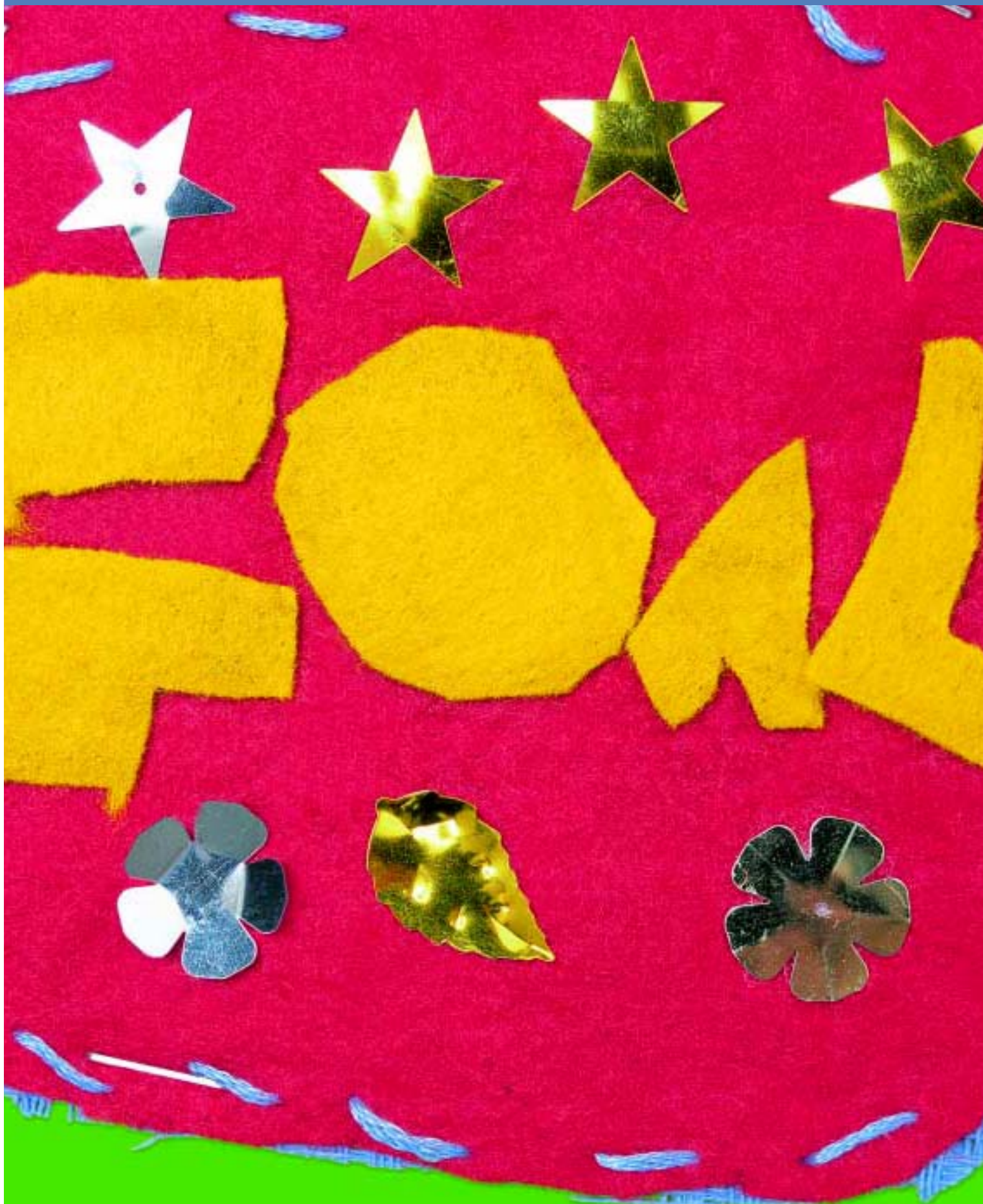




Strategic Plan 2003 - 2006



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Foreword by Tessa Jowell



Sport, art, music, theatre, TV, historic buildings, the national heritage and tourism are some of the things people care most passionately about and which play a big part in our quality of life. And each of these areas is the responsibility of the Department for Culture, Media and Sport.

Our vision is simple – to extend excellence and improve access. We are spelling out how we intend to do that over the next three years in this Strategic Plan. We are working hard to build on the nation's outstanding creative, cultural and sporting achievements. We are determined, too, that the barriers which prevent people taking part in our rich cultural and sporting life should be removed.

The UK has some of the most talented and exciting artists and sports stars and vibrant creative and leisure industries in the world. They contribute massively to our economy and prosperity, enrich the life of the nation and are a major draw for visitors, young and old. Our job is to provide the support, environment and freedom where success continues and prospers.

Excellence and success in all fields in turn inspire participation. Broadening access is important not just because enjoying and taking part in the arts and sport helps people fulfil their potential but also because it contributes to a wider social agenda improving health, education and reducing crime and other social problems.

Playing sport, for example, keeps young people healthy and out of trouble. Fostering an enjoyment in music, art or the theatre opens up new opportunities and horizons. Importantly, however, our sectors also matter in themselves because of their contribution to people's lives.

We want to give those we work with greater freedom to do what they do best – enriching the life of the nation. And in return, we will expect them to show that they are in great shape to provide the best possible services to their customers.

A handwritten signature in black ink that reads "Tessa Jowell." The signature is written in a cursive, slightly slanted style.

Rt Hon Tessa Jowell MP
Secretary of State

Introduction by Sue Street, Permanent Secretary



I am delighted to present our first strategic plan. Of course, the document itself is not the point. The point is to decide what we in DCMS should be doing, how to involve people in shaping and meeting our goals, and knowing whether we are on track to deliver good results.

The Secretary of State's vision to extend excellence and improve access has shaped our strategy. This document sets out a framework for the next three years which explains how we see our role in delivering our strategic priorities within the wider Government agenda. But it also offers a landscape within which those who work with us can see how their own policies and actions best fit.

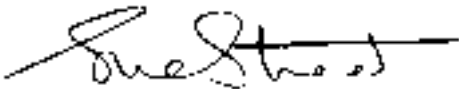
Although we have tended to think of ourselves as a small department I am struck by the realisation that, taken together, DCMS and the 65 bodies with whom we work closely form a workforce of around 17,000 people, committed to the aim of improving the quality of life for all through cultural and sporting activities, supporting the pursuit of excellence, and championing the tourism, creative and leisure industries. That is a powerful workforce with a compelling sense of purpose. When viewed in this way, we can have confidence that we have the capacity to deliver collectively on what has been agreed by 2006, and to demonstrate that we are in shape to deploy significant resources to maximum effect in the future.

But, as with any personal fitness regime, it is a continuous effort for organisations to get in shape and to stay fit for purpose, particularly when the context changes. We cannot expect the economy or international relations to remain static. We cannot expect our customers or their expectations to remain the same. And so we cannot expect the degree of challenge and risk in delivering our goals to be constant. Much will depend on highly competent working practices and a readiness to modernise, particularly with respect to project management skills, monitoring of outcomes and risk management. We still need to raise our game in DCMS and its related sectors in these respects but we can do so by being ready to help each other and seeking technical help and training from those who have the necessary expertise, such as the Office of Government Commerce.

