupied Palaces which comprise Buckingham Palace, St James's Palace, Clarence House, Kensington Palace (the residential and office areas), Windsor Castle (including the buildings in the Home and Great Parks), and the Royal Mews and Paddocks at Hampton Court Palace. The Royal Household provides these services which are funded by Grant In Aid.

Resources £ millions	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 outturn	1999-2000 outturn	2000-01 estimate	2001-02 plans	2002-03 plans	2003-04 plans
Grant in Aid	20.40	19.60	16.40	15.81	15.00	15.00	15.00	15.37	15.87
Marlborough House	n/a	n/a	n/a	n/a	0.47	0.58	0.57	0.61	0.62
Other Income	1.90	2.50	2.60	3.42	0.12	2.18	3.12	3.36	3.30
Total Income	22.30	22.10	19.0	19.23	15.59	17.76	18.69	19.34	19.79
Royal Communications	n/a	n/a	n/a	0.47	0.51	0.52	0.58	0.61	0.60

Key Performance Indicators

	1995-96 (target)	1996-97 (target)	1997-98 (target)	1998-99 (target)	1999-2000 (target)	2001 estimate (target)
Number of visitors to Buckingham Palace	397,444	303,600	313,000	329,000	300,000	300,000
Number of visitors to Windsor Castle (provided by the Royal Collection)	1,215,631	1,205,079	1,266,000	1,448,000	1,233,000	1,100,000
Fees and other indirect costs as a percentage of construction costs	13.7 (15)	13.3 (15)	13.4 (15)	18.9 (17)	22.5 (17)	16.3 (18)

Analysis of Grant In Aid

£ millions	1998-99 outturn	1999-2000 outturn	2000-01 estimated outturn	2001-02 plans	2002-03 plans	2003-04 plans
Property maintenance (capital)	2,645	1,373	2,700	3,800		
Furniture and fittings	0,085	0,108	0,070	0,056		
Total Capital	2,730	1,481	2,770	3,856		
Servicing	4,895	4,393	4,946	5,197		
Property maintenance (current)	8,301	9,023	9,231	8,663		
Central Administration	0,099	0,227	0,271	0,400		
Total Current	13,295	13,643	14,448	14,260		
Total Expenditure	16,025	15,124	17,218	18,116		
Windsor Castle precincts	0.011	0.309	2.040	2.600	2.800	2.800
Rents (net)	0.205	0.185	0.136	0.516	0.561	0.501
Total Receipts	0,216	0,124	2,176	3,116	3,361	3,301

Sianel Pedwar Cymru (S4C)

Sianel Pedwar Cymru (S4C) is a public corporation providing television broadcasting for the fourth channel in Wales as a public service for the dissemination of information, education and entertainment, including a significant proportion of Welsh Language programmes.

	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2003–04 plans
Resources								
Grant in Aid	68.6	72.2	18.4 ⁽¹⁾	75.1	75.1	75.1	76.8	80.2

⁽¹⁾ This lower figure reflects the change in payments to S4C from a single payment in January each year to monthly installments from January 1998. The 1997–98 provision accordingly only needed to cover three months of S4C's Grant in Aid.

Note
S4C is funded by Grant in Aid from DCMS, the level of which is set by statute. Under the terms of the Broadcasting Act 1990, S4C received a grant equivalent to 3.2 per cent of total television advertising revenues. The funding formula was amended in the Broadcasting Act 1996 so that, from 1998 onwards, S4C would receive a sum equivalent to the 1997 grant uprated in line with the Retail Prices Index.

Main activities

In 1999 S4C broadcast 10,225 hours of programmes of which 4,388 were in the Welsh language.

The Broadcasting Act 1996 permitted S4C to establish commercial services and it has since set up S4C Digital Networks (SDN) Ltd.

S4C has been awarded the licence to operate one of the new digital terrestrial television multiplexes. S4C provides the digital television channels S4C Digital and S4C 2 in addition to its analogue service. During 1999, S4C provided a daily 12 hour service in Welsh for the first time.

Personnel

Chair		Members	
Mrs Elan Closs Stephens	01.04.98 4 yrs £e	Mrs Janice Rowlands	01.03.96 5 yrs £b
		Ms Janet Lewis-Jones	22.01.97 5 yrs £b
Chief Executive		Mr Nic Parry	01.05.98 4 yrs £b
Mr Huw Jones		Mr Huw Wynne-Griffith	01.04.99 4 yrs £b
		Mr Peter Davies	01.03.96 5 yrs £b
		Mr Cefin Campbell	01.05.98 4 yrs £b
		Ms Enid Rowlands	01.04.99 4 yrs £b

Annual Report available from S4C, Parc Ty Glas, Llanishen, Cardiff CF4 5DU.

Sir John Soane's Museum

The Sir John Soane's Museum displays the antiquities, furniture and paintings collected by the architect Sir John Soane in the house he designed for his private residence in Lincoln's Inn Fields. No. 13 Lincoln's Inn Fields is kept as it was at the time of the architect's death in 1837.

The museum aims to care for Sir John Soane's House and Museum and its diverse collections, designated as of pre-eminent national importance, providing free access to them and encouraging educational benefit with particular reference to the architectural conditions and architecture generally.

Resources £ million	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	0.6	0.6	0.6	0.6	0.6	0.6	0.7	0.9	0.9
Other operating income	0.1	0.1	0.2	0.2	0.1	0.1	0.1	0.1	0.1
Other income	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total income ⁽¹⁾	0.8	0.7	0.8	0.8	0.7	0.7	0.8	1.0	1.0
Operating costs	0.7	0.8	0.8	0.7	0.7	0.7	0.8	0.8	0.8
Capital expenditure	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2	0.2
Total expenditure ⁽¹⁾	0.9	0.8	0.8	0.7	0.7	0.7	0.8	1.0	1.0

⁽¹⁾ Income does not match expenditure each year as non-Grant in Aid income can be retained to fund future expenditure.

Key Performance Indicators

Visits (thousands)	76	84	92	85	97	83	90	90	90
Visits to library and archive *	589	655	617	601	445	500	500	500	500
Number of temporary exhibitions #	2	2	2	3	4	3	2	2	2
Introductory and specialist talks and lectures given	134	153	157	142	186	160	160	160	160
Grant in Aid per visitor (£)	8.29	7.40	6.43	6.67	6.51	7.14	7.77	9.71	9.71

* The Research Library can only seat up to 4 visitors at any one time and is open 4½ days each week. The decrease in numbers after 1997–98 was due to an increased number of closed days for exhibition preparation.
Four exhibitions were held at the Museum in 1999–2000, and in addition the curatorial staff prepared the major Soane exhibition at the Royal Academy.

Key Achievements in 2000

A major exhibition on Soane was mounted at the Royal Academy in 1999 and then shown at the Centro Palladio, Vicenza from April to August 2000. The Museum itself held four exhibitions – an exceptional number – including two highly successful modern exhibitions, one on the work of the architect Frank Gehry, and the other an exhibition of works by cutting edge artists, entitled *Retrace your Steps: Remember Tomorrow*. In the exhibition *Visions of Ruin*, the museum explored the cult of the ruin, the first exhibition on this theme in England.

Personnel

Chairman		Trustees			
Mr Richard Griffiths (appointed Life Trustee 1993)	02.10.97	Sir Philip Powell	1978 Life	Mr David Coombs	12.12.97 5 yrs
		Mrs Bridget Cherry	1994 Life	Alderman Gavyn Arthur	17.12.97 5 yrs
		Mr John Studzinski	1999 Life	Sir Walter Bodmer	10.06.98 5 yrs
Curator		Sir Richard MacCormac	30.10.98 5 yrs		
Mrs Margaret Richardson		Mr Simon Jervis	01.01.99 4 yrs		

Annual Report available from: Sir John Soane's Museum, 13 Lincoln's Inn Fields, London WC2A 3BP.
Website: <http://www.soane.org>

Sport England

Sport England (the English Sports Council) was established by Royal Charter on 19 September 1996 and became fully operational on 1 January 1997. It is responsible for fostering, supporting and encouraging the development of sport and physical recreation and the provision of sporting facilities in England. It particularly focuses on encouraging more young people to take part in sport and the achievement of sporting performance and excellence in England. Sport England groups its activities and objectives under the three main headings of More People, More Places and More Medals. These are aimed at increasing the number of people of all ages, ethnic groups and backgrounds participating, the provision of more facilities for participation at all levels and greater success for our top performers in international competitions. It is also responsible for the distribution in England of sport's share of the National Lottery.

