

# Business Plan 2012–2015

## Department for Media, Culture & Sport

31 May 2012

### Annexes

The 2012 Business Plan, and its reporting through the No.10 website, have been streamlined to focus on the Government’s structural reforms. These annexes contain information on cross–Government priorities, additional reform actions and actions from the 2011 business plan that are now complete. The Government will not report systematically on the No.10 website against the activities listed in these annexes, although overall progress will be reported through other publications, such as the Annual Report and Accounts, the Budget and a progress report on sustainable development.

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# Annex A) Cross–Government priorities

The Government is committed to driving progress of a number of shared priorities across different departments. Department for Culture, Media and Sport is contributing to these priorities through the commitments listed below.

Where set out, numbers in brackets refer to the position of actions in the Structural Reform Plan section of the Business Plan.

## 1. Growth

- Facilitate the extension of mobile voice coverage to 60,000 premises and 10 key roads where existing mobile network coverage is poor or non-existent (5.3)
- Challenge and support the UK's largest cities to become “super-connected cities (5.4)
- Complete two rounds of bids for the Rural Community Broadband Fund (5.2(iii))
- Contribute to Government's £25m rural tourism initiative via £12m Visit England marketing investment (3.1(v))
- Modify Tourist Boards to become smaller, highly focused, industry-led partnership (3.1(iv))
- Publish a white paper setting out new proposed framework for communications industries (to include any measures taken forward in response to Leveson inquiry) (3.3 (i))
- Promote the competitiveness of digital content industries (3.8)
- Deregulate Entertainment Licensing to free up communities from pointless bureaucracy (4.5)
- Bring forward measures to simplify and reduce costs associated with the heritage protection system, as part of the implementation of the Penfold Review
- Work with People 1st, National Skills Academy for Hospitality, and the industry, to increase the number of apprenticeships, and other courses teaching hospitality skills so that consistently higher standards are delivered
- Help the industry prepare for changes in technology, so tourism information can be provided through smartphone apps, as well as traditional leaflets and websites
- Help create tourist destinations that match London and maximise the potential of other parts of Britain
- The Government's Intellectual Property Office (IPO) will improve the range of products and services available to support UK businesses, particularly SMEs, on issues relating to IP

- Publish a guide to public sector IP procurement policy, so that industry exploits opportunities for IP to remain with the private sector provider for reuse
- Improve the stock of skills in the digital and creative industries
- The Government is limiting the effect of the proposed extension of online publications' digital deposit requirements, ensuring that the new regulations will not place a disproportionate cost on publishers. Publishers will therefore not be required to deposit online content that can be obtained by deposit libraries through a harvesting process. Micro-businesses and start-ups are exempt from certain measures under a moratorium running until March 2014.

## **2. Open Public Services**

- Agree Payment by Result methodology to be used by Sport England in negotiation of 46 new Whole Sports Plans focussing on 14-25 year olds (2.4(i))
- Work with Sport England to publish implementation for Youth Sport Strategy including details of open access community fund (2.4 (ii))
- Enable the creation of new local TV stations (4.2)
- Facilitate the introduction of super-fast broadband in remote areas at the same time as in more populated areas (5.2)

## **3. Red Tape Challenge**

- Remove requirements on retailers to notify TV licensing when customers purchase televisions (3.9(i))
- Deregulate Entertainment Licensing to free up communities from pointless bureaucracy (4.5)
- Bring forward proposals on other areas of department's responsibilities such as sport, recreation and leisure (3.9(ii))

#### **4. Civil Society Compact**

- Ensure compliance with the Civil Society Compact, including collaborative working with the civil society sector on the following SRP actions:
  - Use the 2012 Olympic and Paralympic Games to establish a lasting community sporting legacy (2.2)
  - Bring forward proposals to reform the current exemptions to classification in the Video Recordings Act, and the regulation of advertisements shown in cinemas (3.12)
  - Deregulate Entertainment Licensing to free up communities from pointless bureaucracy (4.4)

#### **5. Sustainable development**

- DCMS is delivering the greenest Olympic and Paralympic games of modern times in 2012, with a legacy aim of making sport a habit for life. The department is committed to facilitating economic growth that is sustainable in the long-term, which protects and enhances landscape and heritage and supports wellbeing and opportunity for all.
- DCMS will:
  - Assess and manage environmental social and economic impacts and opportunities in our policy development and decision making
  - Implement the Department's plan to deliver on the Greening Government Commitments, supplying quarterly information and contributing to an annual report on progress.
  - Procure from small businesses with the aspiration that 25% of contracts should be awarded to SMEs

## **6. Efficiency**

- Ensure support for Efficiency and Reform, including efficiency measures to deliver savings and broader reforms to public services, including:
  - Reform the arm's length bodies in the sport sector, and improve governance arrangements to ensure that sporting bodies better reflect the needs of the communities they serve (2.3)
  - Ensure that the BBC becomes more accountable and offers better value for money for licence fee payers (3.4)
  - Restructure Visit Britain to ensure better targeting of high-value and emerging tourism markets and to achieve significant reductions in its administration costs (3.1(iii))
  - Reform the arm's length bodies in the cultural sector (4.4)
- The Departmental Efficiency part of the Business Plan (in Section C) sets out operational spending, by category, as well as specific actions to improve operational efficiency in 2012/13.