Over the next three years I have some personal hopes and expectations, all of them high. I hope to lead a department which continues to make an important contribution to the Government's agenda. Not only in culture, media and sport but in the broader areas of the economy, education, health, crime prevention and regeneration. I expect us to link what we do far more explicitly to the work of local government. I hope that we will develop even stronger partnerships with our

sponsored bodies, based on agreed key priorities and emphasising the quality of service for the customer. I hope that we will continue to improve our own internal ways of working with an emphasis on project working, but involving new ideas from every member of the department and, in particular, encouraging diversity and the creativity which it brings. I hope that the public and the sectors we champion will find us highly competent and responsive. As a business imperative, I take responsibility for delivering our Public Service Agreements and this is therefore an expectation I have of myself. And, finally as a professional demand upon myself, my top team and the whole Department, we will fulfil our core business of support to Ministers, Parliament and the public with impartiality and integrity.

I am most grateful to all those of you who have helped to shape our strategic plan. But I appreciate most of all the commitment, skill and sheer hard graft of all you involved in delivering its goals, both within DCMS and beyond. We have a lot to be proud of, a lot to do ahead of us, and every reason to look forward with confidence.

A handwritten signature in black ink, appearing to read 'Sue Street', with a long horizontal flourish extending to the right.

Sue Street
DCMS Permanent Secretary

Introduction

Our strategic plan

This is the first time that DCMS has published a Strategic Plan. Its purpose is to set our strategic priorities for the delivery of culture, media and sport over the next three years, and explain how, together with our sponsored bodies, we will achieve these priorities.

The Plan:

- i. provides an outline of **the context in which we operate**;
- ii. gives an outline of **where we are now**;
- iii. details **where we want to be** in the life of the plan; and
- iv. explains **how we intend to deliver** our strategic objectives.

Funding agreements with sponsored bodies and the strategy for engagement at regional and local level will all reflect the priorities set out in this plan.

Our annual Business Plan is being published at the same time as this Plan and is enclosed as an insert at the back of this document. This sets out in brief how we propose to take forward our work in the coming 12 months.

We will continue to publish an Annual Report giving a detailed account of what has been achieved in the previous year.

Strategic aim, strategic priorities, PSA targets and key projects

The Department's priorities are set by the Secretary of State and her Ministerial team. Ultimately, the Secretary of State is accountable to the Prime Minister and to Parliament for making sure that we do what we have promised to do. We take great pride in our role as the Government Department responsible for promoting and developing cultural and sporting activities in this country and delivering the priorities set by Ministers.

The Permanent Secretary is responsible for managing the Department to deliver these priorities. The Department develops and implements policies in support of those priorities; agrees objectives with HMT Treasury; oversees their delivery and reviews their effectiveness.

Our strategy derives from the Secretary of State's vision to extend excellence and improve access. It has five main components:

1. Strategic aim:

"To improve the quality of life for all through cultural and sporting activities, support the pursuit of excellence, and champion the tourism, creative and leisure industries."

2. Strategic priorities:

- i. enhancing access to a fuller cultural and sporting life for **children and young people** and giving them the opportunity to develop their talents to the full;
- ii. opening up our institutions to **the wider community** to promote lifelong learning and social cohesion;

- iii. maximising the contribution which tourism and the creative industries can make to **the economy**; and
- iv. **modernising delivery** by ensuring our sponsored bodies are set, and meet targets which put the customer first.

3. Public Sector Agreement (PSA) Targets:

- i. to increase the percentage of school children who spend a minimum of 2 hours of high-quality PE and school sport within and beyond the curriculum from 25% in 2002 to 75% in 2006.
 - ii. to increase significantly the take up of cultural and sporting opportunities by new users aged 20 and above from priority groups.
 - iii. to improve the productivity of the tourism, creative and leisure industries.
 - iv. to improve significantly the value for money of the Department's sponsored bodies, measured by a matrix of NDPB indicators.
- 4. Key projects:** a number of key projects will contribute to achieving our PSA targets. As these key projects progress, we will monitor and evaluate their impact and consider how to develop key activities in the future. The list of key activities may therefore change and/or expand over the planning period.
- 5. Core functions:** although not listed as key projects for the purposes of this document, we and our NDPBs undertake a range of core functions that underpin the Department's Strategic Priorities and Aim. This work, therefore, not only forms a central part of our day-to-day activity but is also an integral part of the framework for achieving our Strategic Aim. Much of it is vital for the nation and our heritage. The stewardship of our cultural assets by our museums and galleries, for example, is crucial in conserving our inheritance for future generations. Other work, such as that undertaken on export licensing; the listing of sporting events; and functions carried out by the Football Licensing Authority is statutory; and, as a Department of State, our day-to-day support to Ministers, to Parliament and to the public is part of the democratic process.

Consequently, the value and enjoyment that our core functions bring to the individual customer and the nation provide a solid base for those projects categorised as 'key' to delivering our PSA targets.

DCMS Strategic Plan 2003/04 – 2005/06

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Key points

- People care passionately about the areas we cover.
- Cultural and sporting activities can help individuals and communities.
- We shall focus clearly on our four PSA targets and key projects, whilst sustaining our core functions...
- ... ensuring delivery by re-vitalising the way we and our NDPBs operate and strengthening our partnerships with local authorities and others.

Executive Summary

- **People care passionately about the areas we cover.** The Department for Culture, Media and Sport has the brief in Government for many of the areas which contribute to our quality of life: things people care very passionately about, such as sport, art, music, theatre, historic buildings, film and TV.
- **Cultural and sporting activities can help individuals and communities.** Cultural, artistic and sporting activities make a vital contribution to the educational attainment of children and young people, can contribute to neighbourhood renewal and make a real difference to health, crime, employment and education.
- **DCMS's sectors have a vital role to play in the economy.** Our sectors are estimated to make up approximately 15% in total of UK GDP, generating revenues of around £140 billion and providing work for some 4.5 million people.
- **We shall focus clearly on delivering our four PSA targets,** but we will be flexible so that we are able to respond to changing environments. Our core functions will continue to underpin everything we do.
- **We will ensure delivery by revitalising the way we and our NDPBs operate and strengthening our partnerships with local authorities and others.** Partnerships with our NDPBs are crucial to delivering the strategic priorities. Developing a more effective relationship with all our NDPBs and strengthening our partnerships with local and regional government will be key to improving the way we operate.

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Key points

- DCMS covers 'quality of life' issues that people care passionately about.
- We can contribute to the wider Government agenda.
- Effective partnerships with our sponsored bodies, local authorities and others are critical to our success.

Chapter 1: The Context in which we operate

Our customers

The DCMS and our NDPBs have the opportunity to make an extremely positive difference to people's lives.

This opportunity brings responsibility: the responsibility to ensure the delivery of high quality public services to customers in all our sectors, including athletes, artists, users of libraries and visitors to museums, galleries and many of the other places of cultural interest in this country.

We also recognise our responsibility to think about the effect of our policies on the customer and ensure that funding made available for initiatives and programmes takes full account of the needs of the customer as the end user. That means listening carefully to what our customers are saying and then ensuring that we respond appropriately. It means a constant dialogue to ensure that we have not become stale in our approach to the services that we provide. It also means freeing-up more money for services to the customer and spending less on bureaucratic systems.