Resources £ millions	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	–	15.7	33.7	33.5	34.5	34.6	34.6	34.6	34.6
Sportsmatch	–	–	–	–	3.4	3.4	3.4	3.7	3.7
School Sport Co-ordinators	–	–	–	–	–	–	5.0	15.0	40.0
Other income	–	2.2	8.1	8.0	8.3	12.6	12.6	12.6	12.6
Total income	–	17.9	41.8	41.5	46.2	50.6	55.6	65.9	90.9

Analysis of Grant In Aid

£ millions	2000–01 plan	2001–02 plan	2002–03 plan	2003–04 plan
Salary costs	9.8	10.1	10.3	10.6
Other running costs	5.7	5.9	6.0	6.2
Current grants to other bodies	21.4	26.0	35.7	59.8
Other current expenditure	12.4	12.8	13.1	13.5
Capital grants to other bodies	–	–	–	–
Capital expenditure	1.3	0.8	0.8	0.8
Gross total	50.6	55.6	65.9	90.9
Less receipts (current)	(12.6)	(12.6)	(12.6)	(12.6)
Net total	38.0	43.0	53.3	78.3

Key Performance Indicators

	1998–1999	1999–2000	2000–01	2001–02
Delivery of TOPS Programme in primary schools	Target 12,000 schools Outturn 11,000	Target 15,000 Outturn 14,059	Target 20,000	Target 25,000
Secondary schools acquiring Sportsmark accreditation	Target 600 Outturn –	Target 800 Outturn 1097	Target 1,000	Target 1,200
Number of qualified coaches affiliated to governing bodies		Target 120,000 Outturn 120,000	Target 125,000	Target 130,000
Number of trained volunteers participating in the running of sport	Target 2,000 Outturn –	Target 3,000 Outturn 2,726	Target 4,000 Outturn 3,172	Target 5,000
Number of teachers attending Coaching for Teachers courses	Target 12,000 Outturn 11,000	Target 25,000 Outturn 25,000	Target 28,000	Target 32,000
Number of English athletes ranked within the World top ten of their sport		Target 300 Outturn 296	Target 315	Target 330
Number of English Athletes training at English Institute of Sport Centres			Target 1,000	Target 2,000

Sport England

Key Achievements in 2000

Millennium Youth Games – 38 Area Youth Games were held during the year with the Grand Final attended by 6,000 at Southampton in August. **Sport for people with disabilities** – 'Building a Fairer Society', a four year sports development plan published. **Sport Action Zones** – following the designation in January 2000 of the first 12 Zones which will aim to improve sporting provision in areas of sporting and social deprivation, Zone Managers have been appointed in nine of the Zones. They are now working with local interests to produce action plans for the areas. **English Institute of Sport** – with the benefit of £120m of Lottery investment, the Institute is due to open in 2002. Amongst the facilities already open are the Manchester Aquatics Centre, with two 50 metre pools, and three water based hockey pitches. £20m has been committed to a multi-sport development at Bath University and funding is being finalised for major Institute sites at Loughborough, Sheffield and Manchester. **2002 Commonwealth Games** – Sport England is working closely on preparations with Manchester 2002 Ltd, Manchester City Council and the Commonwealth Games Council for England. **School Sports Co-ordinators** – new scheme launched in April. So far 145 co-ordinators have been appointed. **Activemark/Activemark Gold** – scheme to recognise primary schools with outstanding physical activity programmes launched. 119 schools achieved awards in 2000. **Sportsmark awards** – a further 444 schools were accredited bringing the total to 1,477. **Sportsmark Gold Awards** – 64 schools accredited bringing the total to 136. **TOP Play and TOP Sport** – schemes have now been accessed by 22,000 schools and pre-school groups and 12,000 community sites covering 3.5 million children. All 155 LEAs and 260 LAs are involved in the scheme. **Royal Sun Alliance Panathlon Challenge** – 60 schools in inner city areas of London, Liverpool, Bristol and Leeds have taken part in inter-school competitions leading to a national final at Crystal Palace National Sports Centre. **Coaching for teachers** – 35,000 teachers have now attended courses since the scheme was launched in 1998. 3,681 teachers attended at 260 courses during the year.

Personnel

Chairman

Mr Trevor Brooking CBE 12.04.99 3 yrs
(Appointment extended to 11.10.02)

Senior Vice Chairman

Mr Des Wilson 12.04.99 3 yrs

Chief Executive

Mr Derek Casey

Vice Chairman

Ms Tessa Sanderson OBE 23.12.98 3 yrs
(Appointed Vice Chair in September 1999)

Members

Mr Brendan Barber 25.10.99 3 yrs

Ms Julia Bracewell OBE 19.9.99 2 yrs

Mr Garth Crooks OBE 13.01.98 3 yrs

(Appointment extended to 12.01.04)

Mrs Lucinda Green MBE 25.10.99 3 yrs

Sir Robin Knox-Johnston 25.10.99 3 yrs

Mr Tim Marshall MBE 19.09.99 2 yrs

Mr David Ross 25.10.99 3 yrs

Mr Geoff Thompson MBE 19.9.99 2 yrs

Mr Roger Bottomley 25.10.99 3 yrs

Mr Patrick Collins 25.10.99 3 yrs

Mr David Geldart 25.10.99 3 yrs

Ms Carol Gustafson 13.01.98 3 yrs

(Appointment extended to 12.01.04)

Ms Irene Lucas 25.10.99 3 yrs

Mr David Oxley OBE 19.09.99 3 yrs

Mrs Brigid Simmonds 23.12.98 3 yrs

Mr Andy Worthington 25.10.99 3 yrs

Tate Gallery

Tate houses the national collection of British art from the 16th century to the present day, including the Turner Bequest, and the national collection of 20th century art. Tate is a family of galleries and comprises Tate Britain at Millbank and Tate Modern at Bankside in London, Tate Liverpool, and Tate St Ives.

The aim of Tate (in line with DCMS objectives 2, 3, 4 and 6) is: to increase public awareness, understanding and appreciation of British art from the 16th century to the present day and of modern and contemporary art from around the world; to broaden the social and geographic composition of its audiences; to develop external partnerships and demonstrate leadership in key fields; and to maximise the value, role and potential of its collections through acquisition, display, conservation and research.

Resources £ millions	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	18.9	18.8	18.7	19.2	19.7	24.9	26.9	27.0	27.0
Other operating income	4.5	4.2	6.1	7.3	6.4	7.8	11.2	14.2	12.9
Trading company income	1.5	1.4	1.8	2.9	1.5	3.9	4.6	4.8	4.8
Other income	18.3 ⁽¹⁾	15.1	31.4	44.8	30.6	3.3	3.2	3.2	3.2
Total income ⁽²⁾	43.3⁽¹⁾	39.4	57.9	74.2	58.2	39.9	45.9	49.2	47.9
Operating costs	18.9	20.3	19.7	22.9	23.1	35.9	39.0	40.0	40.4
Collections purchases	2.9	5.8	6.3	3.8	3.8	2.0	2.0	3.0	3.0
Capital expenditure	18.1	8.8	25.0	60.3	57.1	16.1	2.5	2.5	2.5
Total expenditure	39.8	34.9	51.1	87.0	84.0	54.0	43.5	45.5	45.9

⁽¹⁾ In 1995–96 the Gallery received £25.6 million in insurance money.

⁽²⁾ Income does not match expenditure each year as non-Grant in Aid can be retained to fund future expenditure.

Key Performance Indicators

Visits (millions)	3.0	2.5	2.2	3.0	2.5	6.7	5.3	5.3	5.3
Attendances at educational programmes (thousands)	96	90	99	135	167	295	363	363	363
% of collection held in environmentally appropriate conditions	42	52	55	80	79	91	91	91	91
Staff costs as a % of total income	25	29	20	17	22	46	42	39	41

* Tate Gallery, Liverpool was closed for redevelopment in 1997–98.

Key Achievements in 2000

The opening of Tate Modern, the ongoing Tate Centenary Development at Tate Britain, the continuing popularity of the public's programme at all sites, a number of landmark acquisitions of works of art, and the further development of the Tate World Wide Website.

Personnel

Chairman		Trustees			
Mr David Verey	01.07.98 5 yrs	Mrs Janet de Botton	26.03.97 5 yrs	Ms Victoria Barnsley	01.08.98 5 yrs
		Sir Richard Carew-Pole	29.04.98 5 yrs	Mr Bill Woodrow	16.07.96 5 yrs
Director		Mr John Studzinski	01.09.98 5 yrs	Sir Christopher Mallaby	24.10.96 5 yrs
Sir Nicholas Serota		Professor Dawn Ades	13.04.95 5 yrs	Mr Chris Ofili	22.11.00 5 yrs
		Professor Jennifer Latto	01.08.98 5 yrs	Ms Gillian Wearing	08.03.00 5 yrs
		Mr Jon Snow *	01.04.99 5 yrs		

* National Gallery Liaison Trustee.

Biennial Report 1998–2000 available from: Tate Britain Shop, Millbank, London SW1P 4RG.

Website: <http://www.tate.org.uk>

Tyne & Wear Museums

Tyne & Wear Museums (TWM) is a major regional museum and art gallery service which is funded by the five metropolitan district councils within the former metropolitan county of Tyne & Wear: Gateshead, Newcastle upon Tyne (lead authority), North Tyneside, South Tyneside and Sunderland; and the University of Newcastle upon Tyne. TWM is governed by a joint museums committee, comprising 23 elected members from the constituent local authorities.

