

Exeter City Council

Draft Leisure and Museums Unit Strategy: 2007 – 2012

Mapping Out the Next Five Years

Understanding the Strategic Context

Although currently divided into 7 service teams, it is clear that the Leisure and Museums Unit essentially offers four services: play, museum, physical activity, and outdoor recreation in the shape of the canal and valley parks. Each of those services can play its part in contributing to several of the five cultural Shared Priorities.

The diagram below demonstrates that spread. All services contribute to the quality of life agenda, as they must, but each then has a role to play in delivering good services in support of two or three of the other four. It could easily be argued that each of them has a secondary role to play in the case of the boxes which are here left empty, but the aim is to provide a simple approach to defining priority actions for the next five years.

	Learning	Health	Communities	Environment	Quality of Life
Play	X	X	X		X
Museum	X		X		X
Sport and Physical Activity	X	X	X		X
Canal and Countryside	X	X		X	X

The strategy for the next five years for the Unit is structured around this matrix, and the proposed outcomes, actions to achieve those outcomes, and supporting resources, partnerships and policies to implement those actions are set out in the same way.

Thus under the heading of health, there will be outcomes listed for three of the services to achieve, the actions and the implications in terms of infrastructure and services. A final section will bring together the unit wide actions designed to support the service level developments.

Purpose

The purpose of the strategy is to guide the team towards better and more relevant outcomes. It is a guide for how to get to there from here, not a sophisticated statement of why we are here, and will definitely concentrate on the changes and

improvements that have to be made. Where we want to go is towards the creation of a city where everyone has the opportunity to improve their health, their quality of life and their understanding of themselves and the world, and has the information on which to make decisions about those opportunities. That much is established in the **Exeter Vision**, and in the City Council's **Cultural Strategy**.

A New Leisure Strategy: The Terms of Reference

A new Leisure Strategy needs to fulfil one key purpose: it must stand for an understanding shared between elected members, staff of the unit and the users of and stakeholders in services of what outcomes the Leisure and Museums Unit should be delivering with the resources entrusted to it. To an extent it also must demonstrate that that understanding is also shared with external bodies, such as the regional cultural agencies and government departments, and with local partners.

There are a lot of differing interests among those many groups, and it would be difficult to find common ground, were it not for the existence of the concept of Shared Priorities, a set of principles informing the work of all public bodies from top to bottom. The concept of the Shared Priorities is one which the Government has promoted as part of the move towards joined up government, and increased partnership working, but they also express very succinctly the business of the public services in the 21st century. Cultural services cannot contribute to all of them, but they can certainly contribute to most. The framework underpinning this strategy therefore is that of those of the shared priorities which Leisure and Museums can deliver. The Department for Culture Media and Sport (DCMS) in its 2004 publication "Leading the Good Life: Guidance on Integrating Community and Cultural Strategies" suggested this as a way of approaching cultural services in a local authority:

Contributing to the Shared Priorities

*The **Statement of Shared Priorities** sets out central and local government's commitment to improving local services through investment and reform.*

Whilst cultural issues do not directly feature in these priorities, the emphasis is firmly on quality of life issues. The Shared Priorities' commitment to healthy, strong and safe communities, quality environments and improving the life opportunities, particularly of young as well as older people and those suffering exclusion, offer a path in for culture to make a substantial contribution.

The Shared Priorities are:

- improving the quality of life of children, young people, older people and families at risk
- promoting healthier communities and narrowing health inequalities
- transforming our local environment

- creating safer and stronger communities
- promoting the economic vitality of localities
- raising standards across our schools
- meeting local transport needs more effectively

Leisure and Museums can contribute strongly in the first five of these priority areas. It does also contribute substantially to raising standards in schools, as part of its overall commitment to education and lifelong learning, as well as to physical activity. Schools per se are not a key priority for the City Council at the moment.