We also have a responsibility to future customers, those of the next generation who should have the same opportunity as we do to enjoy the rich cultural heritage that this country has to offer.

In accepting this responsibility, we will ensure that it will influence our work and will be reflected in our dealings with our NDPBs. Chapter Four describes how, through our *Touchstone* programme, we intend to carry out that responsibility.

Our partners

The Department for Culture, Media and Sport is a lean department of around 450 staff. Its job is to create an environment where all partners can operate effectively to achieve shared goals

Sponsored bodies

A full list of the department's sponsored bodies (also known as Non-Departmental Public Bodies or NDPBs) is at Annex B. They vary widely in size and scope and include strategic bodies, grant-making and regulatory bodies and museums, galleries and archives.

The vast majority of the activities we fund are delivered through these organisations: around 97% of our annual budget (£1.3 billion in 2002/03) is spent by our 65 sponsored bodies.

The work that NDPBs undertake is vital in helping achieve our Strategic Aim and Priorities but is also important and of value in its own right.

We want to improve our relationship with our NDPBs, to ensure that they are genuinely strategic and have a clear focus on delivery.

Across Whitehall

DCMS sectors already contribute to wider Government priorities in fields such as crime, education, health, the environment, social inclusion, disability, regeneration and community cohesion.

We are keen to maximise the contribution of our sectors to these agendas, and are working increasingly closely with other Government Departments and Agencies to bring this about. Many of these important cross-Governmental agendas relate clearly to DCMS's own priorities.

Others are less obviously directly related to our priorities but are nonetheless vitally important to the quality of life on this country and we shall seek to ensure that DCMS also makes a full and constructive contribution to programmes in these areas.

Examples of major policy agendas of other Government Departments in which DCMS has a role to play include:

- **DfES:** improving educational attainment and behaviour in school; enriching the curriculum; promoting early years development; and addressing skills and workforce development issues, including adult basic skills;
- **Home Office:** reducing crime and anti-social behaviour; and improving community cohesion;
- **Department of Health:** reducing health inequalities, particularly through sport and physical activity; addressing issues of mental health and social exclusion; improving quality of life for children in care;
- **DTI:** supporting creative industries; and regulating the communications industries;
- **ODPM:** supporting work on neighbourhood renewal; supporting the Communities Plan; and addressing the 'liveability agenda';
- **DEFRA:** educating and mainstreaming consideration of sustainable development;
- **Department for Work and Pensions:** addressing issues around disability;
- **Children and Young People's Unit:** supporting implementation of the children at risk cross-cutting review; supporting development of the Children at Risk Green Paper; and mainstreaming the Core Principles for the Involvement of Children and Young People;
- **FCO:** DCMS staff are going to Iraq to help in the cultural and heritage aspects of the reconstruction effort.

Local and regional organisations

Local authorities in England spend around £3 billion annually on culture and sport, of which some £800m is spent on libraries, the one sector where there is a statutory duty to provide a service.

The future delivery of DCMS objectives will rely a great deal on local government, both as a major provider of cultural services, and as an enabler and partner for wider cultural activity working with NDPBs, cultural institutions and the community and

voluntary sectors. As part of this authorities set the local strategic frameworks, and much of the context in which our services link to other objectives, including in education and lifelong learning, social inclusion, regeneration, and health.

Local government has its focus on objectives and priorities to meet local needs and aspirations. The Department's approach is therefore to build stronger relationships with local government that will help to link our objectives to those of local authorities, and in turn draw the local dimension into the development of our own priorities and the programmes. We have drawn up a strategy for working with local government that will detail how we intend to do this, which will concentrate on communications, knowledge, improvement and capacity building. We are aiming to publish the strategy in summer 2003. It is this shared commitment from local up to national level which will maximise the impact on delivery, and increase the contribution that culture can make to the well-being of the communities that we serve.

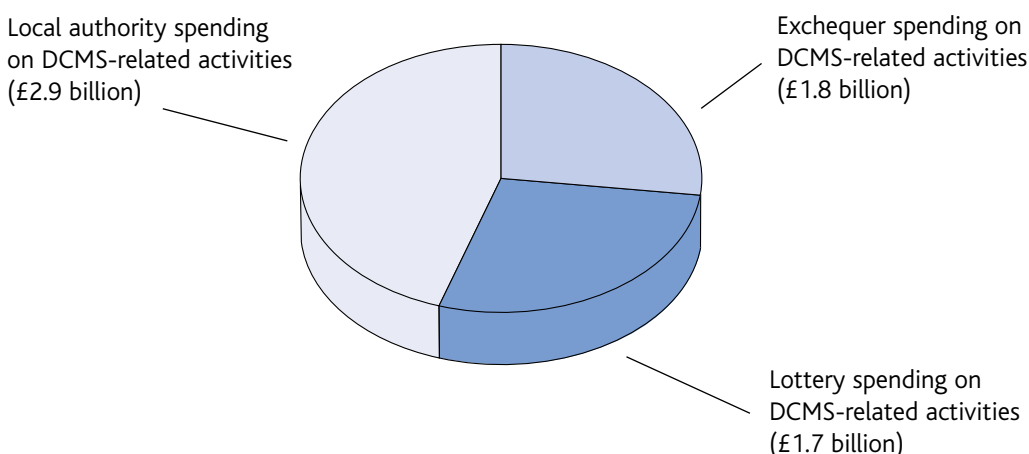
Together with local government and our NDPBs, we will develop a stronger evidence base for culture, to identify and spread good practice, and to provide better support for those arguing the case locally for funding for libraries, cultural and sporting services.

Regional arrangements also play a vital role in delivery of our objectives. Government Offices for the Regions and our Regional Cultural Consortia will help ensure that local and national priorities reinforce each other and provide, where appropriate, effective preparation for the establishment of Elected Regional Assemblies in the English Regions.

Maximising investment in Government funding

The table at **Figure 1** below shows the amount of annual public funding (exchequer and lottery) available to our sectors. We want to maximise the use of this funding by working more closely with colleagues in national and local Government.

Figure 1. Total annual public spending on DCMS-related activities



The private sector

Private sector involvement and investment is also considerable and work with the private sector will continue to maximise the impact of funding from every quarter on our sectors.

The European Union, The British Council and wider international context

Engagement with our counterparts in the European Union and overseas at Ministerial and official level plays an important part in driving forward the Department's agenda and contributes to the Government's wider strategic objectives.

Visits to other countries and hosting delegations visiting the UK are important in enhancing the reputation and standing of DCMS cultural sectors overseas. Such contacts also help encourage and foster cultural sector links and facilitate the exchange of skills and expertise.

DCMS will work with the British Council to identify areas of common interest and the potential to work together to showcase overseas those British cultural sectors we prioritise at home. DCMS Ministers and officials will also collaborate with their counterparts in other international organisations such as the Council of Europe to ensure the UK's voice is heard, and our priorities are, when appropriate, included in programmes developed.

Although cultural affairs in the EU are primarily a matter for Member States, the Treaty does give the EU scope to develop programmes Member States can participate in and contribute to. An example is Culture 2000, a programme funded by the Commission and the Member States, in which artistic/cultural organisations from Member and Accession States can develop joint projects and receive funding.