A seventh funding partner of TWM is the Department for Culture, Media and Sport (DCMS). TWM has been in receipt of an annual central government grant since the abolition of the Tyne and Wear County Council, its former sponsor, in 1986. This Government grant is now paid by DCMS directly. A funding agreement is currently being drawn up between TWM and DCMS. Through its access, education, and social inclusion and other activities TWM contributes to DCMS objectives 1, 2, 3, 4 & 6.

Resources £ millions	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimates outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	1.02	1.02	0.98	0.98	0.99	1.00	1.00	1.00	1.00
Other operating income	2.68	2.87	3.18	3.16	3.21	3.30			
Other income	2.73	2.80	3.15	2.65	3.40	4.53			
Total income	6.43	6.69	7.31	6.79	7.60	8.82			
Operating costs	4.93	5.66	6.51	6.15	6.37	5.32			
Capital expenditure	1.50	1.02	0.80	0.64	1.24	3.50			
Total expenditure	6.43	6.68	7.31	6.79	7.61	8.82			

Non-grant in aid forward financial information not available at the time of going to press.

Key Performance Indicators

Visits (millions)	0.93	1.05	1.17	1.16	1.06	1.18
Number of education visits	0.10	0.09	0.10	0.09	0.09	0.1
Self-generated income as a percentage of Grant in Aid	269	275	321	270	343	457
Grant in Aid subsidy per visitor (£s)	1.09	0.97	0.83	0.84	0.94	0.84
Local Authority Subsidy per visitor (£s)	2.89	2.74	2.71	2.73	3.04	2.80

NB. Forward performance indicators are currently being considered in the context of the forthcoming DCMS/TWM funding agreement for 2001–02 to 2003–04.

Key Achievements in 2000

In June 2000 the £9m HLF funded Segedunum Roman Baths & Museum opened to the public within budget and to timetable. The new museum has already achieved four national and regional awards for excellence.

Funding was secured from the Designated Museums Challenge Fund and the Heritage Lottery Fund for the £1.5m Large Object Collections Centre. This regional partnership with the Beamish Open Air Museum will ensure the long-term safe and secure storage for large items that are currently in temporary store.

Visitors to the Laing Art Gallery, Newcastle upon Tyne, topped 350,000 and broke all time records for the Gallery. The showing of the Lindisfarne Gospels, on loan from the British Library, attracted over 185,000 visitors over its 12 week showing at the Gallery.

The Millennium Fund outreach projects *Objects of Desire* and *Making History* ran throughout the year and enabled TWM to work with local communities on an unprecedented scale in both curating exhibitions and in contemporary collecting.

Personnel

Chairman of Tyne & Wear Joint Museums Committee Cllr Barney Rice JP	Director of Tyne & Wear Museums Dr David Fleming OBE
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UK Sport

UK Sport (the United Kingdom Sports Council) was established by Royal Charter on 19 September 1996 and became fully operational on 1 January 1997. It focuses on high performance sport at the UK level with the aim of achieving sporting excellence on the world stage. The work of UK Sport is all about building a framework for success – developing and supporting a system capable of producing a constant flow of world class performers in a fair and ethical way.

UK Sport takes the lead among the home country Sports Councils in all aspects requiring strategic planning and administration, co-ordination or representation for the benefit of the UK as a whole. It identifies sporting policies that should have a UK-wide application and avoids unnecessary duplication and overlap in the way sport is administered in the UK.

UK Sport is a Lottery distributor with responsibility for the distribution of 9.2% of the Lottery Sports Fund through the World Class Performance and Events Programme.

	1995–96	1996–97	1997–98	1998–99	1999–2000	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Resources									
Grant in Aid	0	4.0	11.8	11.6	12.6	12.6	17.6	19.6	19.6
Other Income	0	0.2	0.3	0.2	0.4	2.03	1.75	1.6	1.6
Total Income	0	4.2	12.1	11.8	13	14.63	19.35	21.20	21.20

Analysis of Grant in Aid

	1998–99	1999–2000	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Salary Costs	1.156	1.231	1.833	3.318	3.451	3.589
Running Costs	0.856	1.375	3.94	6.127	5.43	5.00
Current Grants to other bodies	6.233	5.892	5.997	6.357	5.997	5.997
Other current grants	3.524	4.258	2.149	3.067	6.067	6.067
Capital grants to other bodies	0	0	0	0	0	0
Capital expenditure	0.035	0.034	0.711	0.481	0.255	0.555
Gross Total	11.804	12.79	14.63	19.35	21.20	21.20
Less receipts (current)	0.208	0.37	2.03	1.747	1.6	1.6
Net Total	11.596	12.42	12.60	17.60	19.60	19.60

UK Sport

Key Performance Indicators

	1998–1999	1999–2000	2000–2001	2001–2002
Number of gold/silver medals won at major international championships (Olympic/World/Eur) by teams/athletes from sports in the UK World Class Programme ⁽¹⁾	Target : 96 Outturn : 99	Target : 103 Outturn : 110	Target 127	Target : 76
UK Sport partner sports with a World Class Performance Lottery Plan and Performance Director or equivalent ⁽²⁾	Outturn : 19	Target : 28 Outturn : 33	Target : 28 Outturn : 33	Target : develop up to 6 further partner sports
Proportion of athletes named in the UK World Class Performance Programme who are, or have been, in receipt of services provided through the UK Sports Institute ⁽³⁾	–	Target : 50% Outturn : 63 %	Target : 75%	Target : 100%
Number of international sports Federations/organisations on which UK nationals hold senior positions ⁽⁴⁾	Outturn : 27	Target : 29 Outturn : 36	Target : 32 Outturn : 40	Target : 43

⁽¹⁾ target/outturns relate to able-bodied sports only. Targets relate to number and type of championships in a given year.

⁽²⁾ The World Class Performance Lottery programme was launched in 1996 and provides Lottery support to our most talented athletes to enable them to improve their performance and win medals in major international competitions.

⁽³⁾ The UK Sports Institute (UKSI) is made up of a network of Institutes operated by the home country sports councils and technical, operational and programme support provided through the UKSI Central Services team. The UKSI will provide our best sportsmen and women with world class facilities and co-ordinated support services.

⁽⁴⁾ Defined as Chair/Vice Chair, President/Vice President, Secretary, Treasurer.

Key Achievements in 2000

UK Sport's Performance Services team continued to provide development support to sports of UK and international significance in the run up to the UK's most successful Olympics and Paralympics in recent times. Significant changes were also made to the World Class Performance Programme to assist sports in planning for Athens 2004 and beyond. Nearly £6m of Exchequer funding and over £23m of Lottery money was distributed to over 40 sports. The Ethics and Anti-Doping Directorate conducted over 6,000 drug tests, of which 98.1% were negative. The Council also agreed a 'Statement of Anti-Doping Policy', which aims to provide national policy standards with comprehensive and consistent guidelines to sports governing bodies in dealing with doping cases. Lottery money continued to support major events in the UK, with nearly £900,000 distributed in 2000 and 14 events held. The money awarded also helped to secure a further 10 events to be held in the future, including the 2003 World Indoor and 2005 World Outdoor Athletics Championships. The UK Sports Institute Central Services team was fully established as a division of UK Sport. 22 members of staff were appointed with expertise in coaching, athlete liaison, sports science, sports medicine, technology and innovation, information technology, communications and personal development programme development. ACE UK delivered career and education planning to a range of Olympic and Paralympic sports as well as other non-commercial sports and some of the major spectator sports.

Personnel

Chairman		Members			
Sir Rodney Walker (extended to 18.09.03)	06.7.98 3 yrs	Mrs Judy Simpson (extended to 05.02.03)	06.02.97 3 yrs	Mr Gavin Stewart	23.11.98 3 yrs
		Mr Trevor Brooking	12.04.99 3 yrs	Dr Mary Nevill	01.10.99 3 yrs
		Mrs Tanni Grey-Thomson	23.11.98 3 yrs	Mr Alistair Dempster	01.07.99 3 yrs
		Ms Zahara Hydes Peters	23.11.98 3 yrs	Mr Gareth Davies	09.09.99 2.5 yrs
		Mrs Diana King	23.11.98 3 yrs	Mr Craig Reddie	19.09.99 3 yrs
		Mr Adrian Metcalfe	23.11.98 3 yrs	Professor Sarah Springman	19.09.99 3 yrs
		Professor Myra Nimmo	23.11.98 3 yrs	Professor Eric Saunders	07.03.00 3 yrs
				Mr Des Wilson	13.03.00 3 yrs

Victoria and Albert Museum

The Victoria and Albert Museum aims to enable everyone to explore and enjoy the designed world and to inspire those who shape it, preserving and enhancing its collection and encouraging greater knowledge through research (in line with DCMS Objectives 1, 2, 3, 4 and 6).