DCMS, the Government department which oversees all the areas of the Unit's work, has its own slightly different set of priorities, which nevertheless chime with the overall Shared Priorities:

Children and young people

Further enhance access to culture and sport for children and give them the opportunity to develop their talents to the full and enjoy the benefits of participation

Communities

Increase and broaden the impact of culture and sport, to enrich individual lives, strengthen communities and improve the places where people live, now and for future generations

Economy

Maximise the contribution that the tourism, creative and leisure industries can make to the economy

Delivery

Modernise delivery by ensuring our sponsored bodies are efficient and work with others to meet the cultural and sporting needs of individuals and communities

Olympics

Host an inspirational, safe and inclusive Olympic Games and Paralympic Games and leave a sustainable legacy for London and the UK.

From the City Council point of view, the first three are most relevant to Leisure and Museums. Clearly we will have an interest in how the sponsored bodies (national and regional agencies like the Museums Libraries and Archives Council which receive their funding direct from the Government) operate and communicate with us, and the City Council will be interested in the 2012 Olympic Games legacy and the tourism opportunities they may afford, but these will not be priorities.

Another key plank in the Government's agenda for social change is Every Child Matters, a document which has profoundly influenced the way in which services for young people are provided. While the City Council is not directly responsible for children's services, it has a duty to co-operate with the County Council in doing so, and of course many of its cultural services are directed at children and young people. Among the main challenges set out in the Devon Children and Young People's Plan 2006 – 2009 are:

- Provide a range of services to promote children and young people's physical health
- Encourage Communities to create a supportive and stimulating environment in which children and young people can play safely while developing protective skills.
- Raise achievement for all.
- Raise the achievement of vulnerable and underachieving groups
- Improve access to enjoyable, challenging and enriching opportunities for children and young people, with particular focus on those with special and additional needs and those in disadvantaged and isolated communities.

The County Council declares it will work with district councils to meet these aims. In fact the County Council could have gone much further in considering how the services Exeter City Council provides can contribute to their meeting their challenge, since it provides perhaps the majority of the "quality of life" elements of work with children and young people.

Within Exeter the key policy document is the Exeter Vision. Its long-term vision for Exeter is for it to build on its unique assets and strengths to become accepted as the regional capital of the southwest. One of the main attributes of any capital is its contribution to the culture of a region, so the performance of the Leisure and Museums Unit is clearly vital to the achievement of the Vision. The aims of the Vision include enhancing the city as a cultural centre, making it a Learning City, a Healthy City and a city where participation is encouraged and facilitated, all of which lie at the heart of what the Unit does.

The principles in the Vision, the Shared Priorities, the DCMS priorities and the Children and Young People's Plan are strongly echoed in all of the Exeter City Council strategies and policy documents which sit above or alongside the Leisure and Museums Strategy: the City's Vision and Cultural Strategy, its Parks, Tourism, and Arts strategies, as well as in the strategies of local, regional and national partners, so that there is a real synergy developing between them.

Taken together these themes of health, learning, participation, a sense of community and care for the environment represent a notion of quality of life. One of Exeter's justified boasts is that the quality of life in the city is among the best in the country,

but it is difficult to analyse precisely what that means. Perhaps breaking it down into its constituent parts is a route to understanding how to maintain it and to improve it further.

It is also important to underline that this is not a cultural strategy for Exeter City Council: that already exists. This is an operational strategy for the Leisure and Museums Unit, which does not provide all the cultural services for the City Council. It is responsible for museums, physical activity and sport, countryside and the canal, and bio-diversity and children's play. That is why this strategy confines itself to those four operational areas. Other City Council services, such as the arts, or tourism, have their own operational strategies. There are also of course many other bodies providing cultural services in the city, from the smallest junior football club to major professional independents such as Phoenix Arts.

The Shared Priorities which have cultural significance should form the framework for the new Leisure Strategy, with proposals for change filtered through the City Council's own corporate strategies – the Vision and the Cultural Strategy: Leisure and Museum's task is to contribute as strongly as it can to developing services in the priority areas for the people of Exeter.