In 2008 a UK city will be designated EU Capital of Culture. The competition has stimulated bids from 12 cities across the UK. As a result, there is an opportunity for substantial cultural development in these cities, with important potential social and economic benefits to them and the surrounding areas. DCMS will work with all 12 cities, and with the EU, on developing ways of helping the cities realise their cultural ambitions and maximise the overall benefits of the competition and its contribution to the delivery of our cultural objectives. A shortlist of six cities was announced in October 2002: Birmingham, Bristol, Cardiff, Liverpool, Newcastle-Gateshead, and Oxford. The advisory Panel is carrying out a detailed study of each, and in the summer of 2003 the Prime Minister will announce the UK's nomination.

In sport, the Government is taking a leading role in the fight against drugs and is taking a leading role in the development of the World Anti-Doping Agency.

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Key points

- Cultural, artistic and sporting activities are vital to the educational attainment of young people...
- ...they can help bring communities together...
- ...and have a vital role to play in the economy.
- The DCMS has a key role in helping to modernise delivery of our NDPBs.

Chapter 2: Where we are now

DCMS PRIORITY 1: Enhancing access to a fuller cultural and sporting life for children and young people and giving them the opportunity to develop their talents to the full.

Cultural, artistic and sporting activities make a vital contribution to the educational attainment of children and young people, as well as improving their confidence, motivation and skills. A MORI poll showed how much activities for young people matter: asked to select from a list of 10 things that needed improving in the local area, activities for teenagers came out as the highest priority (43%) and a low level of crime second (29%). Furthermore:

- since 1995, Arts and Sports specialist schools have shown the fastest improvement in GCSE/GNVQ points scores (OFSTED, 2001).
- an OECD international study shows that cultural factors, like having classical literature at home and visiting art galleries and theatres, are 5 times more important than the family's wealth in influencing children's ability to use and interpret written material properly.
- the benefits to education and health of providing high quality PE and sport in and out of school are now well documented. Surveys show that around 20% of 4 year olds are now overweight so it is particularly important to make physical activity a regular part of every child's life.
- cultural and sporting activities can make a direct contribution to crime prevention. During summer 2002, the Department worked with the Youth Justice Board and DCMS sectors to deliver almost 300 'Splash Extra' schemes. Supported by the New Opportunities Fund, these estate-based schemes provided quality sports, arts and cultural activities for over 91,000 children and young people aged 9-17 living in and around street crime 'hotspots'. In areas where the schemes ran, total crime was found to have dropped by 5.2 per cent during the lifetime of the schemes.

Over the last few years, a lot has been done to increase the level of cultural and sporting opportunities provided for children and young people. New initiatives include the introduction of school sports coordinators to drive sporting participation, creative partnerships building local links between schools and creative organisations, and Space for Sport and Arts, providing new facilities for primary schools in deprived areas, open to pupils and the wider community.

Our commitment is to build on this over the next three years, working with the Department for Education and Skills. We want to increase the proportion of children who spend a minimum of two hours each week on high quality PE and school sport from 25% in 2002 to 75% by 2006.

In addition, we have pledged to provide more creative and cultural opportunities for young people, particularly those at risk.

DCMS PRIORITY 2: Opening up our institutions to the wider community to promote lifelong learning and social cohesion.

Culture and sport can help bring communities together:

- a review of existing research for the Government's Policy Action Teams on Neighbourhood Renewal concluded that "arts and sport, cultural and recreational activity, can contribute to neighbourhood renewal and make a real difference to health, crime, employment and education".
- 95% of the adult (15+) population participate in some way in DCMS sectors, but there are marked variations between them, reflecting in part the nature of the activity;
- around 33% of the population visit historic sites and almost as many visit museums at least once a year
- 25% go to arts events 2-3 times a year though other research shows that 80% of the population go to the arts or the cinema at least once a year.
- More Londoners go to arts and other cultural events than elsewhere. For both sport and the arts, there are significant differences in participation between high and low earners.

Participation in arts and sport need not stop when school or education stops. We will be working over the next three years with our sponsored bodies and others to increase the take up of activities across the DCMS spectrum by new users.

This includes building on work already underway in the arts to focus on specific priority groups, sustaining the dramatic increase in museum visits which has followed the introduction of free access, and bringing in new measures to encourage participation in sport beyond school. Through these and other activities we want to increase both the numbers and diversity of those participating in culture and sport.

The Department has worked closely with the British Olympic Association, the Greater London Authority and others to look at the feasibility of London hosting the Olympic Games in 2012. At the time of going to press, the Government is considering whether to support a bid.

DCMS PRIORITY 3: Maximising the contribution which tourism and the creative and leisure industries can make to the economy.

DCMS's sectors have a vital role to play in the economy:

- our sectors are estimated to make up approximately 15% in total of UK GDP based on overall expenditure, generating revenues of around £140 billion and providing work for some 4.5 million people;

- they have considerable growth potential: for example, on current trends the creative industries are expected to grow at 4% each year up to 2006, with an overall increase in employment of more than 56,000;
- the UK's broadcasting and music industries are amongst the world leaders: the UK is the third largest market in the world for sales of music and is second only to the USA as a source of repertoire, whilst 13% of exported television programmes shown anywhere in the world during peak-time come from the UK; and
- tourism is one of the UK's biggest earners (the industry being worth around £74 billion) and employers (some 2.1 million people). Britain is one of a handful of top international tourism destinations;
- recent tourism trends were severely disrupted by the impact of the foot and mouth crisis, and the terrorist attacks of September 11th 2001. Public bodies supporting the industry are engaged in modernisation and reform and much of the industry needs to improve productivity in a highly competitive world.

Our goal is to ensure that all our industries achieve their economic potential. A modern regulatory framework is essential to encourage growth and improve productivity while ensuring that the interests of consumers are properly protected.

DCMS PRIORITY 4: Modernising delivery by ensuring our sponsored bodies are set, and meet, targets which put the customer first.

Delivery of first class services to the public is vital. For the DCMS, delivery of these services usually lies with others – with grant-givers, with institutions, with local authorities, with the private sector, and services cover statutory functions and a wide range of public services. However, we want to maximise our ability to ensure:

- **a skilled workforce:** we need to invest in training and development to build the capacity of our workforce and ensure that they are equipped with the right skills in order to meet the demands placed on them;
- **value for money:** some of these organisations are internationally renowned for excellence in research and scholarship and expertise in their fields. All have to show that the public funds they receive are being managed effectively and that the taxpayer is getting value for money. We will ensure that performance improves over time and that where necessary commitment to reform and modernisation is an essential component of funding deals;
- **reform:** reform of public services is a key task for the Government. We have embarked on a significant programme of Departmental change – the 'Touchstone' programme – in line with the principles of civil service reform set out by the Cabinet Secretary. The programme addresses cultural change within the department and the way in which we deal with our NDPBs; and
- **excellence:** we want to reward excellence and bring everyone up to the standard of the very best. We will micro manage less and give more strategic direction, to give those who work with us incentives and rewards for reform.

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Key points

- We shall focus heavily on the delivery of our four PSA targets...
- ...although we will sustain our core functions, which underpin everything we do.
- We shall be flexible in our approach and able to adapt in the light of changing circumstances.
- We will plan for the world beyond 2006.

Chapter 3: Where we want to be

The next three years and beyond

2003-2006

We will be guided by our strategic priorities...