Resources £ millions	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 ⁽¹⁾ outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	31.6	30.8	29.9	29.1	30.0	30.5	32.7	33.5	33.5
Other operating income	5.4	5.2	3.9	3.5	3.2	4.1	3.1	2.5	2.6
Trading Company Profit	0.5	0.8	0.9	1.3	0.8	1.5	1.0	1.0	1.1
Other income	3.3	2.2	4.6	6.2	10.0	11.6	11.6	2.0	1.9
Total Income	40.8	39.0	39.3	40.1	44.0	47.7	48.4	39.0	39.1
Operating costs	32.8	30.8	31.3	32.4	34.1	38.9	41.7	38.4	39.3
Collections Purchase	2.3	1.5	1.2	2.2	1.6	0.8	0.9	0.9	0.9
Capital expenditure	8.8	5.6	4.9	5.2	8.3	9.18	6.4	0.2	0.2
Total Expenditure	43.9	37.9	37.4	39.8	44.0	48.8	49.0	39.5	40.4

⁽¹⁾ excludes transfer of freehold property valued at £177.1m.

Key Performance Indicators

Visits (millions)	1.53	1.59	1.45	1.50	1.28	1.33	1.5	1.5	1.5
Percentage of collection accessible to the public	99	99	99	90	90	90	99	99	99
Percentage of visitors satisfied with visit ⁽¹⁾	98.5	98.5	98.5	96	99	96	≥97	≥97	≥97
Self-generated income as a percentage of total income ⁽²⁾	23	21	24	27	32	36	33	14	14

⁽¹⁾ Basis of measurement changed in 1998–99.

⁽²⁾ Distorted by inclusion of Lottery-funded project between 1998–99 and 2000–01; also lower in future years than historically because of effect of Quids In/free entry – generated income replaced by grant.

Key Achievements 2000

The V&A successfully reapplied for the Chartermark in recognition of its high-quality visitor services. It continued to expand its audience, securing HLF funding to build on its successful work to date with the Chinese and South Asian communities and extend this work to new community groups. An experimental Contemporary Programme attracted new audiences, particularly to Friday Late Views. The British Galleries continued on schedule and on budget for opening in 2001 with the period rooms the first objects to be reinstalled. Work continued on a partnership with the Sheffield Museums and Galleries Trust in preparation for the first of several loaned exhibitions to the new Millennium Galleries. Important acquisitions included the Archive of Sir Michael Redgrave for the Theatre Museum and the Dacre Beasts for the British Galleries. A project was initiated in conjunction with the School of Humanities at the RCA and the Bedford Centre for the History of Women at Royal Holloway, University of London, to establish a Centre for the Study of the Domestic Interior, funded by a £850,000 grant from the Arts and Humanities Research Board.

Personnel

Chairman		Trustees	
Paula Ridley OBE	01.11.98 5 yrs	Professor Christopher White CVO FBA	01.03.97 5 yrs
		Mrs Anne Heseltine	01.09.97 5 yrs
		Penelope, Viscountess Cobham	30.09.98 5 yrs
		Sir Terence Heiser GCB	30.09.98 5 yrs
		Mr Peter Rogers	06.08.99 5 yrs
		Mr Antony Snow	01.10.99 2 yrs
		Mr Jonathan Scott CBE FSA	01.10.99 3 yrs 5 mths
		Mr Rob Dickins	01.10.00 4 yrs
		Mrs Jane Gordon Clark	01.10.00 2 yrs
		Mr Rick Mather	31.10.00 2 yrs
		Professor Margaret Buck	01.10.00 4 yrs
		Professor Christopher Frayling MA PhD	<i>ex-officio</i>

Wallace Collection

A collection of paintings, furniture, ceramics, arms and armour and other works of art bequeathed to the nation by Lady Wallace in 1897.

The Wallace Collection aims to safeguard Hertford House and its unique and varied collection, making it accessible, understandable and encouraging the study of 18th century French art and 19th century collecting (in line with DCMS objectives 2, 3, 4 and 6).

Resources £ millions	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Grant in Aid	1.9	1.9	1.9	1.9	2.5	2.1	2.2	2.4	2.4
Other operating income	0.3	0.3	0.6	4.4	5.3	2.0	0.0	0.2	0.2
Other income	0.3	0.2	0.6	0.8	0.5	0.8	0.6	0.7	0.8
Total income ⁽¹⁾	2.5	2.4	3.1	7.1	8.3	4.9	2.8	3.3	3.4
Operating costs	2.2	2.4	2.6	2.9	3.0	2.9	3.0	3.1	3.2
Capital expenditure	0.2	0.1	0.3	3.8	5.2	1.9	0.0	0.2	0.2
Total expenditure	2.5	2.5	2.9	6.7	8.2	4.8	3.0	3.3	3.4

⁽¹⁾ Income does not match expenditure each year as non-Grant in Aid income can be retained to fund future expenditure.

Key Performance Indicators

Visits (millions)	0.16	0.18	0.18	0.19	0.19	0.22	0.23	0.24	0.25
Number of education events	496	514	520	520	600	600	600	600	600
Number of galleries supplied with comprehensive visitor information sheets	2	3	5	10	25	25	26	28	28
% of collection held in environmentally suitable conditions	94	94	92	92	93	97	100	100	100
Self-generated income as % of Grant in Aid	31	26	61	273	232	127	40	45	50

Key Achievements in 2000

Work on the Centenary Project was completed in time for the opening by HRH The Prince of Wales on 22 June 2000. The project has provided a new gallery space, an education and study centre and Café Bagatelle, a restaurant in the Wallace's former courtyard.

Personnel

Chairman		Trustees		
Mr John Lewis	06.04.98 5 yrs	Dr Jennifer Montagu	07.11.96 5 yrs	Mr James Joll – term expired 11.07.00
		Sir Geoffrey de Bellaigue	03.03.98 3 yrs	Miss Carole Stone
		Lord Egremont – term expired 08.08.00		25.02.00 5 yrs
Director		Lady Irvine of Lairg	16.02.00 5 yrs	Sir Elton John
Miss Rosalind Savill				01.12.99 5 yrs

Administration Costs of Larger¹ DCMS NDPBs

£ millions	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 provisional outturn	2001–02 plans	2002–03 plans	2003–04 plans
Arts Council of England ⁽²⁾	15.0	15.5	15.8	14.2	14.3	14.3	14.3	14.3	14.3
British Library	88.8	95.1	101.4	102.8	95.6	98.6	97.5	97.5	97.5
British Tourist Authority	6.1	6.3	7.1	7.1	6.8	6.7	6.7	7.0	7.0
Broadcasting Standards Commission	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.1
English Heritage ⁽³⁾	50.4	49.3	49.5	65.8	65.3	68.3	66.3	68.0	68.6
English Tourism Council ⁽⁴⁾	2.7	2.8	3.1	3.3	3.5	3.0	3.5	3.5	3.5
National Lottery Commission ⁽⁵⁾	–	–	–	–	3.7	5.0	5.0	4.9	4.9
Royal Commission on the Historical Monuments of England ⁽³⁾	10.3	10.8	10.9	10.1	–	–	–	–	–
Sport England ⁽⁶⁾	–	13.1	11.6	12.7	12.4	12.6	13.0	13.3	13.6
UK Sport ⁽⁶⁾	–	0.9	2.0	2.0	2.0	7.0	7.3	7.2	7.5
Great Britain Sports Council ⁽⁶⁾	14.3	–	–	–	–	–	–	–	–

⁽¹⁾ 'Larger' means a body which (a) has 25 or more staff; and which (b) either normally relies on Government grant or Grant in Aid for 50% or more of its income, or trades mainly with other Government departments.

⁽²⁾ The figures shown include the administration costs of the 10 Regional Arts Boards funded by the Arts Council. Plans for 2002–03 and 2003–04 are provisional.

⁽³⁾ English Heritage and the Royal Commission on Historical Monuments of England merged on 1 April 1999. The 1998–99 figure for English Heritage includes £10.2 million for restructuring and merger costs. Figures from 1999–2000 are for the merged organisation.

⁽⁴⁾ The English Tourist Board was replaced by the English Tourism Council on 27 April 1999. Figures for 1995–96 to 1998–99 are those for the English Tourist Board.

⁽⁵⁾ The National Lottery Commission took over the statutory duties of regulating the National Lottery previously carried out by the Office of the National Lottery (OFLOT) on 1 April 1999. OFLOT was a Non-Ministerial Government Department.

⁽⁶⁾ The Great Britain Sports Council was replaced by the UK Sports Council (UK Sport) and the English Sports Council (Sport England) on 1 January 1997. The figures for the Great Britain Sports Council for 1996–97 are split between the two new councils.