Key Outcomes for Leisure and Museums

This strategy should help deliver the following changes and developments over the next 5 years:

Outcome	Measured Against
More people finding inspiration enjoyment and fulfilment from the programmes of the Unit	Baseline survey
More people taking moderate exercise at least 3 times a week	MORI survey 2006
More people taking part in activities and events and getting more out of them	2006 usage figures Satisfaction survey 2006 Individual service surveys and audience research
More people using and helping to take care of the Valley Parks, the Canal and bio-diversity in the city	Current levels of engagement and participation
More groups and organisations engaging with Leisure and Museums programme in their own neighbourhood, and undertaking independent programmes themselves	2007 assessment
More people more satisfied with opportunities for learning, exercise and with their environment	Satisfaction survey 2006

These outcomes are very hard to quantify. They are not amenable to management by targets, other than those of improving perception, but that is the nature of cultural

services, and is unlikely to change. However if the Leisure and Museums team is able to focus its attention on achieving these outcomes, and it is at the heart of every initiative and programme, then the ethos itself should be instrumental in shaping better, more relevant and more effective services.

Service Outcomes for the Four Service Strands

Play

Outcome	Priority	Measured Against	Partners
Complete network of fixed play provision for children and young people, including more adventurous play	Health Community Learning Quality	Current provision on catchment map, and 2006 Open Space Audit	Exeter Play Assoc Big Lottery Fund Developers
Support and sustain community-led play development and improvement	Health Communities Learning Quality	Current situation with emerging Exeter Play Association Play Training and Resource Centre developments	Exeter Play Assoc DCC Community Groups
Develop network of play rangers both voluntary and paid	Communities Learning Quality	Currently no provision	Big Lottery Fund Exeter Play Association Community Groups
More courses and development activities at Play Training and Resource Centre	Learning Quality Health Communities	Current events per year	Exeter Play Association DCC
Continue Splash Scheme	Communities Learning Quality	Funding currently time-limited	DCC, Police,

Sport and Physical Activity

Outcomes	Priority	Measured Against	Partners
Complete plans for service delivery through contracts from 2010	Health Communities Quality	Review only partially complete	Leisure Contractors Carillion/Schools Sport England
Establish work place health programme in the city	Health Communities Quality	Pilot scheme in City Council complete, no external schemes in	Primary Care Trust Employers' Assocs

		place	
Clear structure for sports and physical activity development for young people in the city	Health Learning Quality	Community coaching programme in core and focus sports	Active Devon Clubs Exeter School Sports Partnership
Develop clear strategy for promotion of physical activity to adults	Health Quality	ISCA Active Exercise Referral Scheme. Phase IV Community Cardiac Rehabilitation programme Several schemes and programmes, but no overall structure	Clubs Primary Care Trust RDandE Trust
Develop clear strategy for promotion of physical activity to older people	Health Quality	Nothing in place	Primary Care Trust Social Services Clubs Voluntary Organisations
Complete network of fixed play provision for age groups up to 18, including more adventurous play	Health Communities Learning Quality	Current provision on catchment map and Open Space Audit 2006	Exeter Play Assoc Big Lottery Fund
Continue to develop major sports events	Health Communities Quality	Current irregular provision	Sport England National and Regional Governing bodies of sport University

Museum

Outcomes	Priorities	Measured against	Partners
Wide and inclusive access to the collections and activities <i>1: curriculum education</i>	Learning Communities Quality	Audience data	MLA – SW Community organisations Schools
Wide and inclusive access to the collections and activities <i>2: community outreach</i>	Learning Communities Quality	Audience benchmark data	MLA – SW Community organisations
Wide and inclusive access to the	Learning Communities	Audience benchmark data	MLA – SW Community

collections and activities <i>3: Information and Communications Technology</i>	Quality	Web hits	organisations Schools
Wide and inclusive access to the collections and activities <i>4: Promotion, welcome and encouragement</i>	Learning Communities Quality	Audience benchmark data Visitor numbers and dwell times Audience surveys Representative of population	MLA – SW Community organisations Other cultural providers
Improving levels of documentation and collections care	Learning Quality	Accreditation	MLA – SW
High quality temporary exhibitions and events programme	Learning Quality Communities	Visitor satisfaction surveys Visitor numbers	National museums MLA-SW Libraries and Archives Hub Museums
South West Hub membership and through this its development of a wider regional role	Learning Communities Quality	Annual Hub reports	Hub Museums Museums in Devon