Our strategic priorities provide us with a framework against which we operate and offer a sense of purpose, direction and clarity; **Figure 2** sets out this strategic framework in summary (a copy of this is also enclosed as an insert to this document).

We shall, inevitably, be guided by our priorities and use them as a focus for the work that we undertake, but we recognise the need to be flexible and able to adapt in order to meet any unforeseen challenges that lie ahead.

Our priorities are framed for the short to medium term. In time, we will review and refine them in consultation with our stakeholders and customers.

...focussing clearly on the delivery of our PSA targets...

The targets set out in our Public Service Agreement (PSA) form the central basis by which we are funded by the Treasury. Consequently, much of our energy must be directed towards meeting our obligations set out in the PSA and ensuring that we can demonstrate, by our record of delivery, that we are in good shape to deploy significant resources to maximum impact in future years.

The next Spending Review will provide the opportunity to draw up new PSA targets. We will consult with stakeholders and customers in doing so.

...but sustaining our core functions.

Despite the clear focus on our PSA targets, we and our NDPBs will continue to undertake the wide range of other vital functions and activities. This work has value in its own right and we shall continue to nurture and sustain it in recognition of its importance as our core business which underpins all our work and is at the very heart of what we do.

In conclusion, we will pay special attention in the next three years to ensuring delivery of our PSA targets and our core functions. In order to do so, we recognise the need to work in close partnership with all our stakeholders. Crucially, we want to ensure the delivery of high quality public services to customers in all our sectors. Consequently, our work in the coming years and beyond will be driven by our determination to improve the service we give to those customers.

Beyond 2006

We do, of course, recognise the need to look beyond the next three years. Indeed, we are already planning activities that are designed to have an impact stretching into the next decade and have published documents setting out long-term strategies in some areas, including:

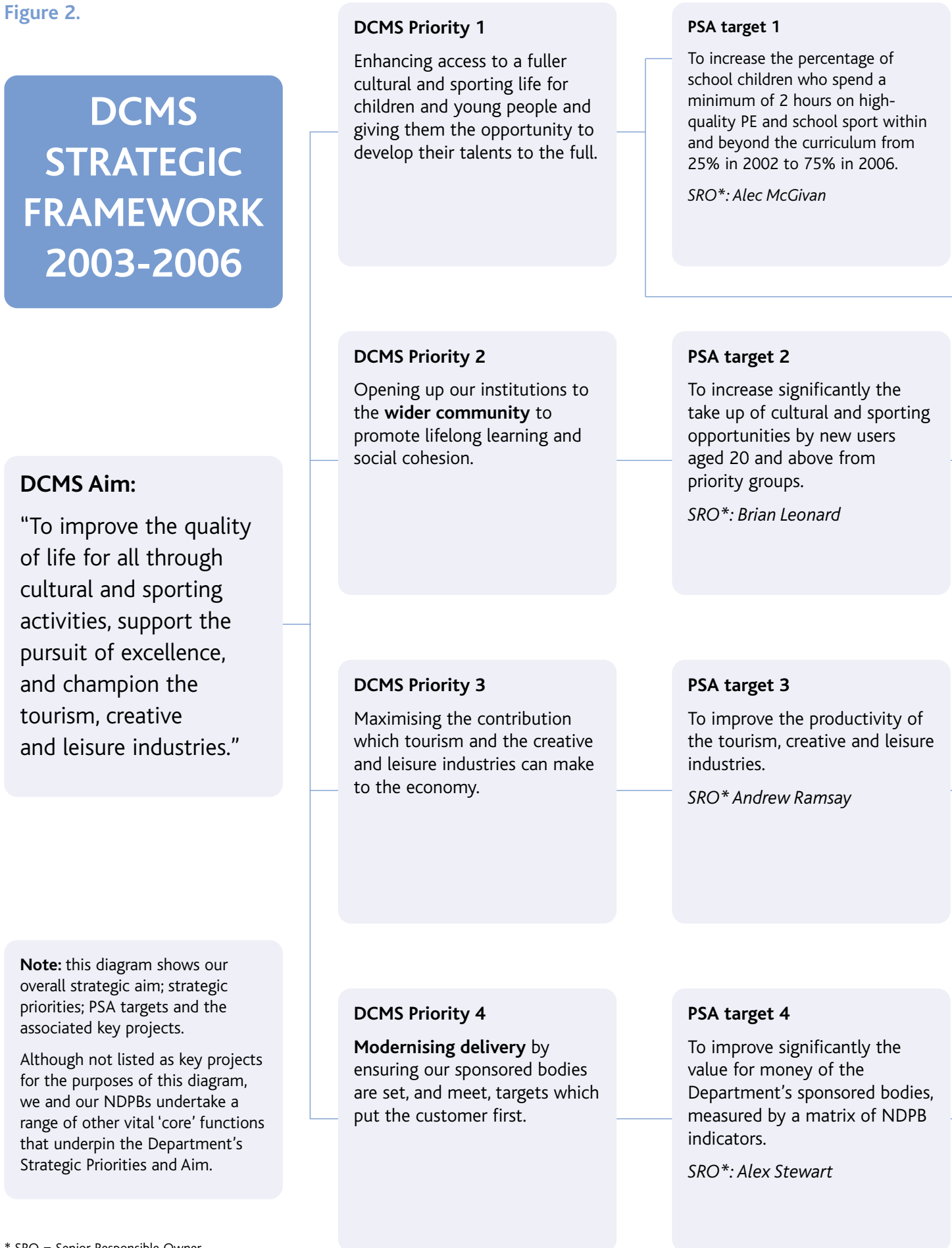
- *Culture and Creativity: The next ten years*: this Green Paper sets out measures aimed at freeing up people's creative talents and ensuring support from those in education through to people striving for professional excellence. Initiatives derived arising the Paper include Creative Partnerships and free entry to museums;
- *Framework for the Future*: this policy document outlines the Government's long-term strategic vision for the role of public libraries;
- *Game Plan*: a joint publication with the Strategy Unit setting out proposals for the Government's sport and physical activity objectives for the next 15-20 years.

Policy proposals in these areas, together with initiatives and programmes already established by our NDPBs that look to go beyond 2006, continue the theme of improving service to the customer, of today and those in the future.

More widely, a number of national and international issues will present themselves in the coming years: global security; the domestic and global economies; enlargement of the European Union; and demographic changes will impact heavily on us all. We shall need to remain flexible to ensure we can adapt to future landscapes and meet the challenges that arise.

In doing so, we shall continue our work to re-inforce the DCMS's position within Government, work co-operatively with other Departments, and strengthen our relationships with our NDPBs, local and regional government and others in our sectors.

Figure 2.



* SRO = Senior Responsible Owner

PE AND SCHOOL SPORT: to enhance sporting opportunities in schools and develop club links. **Target: as PSA target 1 (joint with DfES).** *Project Director: Matthew Conway*

MUSEUMS EDUCATION: regional and national museums to deliver education programmes with schools.

Target: 6.85million participants. *Project Director: Bryony Lodge*

CULTURE ONLINE: educational projects offering tailored access over the internet to national collections and cultural activity.

Target: 10 projects. *Project Director: Alan Davey*

CREATIVE PARTNERSHIPS: children and teachers in deprived areas work with professionals on sustained creative projects.