Long term capital projects – Details of projects costing over £2 million¹

	Year of start/original estimate of year of completion ⁽³⁾	Current estimate of year of completion	Original estimate of expenditure ⁽⁴⁾	Current estimate of total expenditure	Current estimate of expenditure £000s at 2001–02 prices ⁽²⁾		
					Already spent in past years	Provision for 2001–02	To be spent in future years
British Library – St. Pancras ⁽⁵⁾	1978–79/1993–94	1999–2000	450,000	512,676	512,676	0	0
Tower of London – Environment Scheme ⁽⁶⁾	1995–96/2005–06	2002–2003	11,724	7,701	5,773	976	952
Tower of London – Catering facilities in new Armouries building ⁽⁶⁾	1994–95/1998–99	2000–2001	6,204	6,407	6,407	0	0

⁽¹⁾ All projects are funded either direct by DCMS or by DCMS NDPBs wholly from Grant in Aid.

⁽²⁾ All figures have been revalued to Estimate year prices using GDP deflators.

⁽³⁾ Dates shown for the year of start/completion refer to the main contracts. Only schemes on site during 2000–01 are shown in the table. Expenditure figures shown include preliminary expenditure prior to the main contract and residual expenditure following completion of the work on site.

⁽⁴⁾ Figures based on agreed contract price.

⁽⁵⁾ The project is always considered in cash terms, these figures have not therefore been revalued to Estimate years prices using GDP deflators.

⁽⁶⁾ Historic Royal Palaces projects have not been wholly funded from DCMS. As an NDPB, HRP has no Grant in Aid for 1999–2000 onwards.

	1999–2000	1999–2000	2000–01
Percentage of projects with later current completion date later than originally intended	57.1	83.3	66.7
Percentage of projects with higher current estimate of expenditure than originally intended	57.1	16.7	66.7

Resource Plans Summary Table⁽¹⁾

£ millions	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Total spending in DEL	977	1,002	998	1,123	1,170	1,240
Total spending in AME	2,134	2,183	2,269	2,648	2,456	2,046
<i>of which non-cash AME:</i>	126	124	144	155	101	100
Consumption – The resource budget						
Resource DEL	865	928	954	1,003	1,098	1,159
Resource AME	659	384	918	1,074	961	790
<i>of which:</i>						
Programme spending	532	259	774	919	860	690
Non-cash items in Resource AME	126	124	144	155	101	100
Total Resource Budget	1,524	1,312	1,872	2,077	2,060	1,949
Adjustment to reach operating costs	–642	–353	–871	–985	–924	–741
Net Operating Costs	882	958	1,002	1,092	1,136	1,208
Adjustment to reach voted total	2,150	2,273	2,062	2,166	2,296	2,335
Net Total Resources (Voted)	3,032	3,231	3,063	3,257	3,432	3,543
Investment – The Capital Budget						
Capital DEL	112	75	44	120	71	80
Capital AME	1,476	1,800	1,351	1,574	1,495	1,256
Total Capital Budget	1,587	1,874	1,395	1,694	1,566	1,337
Adjustment to reach voted capital	–1,586	–1,865	–1,403	–1,689	–1,564	–1,334
Net Capital Expenditure (Voted)	1	9	–8	5	2	3

⁽¹⁾ This table summarises information on spending plans, accounts and estimates across DCMS. All this information is presented in more detail in the tables on pages 214 to 218.

£ millions	1998–99	1999–2000	2000–01	2001–02	2002–03	2003–04
Net Total Resources (Voted)	3,032	3,231	3,063	3,257	3,432	3,543
Net Capital Expenditure (Voted)	1	9	–8	5	2	3
Adjust for non-cash transaction	–5	–6	–6	–7	–7	–7
Adjust for movements in working capital		12	147			
Adjust for transfers from provision	#	#	#	#	#	#
Excess cash to be CFERed						
Net Cash Required	3,028	3,246	3,196	3,256	3,427	3,539

Total capital employed by the Department

£ millions	1998–99	1999–2000	2000–01	2001–02	2002–03	2003–04
Net assets/liabilities						
Within the departmental account from the PES	48	51	50	49	60	60
Investment outside accounting boundary	962	927	941	941	937	929
Total capital employed	1,010	978	991	990	996	988

Consumption – Analysis of Resource Budget Spending Plans

£ millions	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Resource Budget						
Departmental Expenditure Limits (DEL)						
RfR 1:						
Museums and galleries and libraries	#	#	#	#	#	#
Arts	#	1	1	#	1	1
Sports	#	#		5	9	3
Historic buildings monuments and sites	5	3	3	2	3	3
The Royal Parks	21	26	22	21	23	23
Tourism	#	#	#	#	#	#
Broadcasting and Media	75	78	78	79	83	85
Administration and Research	22	27	29	28	29	29
National Lottery Commission	-2	-3	-5	-5	-5	-5
Culture Online	-	-	2	2	-	-
Commemorative services and Royal Funerals	#	#				
Total RfR 1	121	132	131	134	143	139
European Regional Development Fund	10	10	-	-	-	-
Non-voted expenditure ⁽¹⁾						
Arts	199	229	238	252	297	337
Broadcasting and media	23	25	24	23	25	25
DCMS Reserve				#	6	#
Historic buildings, monuments and sites	135	131	135	133	142	143
Museums, galleries and libraries	287	301	322	349	360	363
National Lottery Commission	2	3	5	5	5	5
Sports	45	50	51	60	72	97
Tourism	43	47	47	46	48	49
Total DEL	865	928	954	1,003	1,098	1,159
<i>Of which:</i>						
Central government spending	785	847	879	926	1,018	1,077
Support for local authorities	6	6				
Public Corporations	75	75	75	77	80	82
<i>Of which:</i>						
Voted	131	142	131	134	143	139
Non-voted	734	786	823	869	956	1,020
Annually Managed Expenditure (AME)						
RfR 1:						
The Royal Parks	4	4	4	5	5	5
Administration and Research	1	1	2	2	2	2
Total RfR 1	5	5	6	7	7	7
Non-voted expenditure ⁽¹⁾						
Arts	#	1	1	1	1	1
Broadcasting and media	-16	-31	-26	-14	-28	-39
Historic buildings, monuments and sites	3	3	4	5	5	5
Museum, galleries and libraries	116	113	131	138	84	83
National Lottery	550	292	802	935	889	729
Sports	1	1	1	4	4	4

Consumption – Analysis of Resource Budget Spending Plans

£ thousands	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Total AME	659	384	918	1,074	961	790
<i>Of which:</i>						
Central government spending	659	345	878	1,027	917	753
Support for local authorities	–	39	40	47	44	36
<i>Of which:</i>						
Voted	5	5	6	7	7	7
Non-voted	654	379	912	1,067	954	782
Of which non-cash items in AME:						
of which:						
Changes in Provisions and Other Charges	#	#	#	#	#	#
Cost of Capital Charges	73	68	81	87	58	58
Depreciation	54	56	63	69	43	42

⁽¹⁾ Includes expenditure of Non-Departmental Public Bodies (NDPBs), some of which is financed by voted grants.

Investment – Analysis of Capital Budget Spending Plans

£ millions	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn	2001–02 plans	2002–03 plans	2003–04 plans
Capital Budget						
Departmental Expenditure Limits (DEL)						
RfR 1:						
Museums and galleries and libraries	#	7	–8			
Arts					#	#
The Royal Parks	#	1	2	4	1	1
Administration and Research	1	2	–2	1	1	1
<i>Shown in Estimates as Resource Expenditure outside DEL⁽¹⁾</i>						
Museums and galleries and libraries	2	4	7	10	12	12
Historic buildings, monuments and sites	3	10	7	6	6	6
Spaces for Sport and Art			#	60		
Total RfR 1	6	24	5	82	21	21
Non-voted expenditure						
Museums, galleries and libraries	69	21	1	2	14	19
Arts	#					
Sports	2	2	1	1	1	1
Historic buildings, monuments and sites	#	1	2	1	1	2
Tourism	2	1	1	1	1	1
Broadcasting and media	2	2	3	2	2	2
National Lottery Commission	#	#	#	#	#	#
European Regional Development Fund	31	23	31	31	31	31
DCMS Reserve				#	#	3
Total DEL	112	75	44	120	71	80
<i>Of which:</i>						
Central government spending	103	69	18	95	46	55
Support for local authorities	7	4	25	25	25	25
Public Corporations	1	1	1	1	#	#
<i>Of which:</i>						
Voted	29	43	11	88	27	27
Non-voted	82	32	33	33	45	53
Annually Managed Expenditure (AME)						
Non-voted expenditure:						
Assets accepted in lieu of tax	25	16	10	10	10	10
National Lottery	1,280	1,657	1,202	1,402	1,334	1,094
BBC	163	114	127	148	141	142
Channel 4 Television	7	12	11	14	10	10
Total AME	1,476	1,800	1,351	1,574	1,495	1,256
<i>Of which:</i>						
Central government spending	963	1,380	912	1,062	1,010	830
Support for local authorities	342	292	301	351	333	273
Public Corporations	171	127	138	162	151	142
Non-voted	1,476	1,800	1,351	1,574	1,495	1,256

⁽¹⁾ For expenditure which is treated as resource expenditure outside DEL in accounts and Estimates but which is classified as capital DEL in budgets, e.g. capital grants to the private sector.