Canal and Countryside

Outcomes	Priorities	Measured Against	Partners
Programme of activities and courses in Valley Parks	Learning Communities Physical Activity Environment	Currently low level of activity	British Trust for Conservation Volunteers Natural England Environment Agency
Develop voluntary support for activities and protection, including community based friends' groups	Learning Communities Physical Activity Environment	Low level activity at present	Community associations BTCV Friends organisations
Interpretation of canal and parks	Learning Environment	Several separate schemes in place	Heritage organisations
Develop facilities and opportunities at Turf, Topsham, the Basin and elsewhere along the canal	Physical activity Communities Environment	Current situation	Voluntary organisations Environmental organisations Private sector

Support Mechanisms

In order to achieve the above outcomes, and to continue to deliver best value throughout the Unit, there is a number of supporting actions and structures which have to be put in place. These fall into two main categories: Evaluating Performance, and Improving Performance.

They are closely related, but the former is partly about better measurement of outcomes, and of audiences and demand, and partly about learning from experience and applying lessons; in short, what is done. The latter is about consciously reviewing the mechanisms we use, the efficiency with which we work, and ensuring we use the best methods available; how we do it.

Evaluating Performance

Outcomes	Measured Against
Develop 5 year programme to research all audiences and potential audiences	Current situation, where only the museum has been collecting data
Create audience development plan or equivalent for each service	Only in place for museum
Create framework for evaluating progress against strategic outcomes	None in place
Create Unit consultation framework	None in place

Improving Performance

Outcomes	Measured Against
Achieve Charter Mark	Current situation
Review services as if CPA Culture Block criteria applied	Best Value Performance Indicators
Consider use of culturally specific schemes such as TAES for ECC and QUEST for contractors.	None currently in place
Full strategy review mechanism	This strategy
Create Unit consultation framework	None in place

History and rationale

Exeter City Council adopted its first Leisure Strategy in late 2001, after a lengthy process which involved outside consultants. It began as a recreation, sport and physical activity strategy, but part way through the process the Leisure Unit was combined with the Museums Unit to form a single department, and the strategy was adapted to provide the new unit with a working plan. The strategy was written and adopted before the Exeter Vision, the community strategy, and before the overall Cultural Strategy. Although therefore it moves in the same direction as those policies, its framework is not compatible with them. This has not presented any

particular problems, but it is acknowledged that a new strategy should integrate more fully with the aims and objectives of the strategies further up the hierarchy.

Although nearly 6 years have passed since the strategy reached its final draft, the degree to which it aims at similar targets – physical activity, lifelong learning, participation and the ending of social exclusion – demonstrates that while funding streams, national and regional structures and phraseology might have changed, the underlying purpose of cultural provision remains the same both for the Government and for the City Council.

Over the years the Council has not reviewed the main leisure strategy itself: it has looked in some detail every year however at the action plan, in a report which has set out the achievements of the previous year, and the intended actions for the coming one. In the course of this process, the Council has dropped some objectives and added others, so that there has been an organic development process as new challenges arose and others were met. In effect the action plan became the strategy, adapting to circumstances and evolving to meet the needs of the Council.

Successes of the First Strategy

Although it was too large, and contained too many projects and aspirations, the first strategy was successful in focusing the substantial resources available to Leisure and Museums on achievable and desirable objectives. The structure of the unit, a somewhat theoretical construct to begin with, was shown to work, and a comprehensive set of Service Plans (called Performance Plans in the original) was written and is now part of the normal performance framework of the unit. Many of the planned developments have been delivered, often in partnership with others, and the strategy itself has helped give shape to new partnerships as they emerged. The strategy has also provided excellent evidence when the Council has been bidding for external funds, although it is clear that a strategy which is even more focused on delivering the Shared Priorities would be even more useful.

The format proved itself flexible and adaptable to changes in the cultural and funding environments, although it fortunately never had to be used to guide reductions in services. The development of the Service Plan process, one for each of 7 service teams within the unit, eventually overlapped the action plan to a significant degree, so that it became less necessary.