# Annex B) Completed structural reform actions

Completed actions from the 2011 business plan are shown below against each Coalition priority.

## 1. Deliver the 2012 Olympics and Paralympics

### **Ensure that the Olympic and Paralympic Games deliver value for money**

- Identify £20m savings in the 2010 Spending Review process

### **Improve governance within Whitehall to ensure effective delivery**

- Put in place new Whitehall governance structures as part of the Spending Review
- Implement improvements to the wider delivery programme with external partners

### **Ensure that Olympic venues and infrastructure are delivered on time and to budget**

- Publish final Olympic and Paralympic Transport Plan
- Work with the Olympic Delivery Authority to ensure the:
- Completion of the main Olympic Park venues (Olympic Stadium, Aquatics Centre, Velodrome and the Basketball and Handball arenas)
- Completion of the Olympic Village
- Handing over of the Olympic Park for operation

### **Work with other government departments and the Mayor of London to ensure that essential public services are provided for the Games**

- Work with the Home Office to review Olympic security preparations
- Ensure that regulations restricting advertising and street trading are made
- Ensure that the London Organising Committee of the Olympic and Paralympic Games (LOCOG) secures agreements with designated hospitals outlining the service that will be provided to the Olympic/Paralympic family
- Open the Government Co-ordination Centre to oversee all government services for the Olympic and Paralympic Games
- Ensure that the UK Border Agency and LOCOG put in place the necessary arrangements to allow athletes and those helping with the Games entry to the UK, using the Olympic and Paralympic accreditation cards

*Completed structural reform actions*

- Publish the final spectrum plan for radio communications at the Games, detailing the spectrum bands which will be made available for the Olympic and Paralympic Games

**Agree and implement a compelling legacy plan for the Games**

- Publish overall legacy plan for London 2012
- Work with DFID and the London 2012 International Inspiration foundation to use the power of sport to enrich the lives of 12 million children in 20 countries worldwide

## **2. Create a sporting legacy from the Olympic and Paralympic Games**

### **Launch a new School Games competition**

- Work with sports to develop a strategy for their engagement with the School Games
- Work with sports to develop appropriate formats for their inclusion in the School Games
- Ensure that Sport England selects bodies to develop the competition at the intra-school level, inter-school level and county-level
- Launch the School Games at the Olympic Park
- Ensure that Sport England appoints delivery bodies for 2011 county-level competitions and the 2012 national competition
- Publish the finalised framework and rules for each level of the competition
- School Games sport days and nine county level events held
- Ensure successful inaugural national finals in Olympic Park

### **Use 2012 Olympic and Paralympic Games to establish a lasting community sporting legacy**

- Direct the Sport Lottery Distributor to take responsibility for the community sports legacy following London 2012
- Publish the community legacy strategy for sports

### **Support sports facilities and clubs**

- Determine appropriate steps to protect playing fields
- Consult on playing fields proposals
- Introduce a programme of improvement and protection for playing fields as part of the community sports legacy
- Investigate how to use cash in dormant betting accounts to set up a capital fund to improve local sports facilities and support sports clubs
- Announce findings of investigation, and begin to implement
- Review the impact of bureaucracy on the running of sports and local sports clubs

**Reform the arm's length bodies in the sport sector, and improve governance arrangements to ensure that sporting bodies better reflect the needs of the communities they serve**



*Completed structural reform actions*

- Work with football bodies to consider how best to improve football governance, including options to support the co-operative ownership of football clubs by supporters
- Publish proposals for improving governance in sport

### **3. Create the conditions for growth**

**Enable the tourism industry to deliver faster, more balanced economic growth and streamline and refocus tourism organisations in the process**

- Publish government tourism strategy
- Encourage private sector contribution to a new match-funded marketing initiative to promote tourism from overseas
- Work with Visit England to improve existing consumer feedback platforms, by enhancing rating and star grading systems for accommodation and attractions
- Create industry task-force to identify regulation holding the tourism industry back
- Consult on moving the first bank holiday in May

**Work with the Department for Business, Innovation and Skills to enhance the support that the UK's intellectual property framework gives to entrepreneurialism, economic growth and social and commercial innovation**

**Change the media regulatory regime by reforming Ofcom and deregulating the broadcasting sector to reduce the burden placed on business**