Reconciliation of resource expenditure between Estimates, accounts and budgets

£ millions	1998–99	1999–2000	2000–01	2001–02	2002–03	2003–04
Net Resource Outturn (Estimates)	3,032	3,231	3,063	3,257	3,432	3,543
<i>Adjustments for:</i>						
Non-voted expenditure in the OCS						
Consolidated Fund Extra Receipts in the OCS	-2,150	-2,273	-2,062	-2,166	-2,296	-2,335
Provision voted for earlier years						
Other adjustments						
Net Operating Costs (Accounts)	882	958	1,002	1,092	1,136	1,208
<i>Adjustments for:</i>						
Other Consolidated Fund Extra Receipts	2,150	2,273	2,062	2,166	2,295	2,335
Full resource consumption of non-departmental public bodies	101	98	109	142	75	68
Full resource consumption of public corporations	-18	-33	-28	-16	-29	-40
Capital grants to the private sector and local authorities	-5	-14	-14	-76	-18	-18
Gains/losses from sale of capital assets	#	-1				
European Union income and related adjustments	10	10	-	-	-	-
Voted expenditure outside the budget:						
Resource: The Museums, Archives and Libraries Council	#	-1				
Grant to BBC from licence fees	-2,146	-2,271	-2,060	-2,165	-2,295	-2,334
Non-voted expenditure:						
Unallocated resource provision				#	6	#
National Lottery Development Fund Expenditure	550	292	802	935	889	729
Resource Budget Outturn (Budget)	1,524	1,312	1,872	2,077	2,060	1,949
<i>Of which:</i>						
Departmental Expenditure Limit (DEL)	865	928	954	1,003	1,098	1,159
Annually Managed Expenditure (AME)	659	384	918	1,074	961	790

Reconciliation of capital expenditure between estimates and budgets

£ millions	1998–99	1999–2000	2000–01	2001–02	2002–03	2003–04
Net Voted Capital Outturn (Estimates)	1	9	–8	5	2	3
Non-voted central government expenditure	25	16	10	10	10	10
Other Consolidated Fund Extra Receipts			–10			
Full capital expenditure by non-departmental public bodies	74	27	17	7	19	25
Full capital expenditure by public corporations	172	127	139	162	151	153
Capital grants to the private sector and local authorities	28	33	20	82	24	24
Gains/losses from sale of capital assets	#	1				
Local authority credit approvals	7	4	25	25	25	25
Unallocated capital provision				#	#	3
Assets accepted in lieu of tax	25	16	10	10	10	10
National Lottery Fund expenditure	1,280	1,657	1,202	1,402	1,334	1,094
Capital Budget Outturn	1,587	1,874	1,395	1,694	1,566	1,337
<i>of which:</i>						
Departmental Expenditure Limits (DEL)	112	75	44	120	71	80
Annually Managed Expenditure (AME)	1,476	1,800	1,351	1,574	1,495	1,256

Local Authority Expenditure

£ millions	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn
Current spending						
Museums and galleries	131	134	138	125	141	169
Libraries	622	605	607	625	682	675
Sport and recreation	510	539	537	560	552	542
Tourism	72	72	80	76	96	93
Other Culture and Heritage	127	128	128	131	148	178
Total current spending	1,463	1,477	1,490	1,517	1,619	1,656
Capital spending						
Museums and galleries	23	26	31	34	45	50
Libraries	25	30	30	34	44	50
Sport and recreation	186	208	192	225	233	284
Art activities and facilities (incl. Theatres)			67	76	96	109
Total capital spending	234	264	320	369	418	493
Total local authority expenditure	1,697	1,741	1,810	1,886	2,037	2,149

Departmental Expenditure Limits and Annually Managed Expenditure Cash Plans 1995–96 to 2000–01

£ millions	1995–96 outturn	1996–97 outturn	1997–98 outturn	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn
Departmental Expenditure Limits						
Current Budget						
Museums, galleries and libraries	277	291	288	276	297	309
Arts	200	195	196	198	220	239
Sport	39	41	40	46	51	51
Historic buildings, monuments and sites	140	149	137	130	137	138
European Regional Development Fund	#		8	10	10	
The Royal Parks	19	19	18	20	22	21
Tourism	48	47	45	44	51	52
Broadcasting and media	87	95	42	96	100	98
Administration, research and other service	19	20	20	22	26	29
National Lottery Commission	#	#	#	#	#	#
Commemorative services and Royal funeral	3		3	#	#	
Non-voted expenditure	#					
Capital Budget						
Museums, galleries and libraries	123	45	33	27	37	29
Arts	#	#		1	#	#
Sport	15	11	10	3	1	1
Historic buildings, monuments and sites	24	14	16	7	8	13
European Regional Development Fund	6	16	26	23	18	6
The Royal Parks	6	4	3	1	4	3
Tourism	#	#	#	2	#	
Broadcasting and media	8	#	#	2	#	2
Administration, research and other service	1	1	1	1	1	-2
National Lottery Commission	#	#	#	#	#	#
Spaces for Sport and Art						#
Non-voted expenditure	-	7	14	7	4	15
Total spending in DEL	1,014	955	903	917	992	1,006
Departmental Annually Managed Expenditure (AME)						
Current Budget						
Non-voted expenditure	9	52	160	550	292	802
Capital Budget						
Non-voted expenditure	112	474	931	1,034	1,660	1,204
Total spending in AME	121	526	1,091	1,584	1,952	2,005

Departmental Expenditure Limits and Annually Managed Expenditure: Cash to Resource Allocations 1998–99 to 2000–01

£ thousands	1998–99 outturn	1999–2000 outturn	2000–01 estimated outturn
DEL Current Budget – Cash	842,267	914,876	938,825
Timing Adjustments			
Switches from current to capital budget			
Switches from capital to resource budget	19,114	23,126	21,314
Capital charges on the civil estate			
NDPBs – scoring adjustments			
Public Corporations – scoring adjustments			
Other adjustments	4,008	–10,086	–5,934
Other Budgeting changes			
Resource Budget DEL	865,389	927,916	954,205
DEL Capital Budget	74,293	77,595	67,626
Timing Adjustments			
Switches from current to capital budget			
Switches from capital to resource budget	–19,114	–23,126	–21,314
NDPBs – scoring adjustments			
Public Corporations – scoring adjustments			
Other adjustments	56,481	20,070	–2,021
Other Budgeting changes			
Capital Budget DEL	111,660	74,539	44,291
Total DEL under Cash	916,560	992,471	1,006,451
Total DEL under RAB	977,049	1,002,455	998,496
AME Current Budget – cash	550,000	292,350	801,600
Timing Adjustments			
Self Financing Public Corporations – scoring adjustments			
Other adjustments	108,549	91,423	116,389
Other Budgeting changes			
Resource Budget Departmental AME	658,549	383,773	917,989
Non cash items in Resource AME	126,249	124,323	144,189
AME Capital Budget – cash	1,034,310	1,659,648	1,203,800
Timing Adjustments			
Public Corporations Capital Expenditure – Switch to DEL			
Other adjustments	441,500	139,898	146,900
Other Budgeting changes			
Capital Budget Departmental AME	1,475,810	1,799,548	1,350,700
Total AME under Cash	1,584,310	1,951,998	2,005,400
Total AME under RAB	2,134,359	2,183,321	2,268,689

SR2000: Detailed Allocations

£ thousands	1999-00	2000-01	2001-02	2002-03	2003-04
	outturn	estimated outturn	plans	plans	plans
Museums, Galleries and Libraries	325,798	337,675	360,942	386,279	394,699
<i>of which:</i>					
British Museum	34,721	34,939	35,969	36,469	36,469
Natural History Museum	29,583	30,408	33,108	37,360	38,478
Imperial War Museum	12,149	11,743	13,110	14,072	14,126
National Gallery	19,478	19,215	19,949	20,449	20,449
National Maritime Museum	10,923	11,660	12,820	13,371	13,420
National Museums & Galleries on Merseyside	13,714	14,013	15,237	16,169	16,382
National Portrait Gallery	5,115	5,138	5,462	5,562	5,712
National Museum of Science & Industry	24,537	25,520	27,341	30,598	31,712
Royal Armouries	4,807	5,437	5,820	6,042	6,056
Tate Gallery	19,727	24,881	26,877	26,979	26,986
Victoria & Albert Museum	30,034	30,549	32,690	33,471	33,514
Wallace Collection	2,463	2,073	2,163	2,413	2,413
Museum of Science & Industry in Manchester	2,717	2,677	2,822	3,016	3,029
Museum of London	4,360	4,481	4,681	5,236	4,842
Sir John Soane's Museum	630	593	699	874	874
Horniman Museum	2,961	3,327	3,106	3,106	3,106
Geffrye Museum	1,172	1,176	1,124	1,124	1,124
Tyne and Wear Museums		994	994	994	994
National Coal Mining Museum of England (NMSI)			1,332	1,882	1,928
Design Museum	200		200	200	200
Museums reserve		229	82	7,926	12,799
Government Indemnity Scheme	12	150	150	150	150
British Library	78,465	90,173	86,411	85,187	86,093
British Library St Pancras Project	6,981	349			
Historical Manuscripts Commission	1,078	1,115	1,120	1,220	1,220
Public Lending Right	5,051	5,150	5,201	7,001	7,201
Royal Geographic Society	54				
Children's Laureate		10			
Resource: The Council for Museums, Archives and Libraries	12,983	13,520	12,340	13,274	13,288
DCMS/Wolfson Challenge Fund	1,883	2,117	2,000	2,000	2,000
Designated Museums Challenge Fund	2,500	4,500	8,000		
Regional Funds				10,000	10,000
Public Library Volunteering Scheme			134	134	134
Asset sales		-8,461			
Arts	231,765	239,079	252,621	297,996	337,796
<i>of which:</i>					
Arts Council	229,226	237,230	252,205	297,005	336,805
Dance and drama awards (2)	2,000	950			
Other support	169	448	65	440	440
Government Art Collection	370	451	351	551	551
Sports	51,593	52,609	66,737	83,100	102,100
<i>of which:</i>					
Sport England	37,523	38,323	43,162	53,275	78,275
<i>of which: Sportsmatch</i>	3,373	3,373	3,425	3,675	3,675
United Kingdom Sports Council	12,600	12,750	17,600	19,600	19,600