Lessons learnt

As mentioned above the strategy and the action plan were too large, with more commitments than could be comfortably managed. Given that any good strategy concerns itself with the things which have to change, but must accommodate the day to day management of the service as well, it is important to stretch the organisation, but not set up too many areas where failure to achieve 100% is inevitable. In the case of the first strategy, we committed ourselves to too many aspirational capital projects. We delivered the tennis centre, but an athletics training centre and a whitewater canoe course were too dependant on factors over which the Council had insufficient control. These could have appeared in the strategy, but in the form of

options or opportunities to be taken only if the right funding and partnership conditions could have been achieved.

The pledge to bring more national and regional events to the city was similarly dependent on the response of other organisations, mainly national bodies, and externally controlled funding that the City Council might have influenced, but in fact only sometimes did.

The key lesson here is that the strategy should be built around outcomes for users and residents and not around the promise of specific outputs, at least in terms of capital development. The new strategy should identify routes to achieve the outcomes, but allow for changes to those routes when either barriers or better opportunities arise.

Overall the new strategy needs to be clearer about why the Council has cultural services and invests the resources it does into their various programmes. Although the main strategy listed the key aims like better health, better education and so on, this underlying justification did not always carry into the action plan. To be fair, the instrumental approach to cultural services as delivery mechanisms for improving health, education, prosperity and the strength of the community had not established itself to the degree it has in 2006, when it occupies much stronger ground than it did in 2002. Perhaps the key difference is the arrival of a number of national funding streams which start from the position that engagement with the arts or with sport, or museums, has the potential to benefit the individual and his or her community in a significant, although still un-calibrated way.

The Leisure and Museums Unit

The Leisure and Museums Unit comprises three sections: Museums, Community Outreach and Leisure. The former, now much the largest, manages the Royal Albert Memorial Museum and Art Gallery and St Nicholas Priory; the Leisure section is responsible for the city's sports and leisure centres, which are largely managed under contract by commercial or voluntary sector bodies, the Exeter Ship Canal and the harbour authority function for the River Exe and the Valley Parks, and bio-diversity generally; Community Outreach manages children's play, community sports and physical activity development, museum outreach and marketing and events. In addition Community Outreach has taken on a good deal of work in relation to community engagement, and the nurturing and support of community associations.

Five Years On

The nature of the objectives and outcomes sought by the Unit has not changed a great deal since the first strategy was adopted, but the scale of the work needed to achieve them has increased. This shift is largely due to the increased resources available, linked to a number of major capital and revenue projects being undertaken by the various teams. The largest and most intense of these is the RAMM Development Project, a £16.5 million scheme to refurbish and extend the main museum, and build a new collections store to create more public space in the existing building. There is also a project, still in its early stages, to build a new swimming pool. On the revenue side the museum has now been in receipt of nearly

£1 million per year from the Renaissance in the Regions programme, almost doubling its budget, while the Leisure team has been working on a major and protracted piece of work to create a new and independent harbour authority to take over responsibility in the estuary from the City Council.

The period of the first strategy has also seen rapid growth in partnerships at every level – prompted at least in part by the Shared Priorities themselves - and this leads to a great deal of work, mostly at local, but some of it at regional level. The Unit is now working actively with local and regional organisations across the whole spectrum of its responsibilities, in short medium and long-term relationships designed to deliver a lot of outcomes. Most of this work is positive, but there are some cases where partnerships are being imposed without real equality of contribution and benefit.

Another strong impact on the Unit's work comes from the increasing pressure of legislative and procedural guidance. Managing health and safety, risk, equal opportunities, freedom of information, performance reporting and child protection, consultation and audience research are all vital parts of the job, but have increased in scope and intensity since the last strategy. Leisure and Museums is of course far from unique in having to deal with this, but as a proactive unit, working with the public and with a huge range of buildings and structures, it possibly has a larger proportion of the burden than some.

On the other hand the Unit has seen the status of cultural services increase nationally, as it became accepted that they can deliver so much of the inclusion, education, community and health agendas: in fact the Shared Priorities. In many areas money has followed this shift, and the Unit has been fortunate enough to secure funding from a variety of sources to expand and enhance the work it does.