Target: 32 CPs. *Project Director: Alan Davey*

SPORT: improve the development, employment & deployment of sports coaches. **Targets: national coaching certificate; 45 coach development officers; 3,000 community sports coaches.** *Project Director: Matthew Conway*

HISTORIC ENVIRONMENT: make the historic environment more accessible. **Target: 100,000 visits by new users from minority and socially deprived groups.** *Project Director: Clare Pillman*

ACCESS TO MUSEUMS: increase visitors to national and regional museums for under-represented groups. **Targets: i.) 8% increase in adult C2DE visitors; and ii.) 500,000 visits by new users to regional hub museums, including 100,000 from ethnic minorities.** *Project Directors: Bryony Lodge/Richard Hartman*

ARTS PARTICIPATION: increase in attendance and participation by under-represented groups in arts events.

Target: tbc *Project Director: Alan Davey*

COMMUNICATIONS BILL: introduce improved regulatory regime for all commercial public service broadcaster.

Targets: i.) Bill enacted during 2003/04; and ii) OFCOM created by end 2003

GAMBLING BILL: remove unnecessary restrictions on the ability of the gambling industry to meet consumer demand.

Target: Bill ready for publication in 2003/04. *Project Director: Elliot Grant*

ALCOHOL & ENTERTAINMENT LICENSING BILL: reform licensing regulation, releasing the industry to offer services tailored to customer demand and reduce alcohol-related crime. **Target: Bill enacted during 2003/04.**

Project Director: Harry Reeves

DIGITAL SWITCHOVER: pursue action plan for switching television from analogue to digital. **Target: switchover within target dates of 2006-2010.** *Project Director: Jon Zeff*

TOURISM: improve marketing of English tourism to the domestic market; develop overseas tourism market in short and longer term. **Targets: i.) domestic: prepare marketing plan by Sept 2003; ii) overseas: average return of 28:1 on short-term promotions.** *Project Director: Harry Reeves*

BRITISH LIBRARY REFORM: **Target: by March 2004.** *Project Director: Richard Hartman*

BRITISH MUSEUM REFORM: **Target: by March 2004.** *Project Director: Richard Hartman*

SPORT ENGLAND REFORM: **Target: by March 2004.** *Project Director: Robert Raine*

ETC/BTA: merger and reform. **Target: merged in April 2003, reforms in place by March 2004.** *Project Director: Harry Reeves*

ENGLISH HERITAGE REFORM: **Target: by March 2004.** *Project Director: Clare Pillman*

LOTTERY REVIEW: **Target: reforms in place by date tbc.** *Project Director: Simon Broadley*

DCMS 'TOUCHSTONE' PROGRAMME: **Target: work ongoing in 2003;** *Project Director: tbc*

KEY PROJECTS AND OTHER ACTIVITIES: HOW THEY RELATE

DCMS Strategic Priority 1

Enhancing access to a fuller cultural and sporting life for **children and young people** and giving them the opportunity to develop their talents to the full

PSA target 1

To increase the percentage of school children who spend a minimum of 2 hours on high-quality PE and school sport within and beyond the curriculum from 25% in 2002 to 75% in 2006. *(joint target with DfES)*

Key Projects and other activities

1) PE, school sport and club links: enhance the quantity and quality of sporting opportunities in schools and develop strong links with sports clubs.
Target: as PSA 1 target above

2) Museums education: regional and national museums to deliver education programmes in partnership with schools.
Target: 6.85 million participants

3) Culture Online: educational projects offering tailored access over the internet to national collections and cultural activity.
Target: 10 projects (user targets to be developed)

4) Creative Partnerships: children and teachers in deprived areas work with professionals on sustained creative projects.
Target: 32 CPs by 2006

Other activities which will contribute to this priority include

Sport: establishment of a scholarships and bursaries scheme to benefit 1000 talented young athletes studying in further or higher education per year.

Step into Sport: aimed at encouraging children and young people to become sports volunteers (**target:** training, advice and resources provided to 28,000 people).

Space for Sport and Art: improving facilities in primary schools in deprived areas.

Children's play: undertaking a review to inform a lottery spending programme.

Holiday activities: supporting the delivery of a new cross-government programme building on the success of 'Splash Extra'.

Museums: to increase the numbers of visits by children and young people to the national museums and galleries to 7m by 2005/06; and increase contacts between children and regional hub museums by 25%.

Heritage: increase numbers of children making free educational visits to English Heritage properties (target to be set).

Libraries: ensure all library authorities develop targets for service delivery to children, based on a local needs analysis.

Core principles: mainstreaming the involvement of children in programme decision making and evaluation.

DCMS Strategic Priority 2

Opening up our institutions to **the wider community** to promote lifelong learning and social cohesion

PSA target 2

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

Key Projects and other activities

1) Sports coaching: improve the development, employment and deployment of sports coaches (*also contributes on children and young people priority*)

Target: national coaching certificate, 45 coach development officers, 3000 community sports coaches

2) Access to historic environment: make the historic environment more accessible

Target: 100,000 visits by new users from minority and socially deprived groups

3) Access to museums Increase visitors to national and regional museums from under-represented groups

Targets: i) 8% increase in adult C2DE visitors to sponsored museums and galleries; and ii) 500,000 visits by new users to regional hub museums, including 100,000 from ethnic minorities

4) Arts participation: increase in attendance and participation by under-represented groups in arts events.

Target: to be confirmed

Other activities which will contribute to this priority include

Built environment: Commission for Architecture and the Built Environment (CABE) to target support and advice on projects delivering facilities or buildings in regeneration areas (70-75% of all CABE support by 2005-06).

Libraries: ensure all library authorities develop targets for service delivery to new users aged 20 and over, based on a local needs analysis.

Neighbourhood renewal: supporting delivery of the national strategy for neighbourhood renewal.

Community cohesion: taking forward the recommendations of the Community Cohesion Unit's Culture, Leisure, Arts and Sports practitioner group.

Disability: taking forward the DCMS Action Plan on disability.

Sustainable Development: developing and implementing a Departmental Sustainable Development Strategy, and working with NDPBs to communicate the principles of sustainable development to the wider public.

DCMS Strategic Priority 3

Maximising the contribution which the creative and leisure industries can make to **the economy**.

PSA target 3

To improve the productivity of the tourism, creative and leisure industries

Key Projects and other activities

1) Communications Bill: introduce improved regulatory regime for all commercial public-service broadcasters
Targets: i) Bill enacted during 2003/04; and ii) creation of OFCOM by end 2003 (subject to Parliamentary approval)

2) Gambling Bill: remove unnecessary restrictions on the ability of the gambling industry to meet consumer demand.
Target: Bill ready for publication in 2003/04

3) Alcohol & Entertainment Licensing Bill: reform licensing legislation, releasing the industry to offer services tailored to customer demand; and reduce alcohol-related crime.
Target: Bill enacted during 2003/04; measures in force by 2005

4) Digital Switchover: pursue action plan for switching television from analogue to digital.
Target: switchover within target dates of 2006-10

5) Tourism Improve marketing of English tourism to the domestic market; develop overseas tourism market in short and longer term
Targets: i) *domestic:* strengthen the marketing of English tourism of the domestic market and prepare a marketing plan for England by September 2003; and ii) *overseas:* average return of 28:1 on short-term promotions

Other activities which will contribute to this priority include

Film: supporting, through the Film Council, the development of a sustainable British film industry.