SR2000: Detailed Allocations (cont.)

£ thousands	1999-00 outturn	2000-01 estimated outturn	2001-02 plans	2002-03 plans	2003-04 plans
Sports (cont.)					
Childrens' play	484	516	500	500	500
Football Licensing Authority	920	960	925	925	925
British Chess Federation	47	50	50	55	60
Other sports support	20	10		745	740
Commonwealth Games			4,500	6,000	
Volunteering				2,000	2,000
Historic Buildings, Monuments and Sites	145,519	150,674	142,412	152,101	153,987
<i>of which:</i>					
Royal Household	16,107	16,091	16,602	16,502	16,402
Public Buildings, incl RNC Greenwich and Somerset House	9,476	6,273	2,785	2,785	2,785
English Heritage	112,609	119,000	112,397	119,397	121,397
Underwater Archaeology	247	277	340	340	340
Heritage Grant Fund	501				
Theatres Trust	55				
Churches Conservation Trust	2,479	2,829	3,000	3,000	3,000
National Heritage Memorial Fund	2,500	3,500	5,000	5,000	5,000
Chatham Historic Dockyard Trust	300	300	300	300	300
Commission for Architecture and the Built Environment	850	1,909	1,530	3,530	3,530
ICOMOS grant	38	38	38	38	38
World Cultural Convention subscription	130	130	130	130	130
World Heritage Committee		15	15	15	15
Other heritage support		37		789	775
Historic Royal Palaces	227	275	275	275	275
The Royal Parks	25,670	23,177	25,160	23,660	24,160
Tourism	47,908	48,214	47,063	49,063	49,563
<i>of which:</i>					
British Tourist Authority	36,000	37,000	35,500	35,500	35,500
Grant to GLA			1,500	1,500	1,500
English Tourism Council	11,732	11,068	10,000	12,000	12,500
Tourism Strategy Fund	127	96	63	63	63
Invest to Save Budget	49	50			
Sector Challenge	264				
Less Appropriations in Aid	-264				
Broadcasting & Media	103,792	103,583	104,691	110,166	112,166
<i>of which:</i>					
Film Council	22,322	21,760	20,860	22,760	22,760
National Film & Television School	2,200	2,300	2,400	2,500	2,500
Audiovisual Eureka Secretariat and Audiovisual Observatory	215	393	393	393	393
Sector Challenge	1,006				
Other support to the film industry	94	263	156	156	156
Broadcasting Standards Commission	1,971	1,971	1,971	2,121	2,121
Welsh Fourth Channel Authority (S4C)	75,127	75,127	76,817	80,217	82,217
Payment to BBC for Met Office Weather Services	2,922	3,006	3,081	3,081	3,081
Less Appropriations in Aid	-2,065	-1,237	-987	-1,062	-1,062

SR2000: Detailed Allocations (cont.)

£ thousands	1999-00	2000-01	2001-02	2002-03	2003-04
	outturn	estimated outturn	plans	plans	plans
Administration, Research and Other Services	27,587	27,399	29,332	29,863	30,363
<i>of which:</i>					
Running costs	25,186	27,041	27,571	28,282	28,182
Capital expenditure	1,553	2,928	928	928	1,428
Research	1,104	2,678	1,081	901	1,001
Less Appropriations in Aid	-257	-5,248	-248	-248	-248
National Lottery Commission	0	1	1	1	1
Commemorative Services and Royal Funeral	1				
Spaces for Sport and Arts		15,000	60,000		
Culture Online		2,340	2,346		
Asset sales to CFERs		-9,840			
European Regional Development Fund	37,638	31,000	31,000	31,000	31,000
Departmental Unallocated Reserve	0	0	711	6,390	3,690
DCMS DEL Total	997,271	1,020,911	1,123,016	1,169,619	1,239,525
SR2000 Settlement			1,120,000	1,170,000	1,240,000
Difference			3,016	-381	-475
Differences from SR2000 settlement:					
1) Modernising Government			635		
2) Transfer to GLA for Parliament and Trafalgar Squares			-600	-600	-600
3) Culture Online			2,500		
4) Invest to Save – British Library			218	94	
5) Invest to Save – Sport England			137		
Total of differences			2,890	-506	-600
Other changes					
Film development loans – cancellation			40	40	40
DCMS Notional audit fee			45	45	45
RPA Notional audit fee			40	40	40
Total other changes			125	125	125
Total changes			3,015	-381	-475

Resource Estimate 2001–02

£ thousands	Resources				Resources		Capital	2001–02	2000–01	1999–2000
	Admin	Other current	Grants	Gross total	A in A	Net total		Non-operating A in A	provision Net total resource	outturn Net total resources
RfR 01: Improving the quality of life through cultural and sporting activities										
	38,132	107,221	957,452	1,102,805	10,121	1,092,684	5,068	–	1,018,252	960,681
Spending in departmental expenditure limits (DEL)										
<i>Central Government spending</i>										
Museums and galleries and libraries	–	150	–	150	5	145	–	–	145	202
Arts	–	418	–	418	2	416	–	–	969	540
Sports	–	500	4,550	5,050	–	5,050	–	–	–	20
Historic buildings, monuments and sites	–	1,708	430	2,138	30	2,108	–	–	3,305	3,340
The Royal Parks	3,975	20,901	–	24,876	3,856	21,020	4,140	–	22,075	26,911
Tourism	–	63	–	63	–	63	–	–	146	226
Broadcasting and Media	–	80,054	393	80,447	987	79,460	–	–	77,905	77,913
Administration and Research	27,571	1,081	–	28,652	248	28,404	928	–	29,368	26,759
National Lottery Commission	–	–	–	–	4,993	–4,993	–	–	–5,016	–3,200
Culture Online	–	2,346	–	2,346	–	2,346	–	–	2,340	–
Commemorative services and Royal funerals	–	–	–	–	–	–	–	–	–	3
Spending in annually managed expenditure										
<i>Non-cash items</i>										
The Royal Parks	4,739	–	–	4,739	–	4,739	–	–	4,373	3,799
Administration and Research	1,847	–	–	1,847	–	1,847	–	–	1,585	1,402
Other spending outside departmental expenditure limits										
Museums and galleries and libraries	–	–	360,658	360,658	–	360,658	–	–	345,561	322,192
Arts	–	–	252,205	252,205	–	252,205	–	–	238,179	229,226
Sports	–	–	61,687	61,687	–	61,687	–	–	52,609	51,573
Historic buildings, monuments and sites	–	–	140,304	140,304	–	140,304	–	–	150,592	142,324
Tourism	–	–	47,000	47,000	–	47,000	–	–	48,068	47,783
Broadcasting and Media	–	–	25,231	25,231	–	25,231	–	–	26,031	26,468
National Lottery Commission	–	–	4,994	4,994	–	4,994	–	–	5,017	3,200
Spaces for Sport and Art	–	–	60,000	60,000	–	60,000	–	–	15,000	–
RfR 02: Broadening access to a rich and varied cultural and sporting life through home broadcasting										
	–	–	2,164,530	2,164,530	–	2,164,530	–	–	2,060,000	2,270,801
Other spending outside departmental expenditure limits										
British Broadcasting Corporation	–	–	2,164,530	2,164,530	–	2,164,530	–	–	2,060,000	2,270,801
	38,132	107,221	3,121,982	3,267,335	10,121	3,257,214	5,068	–	3,078,252	3,231,482