- Identify areas for scaling back Ofcom duties
- Reform Ofcom through the introduction of the Public Bodies Bill to reduce unnecessary spending and return responsibility for broadcasting policy to DCMS
- Conduct a scoping exercise to identify avenues for reducing regulatory and competition controls

**Ensure BBC becomes more accountable and offers better value for money for licence fee payers**

- Give the National Audit Office access to the BBC's accounts

**Work with Digital UK to ensure the switchover of TV transmitters from analogue to digital across the UK, region by region**

- Implement digital switchover in Yorkshire, Anglia, Central England and Scottish TV

**Release spectrum from public sector use to allow greater access for private sector**

- Publish implementation plan for the release of 500MHz spectrum
- Establish governance framework for disposal of public sector spectrum

**Promote the competitiveness of digital content industries**

- Establish a Creative Industries Council to provide a voice for the sector in the financial community and overseas markets

#### **4. Boost the Big Society**

##### **Introduce incentives to increase charitable giving**

- Work with Cabinet Office and the Treasury to incentivise more social investment, philanthropy and giving, including a strategy to boost giving from private individuals to cultural institutions, incorporating insights from behavioural science
- Work with Cabinet Office and the Treasury to publish White Paper on giving Implement measures to facilitate fundraising by cultural and charitable institutions a) Agree with national museums a framework for creating charitable trusts, which will encourage and manage museum donations and private income b) Implement new framework and establish trusts

##### **Reform the National Lottery so that more money goes into sport, the arts and heritage**

- Lay statutory instrument to allocate 60% of National Lottery funding to the arts, sport and heritage causes, and 40% to the voluntary and community sector
- Impact of National Lottery reforms comes into effect (more funding for original causes of sport, the arts and heritage, and the voluntary and community sector)

##### **Reform the Big Lottery Fund to ensure that only voluntary and community sector projects are funded and to prevent funding of politicised projects**

- Issue new policy directions to the Big Lottery Fund

##### **Stop wasteful spending by National Lottery distributors, by banning lobbying activities and reducing administration costs to 5% of total income**

- Agree plans for administrative cost reductions with distributors

##### **Scrap rules on local cross-media ownership to create more opportunities and flexibility for local media**

- Announce the removal of all local cross-media ownership rules
- Lay order before Parliament

##### **Enable the creation of new local TV stations**

- Commission economic analysis of options
- Publish consultation paper
- Conduct consultation

## *Completed structural reform actions*

- Publish final decision following consultation
- Issue any necessary directions or draft legislation
- Propose new licensing arrangements for local TV stations

### **Work with the Cabinet Office to review the government advertising model**

- Publish a review of government advertising, encompassing the potential for a payment by results model, using government channels, and a US-style Ad Council
- Begin to implement results of review
- Complete internal review on a new approach to public service information

### **Work with the Department for Education to address the commercialisation and premature sexualisation of childhood in the media**

- Publish findings of independent review to advise on regulatory and non-regulatory measures to address the commercialisation and premature sexualisation of childhood

### **Support public libraries into the next generation through the Future Libraries Programme and by encouraging communities to get more involved in the running of local library services**

- Work with ten pilot areas in England to develop options for achieving greater efficiency and improved services according to local need
- Publish update on the Future Libraries Programme
- Share emerging learning from the pilots among local authorities through a range of activities (for example peer support, active learning sets, workshops)
- Examine the barriers to community delivery of public library services
- Publish best practice guidance around community delivery of public library

### **Reform the arm's length bodies in the cultural sector**

- Support Arts Council England in reforming the way regular funding is invested in arts organisations
- Identify options for relinquishing control and sponsorship of each non-national museum currently funded by DCMS
- Abolish the UK Film Council, transferring essential activities to another body whilst reviewing policy to support a more sustainable British film industry

## **5. Facilitate the delivery of universal broadband and improved mobile coverage**

### **Create a level playing field between incumbents and new providers**

- Examine barriers to new providers seeking to invest in fibre optic networks
- Hold an industry round table to discuss ways to increase certainty and confidence for potential investors

### **Open up access to infrastructure to facilitate super-fast broadband in many areas**

- Conduct a public consultation (with participation from industry regulators) on access to ducts, sewers and poles that can be used to carry fibre optic cable
- Work with Ofcom to require BT and other infrastructure providers to allow the use of their assets to deliver super-fast broadband
- Issue guidance on micro-trenching and street works

### **Facilitate the introduction of super-fast broadband in remote areas at the same time as in more populated areas**

- Start market testing community-led pilots in the Highlands and Islands, North Yorkshire, Cumbria and Herefordshire
- Publish policy paper setting out the lessons learned from community-led pilots and the Government's approach to investment in broadband until 2015
- If required, instruct Broadband Delivery UK to allocate funding to areas where the market has not delivered, after digital switchover has finished in 2012