Creative Industries: developing a wider strategy for DCMS sponsorship of the creative industries.

Skills development: working with the Learning and Skill Councils (LSCs) and others to help build skills capacity in our sectors.

DCMS Strategic Priority 4

Modernising delivery, by ensuring our sponsored bodies are set, and meet targets which put the consumer first.

PSA target 4

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

Key Projects and other activities

1) British Library reform: streamlining and modernisation.

Target: by March 2004

2) British Museum reform: rationalisation, streamlining and modernisation of governance

Target: reforms in place by 2004

3) Sport England reform: streamlining and modernisation, shifting focus towards strategic leadership, away from direct programme delivery.

Target: reforms in place by March 2004

4) English Tourism Council/British Tourist Authority: merger of BTA and ETC with shift of focus to marketing and closer partnership with industry.

Target: reforms in place by March 2004

5) English Heritage: reform and streamlining

Target: by March 2004

6) National Lottery: review and White Paper on proposed reforms.

Target: reforms in place at date to be confirmed

7) DCMS 'Touchstone' programme: working in DCMS and with NDPBs, including strategic commissioning.

Target: work ongoing in 2003/04

DCMS Strategic Plan 2003/04 – 2005/06

■ Executive Summary: of our Plan

■ Chapter 1: the context in which we operate

■ Chapter 2: where we are now

■ Chapter 3: where we want to be

■ Chapter 4: how we intend to deliver

Key points

- Improve our working practices...
- ...by developing a more effective relationship with NDPBs...
- improving the way the DCMS operates...
- ...and supporting NDPB reform.
- Work in closer co-operation with local authorities.

Chapter 4: How we intend to deliver

Improving our working practices

“The customer is the touchstone. Success will be judged by what people experience, perceive and hear.”²

Last year, the DCMS embarked on a wide-ranging review under the heading of *Touchstone*. *Touchstone* aims to improve the way the Department operates and how we can improve our working methods so that, together with our NDPBs, we can help each other deliver our respective aims and objectives.

The *Touchstone* review set up specific projects designed to help us achieve this by improving our working practices. The work has three main strands:

- i. **developing a more effective relationship with NDPBs by:**
 - concentrating on a few key customer-focused targets directly linked to our strategic priorities and our sponsored bodies’ core objectives, and closely monitor the new SR2002 funding agreements with NDPBs;
 - increased use of ‘strategic commissioning’, whereby funding is allocated for programmes to deliver specific outcomes, developed in conjunction with one or more delivery partner;
 - streamlining and professionalising the process for making appointments to NDPB Boards; and
 - reviewing our current policy on end-year flexibility.
- ii. **improving the way DCMS operates:**
 - reorganising and introducing programme/project working arrangements so that more resources are dedicated to delivering more effectively; and
 - streamlining of the support and ‘central’ functions to free up resource for policy, innovation and delivery.
- iii. **supporting NDPB reforms:** we are already helping a number of our NDPBs to reform and will continue this work in the coming months.

DCMS Project Centre

A new Programme and Project Management Centre came into being in April 2003. The functions of the ‘Project Centre’ will be to ensure that project-based working is embedded in the department, encourage the sharing of experience, ideas and success stories within the department, with NDPBs and with other government departments, and to provide consultancy advice on specific issues and problems related to project-based working. The Centre will call on a network of key experts from central units such as procurement, finance and personnel in undertaking its work.

² Office of Public Services reform

Working with local authorities

As outlined earlier in this document, given our shared commitment to the delivery sporting and cultural opportunities, we'd like to revitalise the way we work with local authorities to help them deliver what communities want from our sectors.

Risk management

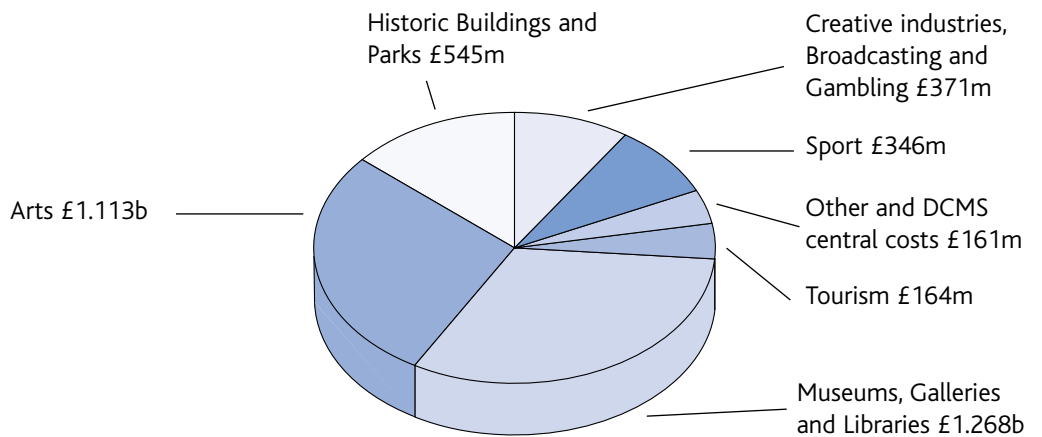
An important part of managing delivery is the identification of risks. Being aware of and managing risks will allow opportunities to be exploited to the full and adverse developments and events prepared for or avoided. The Management Board has identified a number of strategic risks facing the Department over the planning period. These have been incorporated in a detailed risk register setting out the controls in place to manage these risks and which will be regularly reviewed by the Board.

Resources and funding

Exchequer funding

97% of the DCMS's annual budget goes straight to NDPBs. Our funding allocation is detailed in **Figure 3** below. This shows how funding will be allocated in the next 3 years.

Figure 3: DCMS allocation of funding, by sector



The Spending Review in 2002 provided a real terms annual average growth in the Department's overall resources of 3.5%. The Departmental Expenditure Limit rose from £1,328 million in 2002/3 to £1,585 million in 2005/6.

The approximate breakdown of **new** expenditure (ie. above 2002/03 baselines) on projects supporting each of the four strategic priorities is as follows:

- | | |
|--------------------------------|--------|
| i.) children and young people: | £176m |
| ii.) communities: | £83.5m |
| iii.) economy: | £24.2m |
| iv.) delivery: | £12.8m |

National Lottery

The National Lottery is another vital source of funding for DCMS's sectors. It is among the most successful lotteries in the world, and has so far raised over £14 billion for good causes. It has been a major force in improving the quality of life of people throughout the United Kingdom creating enormous benefit for the Lottery's good causes: the arts, sports, charities, heritage, the Millennium, education, health and the environment.

Lottery money has helped to:

- provide new and improved cultural and sporting facilities
- regenerate previously neglected environments
- create jobs
- exploit new economic opportunities for local business
- support urban and rural communities
- help the young, older people and those with disabilities.

The arts, heritage and sport account for half of all good cause income between them, or roughly £800m per year across the UK. The broad policy directions within which Lottery distributors operate include requirements to take account of the needs of children and young people, of the need to reduce economic and social deprivation; and of the need to ensure that all areas and communities across the UK have access to Lottery funding.