Performance Management

An area of change which has been difficult to address in some areas is the increasing demand for evidence that cultural services do indeed contribute to the shared priorities. Collection of baseline data, measurement of improvement and of outcomes, and analysis of audiences and non-audiences has proved, as it has in other cultural departments, difficult to manage on a consistent basis. National data has offered real insights into local conditions, but we have found it difficult to measure our own effectiveness. The Museum has to collect data of this type as a condition of its Renaissance funding, but that funding includes provision to do just that. As a consequence the Museum has a substantial archive of performance and usage data, but the other elements of the Unit have not been so well resourced and lack the capacity to design and implement data collection, research and analysis in the same way.

The use of data is important to good performance management, especially as the Government and the national agencies increasingly see improvement systems (or "tools" as they are increasingly known) as the key to enhanced performance and as the best way of demonstrating enhancement and general effectiveness. There are a number of improvement tools now being used in the sector, including Towards An Excellent Service (TAES) which has been specifically developed for culture in local

government. QUEST, a sports facilities and development system and Charter Mark are also increasingly widely in use.

These tools are a good way of engaging with the demands of the new audit and performance regimes as they develop out of Comprehensive Performance Assessment (CPA). First tier authorities are now subject to Regional Commentaries, carried out by the regional arms of the cultural agencies: these are discussion based assessments of performance, not inspection or indicator based, but form a crucial element of the general assessment environment. For first tier authorities there is also now a culture block, a group of services with particular Performance Indicator based standards which contribute to a council's overall rating. While this regime does not apply to district councils at the moment, if Exeter achieves unitary status it will do so.

The Cultural Environment

The key factors shaping and challenging the work of cultural services departments in 2006 have largely manifested themselves as social issues initially. Obesity, anti-social behaviour, heart disease, poor mental health, lack of community cohesion are amongst them. Often they appear as more concrete issues; the 2012 Olympics for example.

Resources

By the standards of a district council, cultural services in Exeter are well resourced. There is a substantial revenue budget, access to capital where necessary, a well trained and motivated workforce, which has proved itself capable of finding external resources to enhance and develop the services provided, and a good stock of buildings with which to deliver the service. It must be conceded however that most of the buildings are old, and several of them are in need of the major refurbishment which is now planned for them.

The balance of revenue budgets for the four different services is:

Sport and Physical Activity	45%
Museum	38%
Canal and Countryside	12%
Play	5%*

** This does not take into account the budget of £305,000 which is held outside the unit for day-to-day management and maintenance of play areas, by Parks and Open Spaces in the Contracts and Direct Services Unit.*

The Unit's total budget for 2006/7 was £4,829,000.

In that year it was managing a capital programme amounting to £18,071,500, running four years ahead.**

*** The exceptional RAMM Development Project accounted for £16,500,000 of this. It is also worth noting that of the remainder 30% is devoted to children's*

play, highlighting the recent emphasis on facilities rather than play development in the unit.

It seems likely in the current climate that the capital resources available to the Unit will reduce in the coming years. However the intensity of investment over the last five years will leave the city with a good stock of well maintained and frequently modernised leisure facilities.

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Appendix 1: Department for Culture Media and Sport

1. Extract from What We Do

Communities and Local Government

Local government is crucial in achieving our aims.

Local government spends twice as much as we and the National Lottery do combined in providing cultural and sporting opportunities for communities, and so directly supports **our key aims**.

Local authorities also have a statutory responsibility to deliver a comprehensive and efficient **library service**, and an important regulatory roles in the areas of **licensing** and **gambling**.

We work closely with local authorities to help them maintain and improve delivery of cultural services, and to spread best practice.

- **Efficiency programme**
- **Improving local authority cultural and leisure services**

The regional tier of government are equally invaluable partners:

- **Government Offices for the English Regions**
Work closely with us, providing intelligence about cultural opportunities and risks at regional level, and delivering the local government improvement agenda, particularly through the preparation of regional commentaries.
- **Regional Cultural Consortia**
Important partners in ensuring that cultural opportunities are reflected in these key regional frameworks.
- **Regional Development Agencies**
Prepare Regional Economic Strategies which reflect the economic importance of culture, and particularly the role tourism and the creative industries, in driving regional growth.
- **Regional Assemblies**
Prepare Regional Spatial Strategies which provide the context for cultural planning – especially in areas of housing and economic growth and development.