Resource to Cash Reconciliation

£ thousands	2001–02	2000–01	1999–2000
Net Total Resources	3,257,214	3,078,252	3,231,482
Voted Capital Items			
Capital	5,068	5,040	8,857
Less Non-operating A in A	–	13,461	–
	5,068	–8,421	8,857
Accruals to cash adjustment			
Cost of Capital charges	–2,968	–3,000	–3,044
Depreciation	–3,622	–2,971	–2,158
Other non-cash items	–85	–85	–1,122
Increase (+)/Decrease (–) in stock	–	–	–
Increase (+)/Decrease (–) in debtors		–140	12,209
Increase (–)/Decrease (+) in creditors		147,347	
Increase (–)/Decrease (+) in provision	4	13	1
Excess cash to be CFERd	–	–	–
	–6,671	141,164	5,886
Net cash required	3,255,611	3,210,995	3,246,225

Extra Receipts payable to the Consolidated Fund

In addition to appropriations in aid the following income relates to the Department and is payable to the Consolidated Fund (cash receipts being shown in italics):–

£ thousands	Income	2001–02 <i>Receipts</i>	Income	2000–01 <i>Receipts</i>	Income	1999–2000 <i>Receipts</i>
Operating income not classified as A in A	2,165,522	<i>2,165,522</i>	2,071,534	<i>2,071,534</i>	2,273,176	<i>2,261,155</i>
Non-operating income not classified as A in A	–	–	–	–	–	–
Other income not classified as A in A	–	–	–	–	–	–
	2,165,522	<i>2,165,522</i>	2,071,534	<i>2,071,534</i>	2,273,176	<i>2,261,155</i>

Forecast Cash Flow Statement

	2001–02 provision £000	2000–01 provision £000	1990–2000 outturn £000
Net Cash outflow from operating activities (Note i)	-1,085,021	-1,147,882	-976,213
Capital expenditure and financial investment (Note ii)	-5,068	8,421	-8,857
Receipts due to the Consolidated Fund which are outside the scope of the departments operations	-	-	-
Payments of amounts due to the Consolidated Fund	-2,165,522	-2,071,534	-2,261,155
Financing (Note iii)	3,255,611	3,210,995	3,246,255
Increase (+)/decrease (-) in cash in the period	0	0	0

[Inflows = + / Outflows = -]

Notes to the cash flow statement:

Note i: Reconciliation of operating cost to operating cash flows

Net Operating Cost	1,091,692	1,016,558	958,306
Remove non-cash transactions	-6,671	-6,043	-6,323
Adjust for movements in working capital other than cash	-	137,367	24,230
Use of provisions	-	-	-
Net cash outflow from operating activities	1,085,021	1,147,882	976,213

[Net outflow = +]

Note ii: Analysis of capital expenditure and financial investment

Tangible fixed assets additions	5,068	5,040	8,857
Intangible fixed asset additions	-	-	-
Proceeds of disposal of fixed assets ⁽²⁾	0	-13,461	1,037
Loans to other bodies	0	0	0
Adjust for movements in working capital on capital expenditure and financial investment	-	-	-1,037
Net cash outflow for capital expenditure and financial investment	5,068	-8,421	8,857

[Net outflow = +]

Forecast Cash Flow Statement (cont.)

	2001–02 provision £000	2000–01 provision £000	1990–2000 outturn £000
Note iii: Analysis of financing and reconciliation to the net cash requirement			
From Consolidated Fund (Supply): current year expenditure	3,255,611	3,210,995	3,246,255
From Consolidated Fund (Supply): prior year expenditure	–	–	–
From Consolidated Fund (Non-Supply)	–	–	–
Net payments from the National Insurance Fund	–	–	–
Net payments from the Contingencies Fund	–	–	–
Net loans from the National Loans Fund	–	–	–
Net financing	3,255,611	3,210,995	3,246,225
Increase (–)/decrease (+) in cash	0	0	0
Net cash flows other than financing (net outflow = +)	3,255,611	3,210,995	3,246,225
Adjust for payments and receipts not related to Supply:			
Amounts due to the Consolidated Fund – received in a prior year and paid over	–	–	–
Amounts due to the Consolidated Fund – received and not paid over	–	–	–
NLF loans – net loans made to other bodies	–	–	–
NLF loans – interest received from other bodies	–	–	–
NLF loans – interest paid to other NLF	–	–	–
Consolidated Fund Standing Services – payments	–	–	–
National Insurance Fund financed activities – payments less receipts	–	–	–
Adjust for payments financed from Contingencies Fund advances accounted for in a different year:			
Current year payments accounted for in following year	–	–	–
Prior year payments accounted for in current year	–	–	–
Net cash requirement for the year	3,255,611	3,210,995	3,246,225

Forecast operating cost statement – Main Estimate

Administration Costs	£000	2001–02 provision £000	£000	2000–01 provision £000	£000	1990–2000 outturn £000
Request for Resources 1						
Staff Costs	16,859		16,452		19,234	
Other Administration Costs	21,273		20,447		20,090	
		38,132		36,899		39,324
Request for Resources 2						
Staff Costs						
Other Administration Costs						
Gross Administration Costs		38,132		36,899		39,324
Operating Income		–248		–248		–257
Total Net Administration Costs		37,884		36,651		39,067

Forecast operating cost statement – Main Estimate

Programme Costs	£000	2001–02 provision £000	£000	2000–01 provision £000	£000	1990–2000 outturn £000
Request for Resources 1						
Expenditure	1,070,673		997,454		968,738	
Income	–16,745		–17,427		–49,379	
		1,053,928		980,027		919,359
Request for Resources 2						
Expenditure	2,164,530		2,060,000		2,270,801	
Income	–2,164,650		–2,060,120		–2,270,921	
		–120		–120		–120
Total Net Programme Costs		1,053,808		979,907		919,239
Net Operating Cost		1,091,692		1,016,558		958,306
Net Resource Outturn		3,257,214		3,078,252		3,231,482
Resource Budget Outturn		2,076,950		1,872,194		1,311,689

Forecast Reconciliation of Net Resource Outturn to Net Operating Cost to Resource Budget Outturn

£ thousands	2001-02	2000-01	1999-2000
Net Resource Outturn	3,257,214	3,078,252	3,231,482
*Add non-voted expenditure in the OCS	-	-	-
*Add Consolidated Fund Extra Receipts in the OCS	-2,165,522	-2,061,694	-2,273,176
*Remove provision voted for earlier years	-	-	-
*Remove other adjustments	-	-	-
Net Operating Costs	1,091,692	1,016,558	958,306
*Add other Consolidated Fund Extra Receipts	2,165,522	2,061,694	2,273,176
*Less grants in aid payable to NDPBs	-875,579	-852,440	-807,248
*Add cost of capital charges in respect of assets held by NDPBs	83,851	77,985	65,258
*Add net resource consumption by NDPBs including depreciation	933,232	883,214	840,185
*Add cost of capital charge in respect of net assets of Public Corporations and Trading Funds (if not already included in Public Expenditure)	-	-	-
*Reverse the deduction of dividend and interest income received from Public Corporations and Trading Funds	-	-	-
*Deduct profit or add loss incurred by Public Corporations and Trading Funds	-15,900	-27,800	-32,900
*Deduct grants to Public Corporations and Trading Funds to finance capital expenditure	-	-	-
*Less grants to Local Authorities to finance capital expenditure	-	-	-9,222
*Less grants paid to private sector by departments to finance capital expenditure	-76,500	-28,617	-5,165
*Reverse the deduction of gains and deduct the losses incurred on disposal of assets	-	-	-1,037
*Reverse the write-off of bad debts in respect of income from sale of capital assets	-	-	-
*Reverse the deduction of EU income	-	-	9,918
*Add cost of capital charge in respect of assets funded by grants from the EU	-	-	-
*Reverse the effect of the release from the government grant reserve in respect of assets funded by grants from the EU	-	-	-
*Remove other expenditure shown in Estimates under the heading 'Other Expenditure Outside DEL' that is outside the Resource Budget: Grant to BBC from licence fee revenue	-2,164,530	-2,060,000	-2,271,932
*Add unallocated resource provision	362	-	-
<i>Other Adjustments</i>			
National Lottery Expenditure	934,800	801,600	292,350
Resource Budget Outturn	2,076,950	1,872,194	1,311,689
<i>Of which:</i>			
Departmental Expenditure Limit (DEL)	1,002,935	954,205	927,916
Spending in Employment Opportunities Fund (EOF) DEL	-	-	-
Annually Managed Expenditure (AME)	1,074,015	917,989	383,773

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Printed in the UK for The Stationery Office Limited
on behalf of the Controller of Her Majesty's Stationery Office
Dd5069868 3/01. 066192 TJ003841



SARA MANZOTTI

AFTERNOON – JULY, AUGUST, SEPTEMBER

Sara is currently studying printmaking technique at the London College of Printing, having graduated from the Brera Academy of Fine Arts in Milan. Her choice of colours gives different levels of depth and light. Each work reveals an episode from a story where windows and doors symbolise openings into a space beyond the painted surface.