The operation of the National Lottery is currently under review and findings will be published later this year.

On 25 February 2002 the Secretary of State announced her intention to merge the Community Fund and the New Opportunities Fund to create a new communities Lottery distributor. The new distributor will be responsible for distributing 50% of good cause money and will:

- provide a responsive and streamlined source of funding for communities;
- focus on improving the quality of life in communities by tackling disadvantage and social exclusion;
- take a lead role in implementing improvements in distribution, including streamlining application processes, cutting administration costs, and increasing responsiveness to public views.

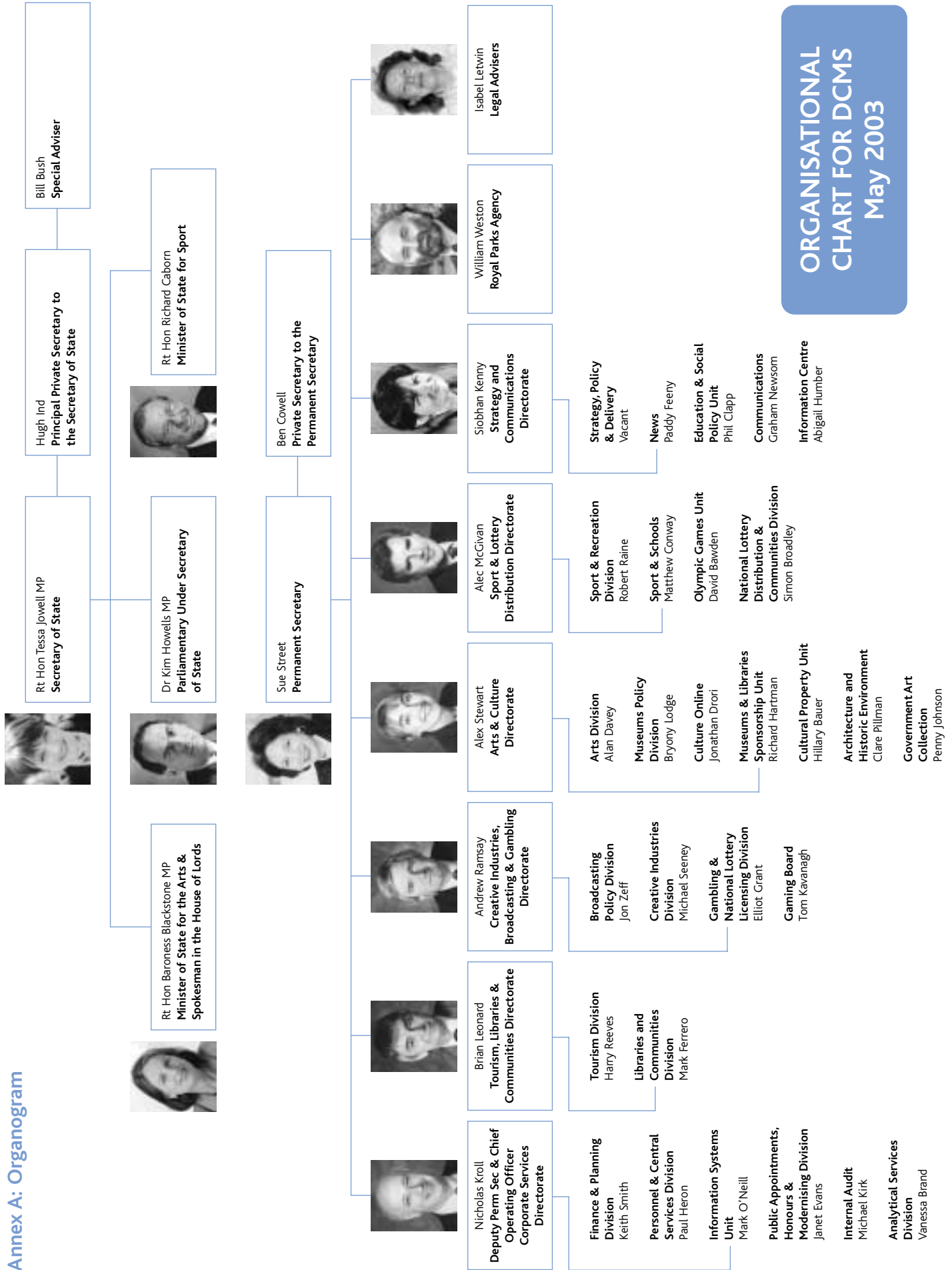
Conclusion

We believe strongly that culture, media and sport have the power to have an enormously positive impact on people's lives and, as the Government Department responsible for these areas, we pledge to do all we can to promote and support our sectors.

Delivery of the priorities set out in our Strategic Plan will require us in the DCMS, together with our NDPBs, to ensure that the resources available to us are used in the most efficient and effective way possible.

We cannot work in isolation, of course. As outlined previously in this document, we will work in close partnership with all our stakeholders, be they public or private bodies, to help deliver their objectives for the benefit of those customers in our sectors.

Annex A: Organogram



ORGANISATIONAL CHART FOR DCMS
May 2003

Annex B: List of sponsored bodies

Alcohol Education and Research Council
 Arts Council of England
 British Library
 British Museum
 British Tourist Authority
 Broadcasting Standards Commission
 Churches Conservation Trust
 Commission for Architecture and the Built Environment
 Community Fund (National Lottery Charities Board)
 English Heritage (Historic Buildings and Monuments Commission for England)
 English Tourism Council (English Tourist Board)
 Film Council
 Football Licensing Authority
 Gaming Board for Great Britain
 Geffrye Museum
 Historic Royal Palaces Trust
 Historical Manuscripts Commission (Royal Commission on Historical Manuscripts)
 Horniman Museum and Gardens
 Horserace Betting Levy Board
 Horserace Totalisator Board (The Tote)
 Imperial War Museum
 Millennium Commission
 Museum of London
 Museum of Science and Industry in Manchester
 National Endowment for Science, Technology and the Arts
 National Gallery
 National Heritage Memorial Fund (Heritage Lottery Fund)
 National Lottery Commission
 National Maritime Museum
 National Museums and Galleries on Merseyside
 National Museum of Science and Industry
 National Portrait Gallery
 Natural History Museum
 New Opportunities Fund
 Registrar of Public Lending Right
 Resource: The Council for Museums, Archives and Libraries
 Royal Armouries
 Sir John Soane's Museum
 Sport England (English Sports Council)

Tate Gallery
 UK Sport (UK Sports Council)
 Victoria and Albert Museum
 Wallace Collection

Advisory Bodies

Advisory Committee on the Government Art Collection
 Advisory Committee on Historic Wreck Sites
 Advisory Committee for the Public Lending Right
 Advisory Council on Libraries
 Regional Cultural Consortia (x 8)
 Reviewing Committee on the Export of Works of Art
 Spoliation Committee
 Theatres Trust (*an NDPB but funded by English Heritage*)
 Treasure Valuation Committee

Tribunal NDPBs

Horserace Betting Levy Appeal Board for England & Wales

Agencies

Royal Parks Agency

Public Corporations

British Broadcasting Corporation
 Channel Four Television Corporation
 Independent Television Commission
 Radio Authority
 Sianel Pedwar Cymru (S4C) (Welsh Fourth Channel Authority)