2. Extract from About Us

Our Priorities and Targets

To achieve our vision to extend excellence and improve access in all our sectors we have developed five strategic priorities around which we organise our work.

Our five strategic priorities are broken down as follows:

Children and young people

Further enhance access to culture and sport for children and give them the opportunity to develop their talents to the full and enjoy the benefits of participation.

Communities

Increase and broaden the impact of culture and sport, to enrich individual lives, strengthen communities and improve the places where people live, now and for future generations.

Economy

Maximise the contribution that the tourism, creative and leisure industries can make to the economy.

Delivery

Modernise delivery by ensuring our sponsored bodies are efficient and work with others to meet the cultural and sporting needs of individuals and communities

Olympics

Host an inspirational, safe and inclusive Olympic Games and Paralympic Games and leave a sustainable legacy for London and the UK.

Public Service Agreement targets

Our targets are linked to our strategic priorities. The targets are set by HM Treasury and our policies reflect our need to meet them in exchange for the money we receive.

Through the delivery of our policies, our non-departmental public bodies, agencies and sponsored bodies help us to meet these targets, which are interpreted through "funding agreements".

The PSA targets are set every two years in the Chancellor's "Comprehensive spending review". The current targets covering 2005-08 (including an additional target as part of the Government's efficiency review) are:

- **PSA 1:** To enhance the take-up of sporting opportunities by 5-16 year olds so that the percentage of school children who spend a minimum of two hours each week on high-quality PE and school sport within and

beyond the curriculum from 25% in 2002 to 75% by 2006 and 85% by 2008 (joint target with the Department for Education and Skills)

- **PSA 2:** To halt the year-on-year increase in obesity among children under 11 years by 2010, as part of the broader strategy to tackle obesity in the population as a whole (joint target with the DfES and Department of Health).
- **PSA 3:** To increase the take-up of cultural and sporting opportunities by 16 and above from priority groups by 2008.

The PSA 3 target will be measured by 6 indicators. They are:

- Increasing the number who participate in active **sports** at least twelve times a year by 3%, and increasing the number who engage in at least 30 minutes of moderate intensity level sports, at least three times a week by 3%.
- Increasing the number who participate in **arts** activity at least twice a year by 2% and increasing the number who attend arts events at least twice a year by 3%.
- Increasing the number accessing **museums and galleries** collections by 2%.
- Increasing the number visiting designated **Historic Environment** sites by 3%.
- **PSA 4:** To improve the productivity of the tourism, creative and leisure industries
- **Efficiency target:** To achieve at least 2.5% efficiency savings on our Departmental expenditure limit and Local Authority spending on leisure and culture services (2005 - 2008).

PSA Technical Note

How we measure progress against our PSA targets is set out in our **Technical Note**.

Latest Performance Report

We published on the 19 December 2005 our **Autumn Performance Report**

Source: DCMS Website

3. **Extract from The Shared Priorities**

Across the board improvement is essential. We nevertheless need to focus our efforts on a number of key priorities:

Raising standards across our schools: by helping all schools match the excellence of the best, sustaining improvement in primary schools, transforming secondary schools and ensuring that the school workforce has the capacity to support this

Improving the quality of life:

of children, young people and families at risk: by tackling child poverty, maximising the life chances of children in care or in need and strengthening protection for children at risk of abuse

of older people by enabling them to live as independent lives as possible and avoid unnecessary periods in hospital

Promoting healthier communities and narrowing health inequalities by: targeting key local services - such as health, education, housing, crime and accident prevention - to match need; and the encouragement of healthy lifestyles.

Creating safer and stronger communities by working with the police and other local agencies to reduce crime and anti-social behaviour, strengthen community cohesion and tackle drug abuse.

Transforming our local environment by improving the quality, cleanliness and safety of our public space.

Meeting local transport needs more effectively by improving bus services and other forms of local transport and securing better access to jobs and services, particularly for those most in need

Promoting the economic vitality of localities by supporting business improvement, providing positive conditions for growth and employment, improving adult skills, helping the hardest to reach into work, and extending quality and choice in the housing market.

Source: IDeA Website