



National Audit Office

A SHORT GUIDE

The NAO's work on the Department for Culture, Media and Sport



National Audit Office

Contents

Introduction 5

About the Department 6

The Department's responsibilities **6**

Where the Department spends its money **6**

Financial management 8

Financial governance and reporting **8**

Efficiency **10**

Use of information 12

Testing the reliability of performance data
across government **12**

Use of information by the Department **12**

Service delivery 14

London 2012 Olympic and Paralympic Games **14**

Delivering through others **16**

Audit arrangements at the BBC **17**

Appendices 18



This short guide is one of 17 we have produced covering our work on each major government department. It summarises our work during the last Parliament, reflecting programmes and spending before the May 2010 General Election, and as such does not reflect changes introduced by the new Government.

These guides are designed to provide Members of Parliament, and particularly select committees, with a quick and accessible overview of our recent work and how we can help with the scrutiny of government. The guides are not intended to provide an overall assessment of the departments' performance but simply to illustrate, with examples, the range of our work. Where the examples refer to specific weaknesses and recommendations, departments have in many cases taken action since to address them.

In the last year, we also supported the Culture, Media and Sport Select Committee by preparing a Performance Briefing which gave an overview of the work and performance of the Department based on 2008-09 data. We will continue to support all select committees in 2010-11, providing further briefing on each major department and supporting specific inquiries where our expertise and perspective can add value.

introduction

about

About the Department

The Department's responsibilities

The Department for Culture, Media and Sport (the Department) is responsible for government policy on the arts, sport, broadcasting and the creative industries, and is the lead department for the London 2012 Olympic and Paralympic Games. It also has responsibility for the National Lottery, tourism, libraries, museums and galleries, press freedom and regulation, licensing, gambling and the historic environment.

The Department is responsible for 55 public bodies that help deliver its strategic aims and objectives (Appendix 1). The largest include the Olympic Delivery Authority, Arts Council England, English Heritage, Sport England and the British Library. Given this delivery model, a key challenge for the Department is how to deliver its objectives through a large number of sponsored bodies.

Where the Department spends its money

In 2008-09, the Department was responsible for £2.68 billion of expenditure, of which £2.54 billion was paid as grants to its sponsored bodies (opposite).¹ Many of the sponsored bodies in turn provided grants to other organisations. Much of this spending was aimed at increasing public participation in culture and sport.

The Department's sponsored bodies spent a further £2 billion using income from donations, sales, and the National Lottery.

The central Department is small, employing only 500 staff, and using £54 million for its own running costs.

The Department's most significant single project is to lead preparations for the London 2012 Olympic and Paralympic Games, which have a budget of £9.3 billion.

In addition the Department sets the level of the licence fee and pays an annual grant of approximately £3 billion a year to the BBC, being the sum collected through the licence fee less the costs of collecting that fee.

In 2008-09, the Department was responsible for £2.68 billion of expenditure, of which £2.54 billion was paid as grants to its sponsored bodies

TO FIND OUT MORE ON OUR
WORK IN THIS SECTOR VISIT
WWW.NAO.ORG.UK



Where the money goes (2008-09 data)



- Public Broadcasting Authority
- Funded by The National Lottery
- Part funded by The National Lottery

Note: Above shows funding from the department and the total spend of the body concerned. The figures differ where the body receives other income, for example, from the National Lottery

financial management

Financial management

The ability of departments to control costs and drive out waste requires professional financial management and reporting. In particular, departments need to be better at linking costs to services and benchmarking performance to determine whether costs are justified and value for money can be improved. To provide assurance that resources are being appropriately managed and controlled, organisations have to publish Statements on Internal Control with their Annual Financial Statements.²

Financial governance and reporting

We audit the accounts of the Department and most of its sponsored bodies. Our audit work involves understanding the business of each organisation, examining internal controls, agreeing the accounting policies, auditing their transactions, liabilities and assets and confirming that the accounts present a true and fair view. We also consider whether the transactions of the Department are in accordance with Parliament's intentions.

In each of the last five years, we have given an unqualified audit opinion on the Department's accounts.³

Of its sponsored bodies, we have made only one recent qualification – on the 2008-09 accounts of the Imperial War Museum for irregular expenditure on a lease arrangement for assets worth more than £600,000. The Museum did not obtain prior approval from the Department or Treasury and the Department subsequently concluded that it could not grant retrospective approval.

² *NAO Strategy 2010-11 to 2012-13*, www.nao.org.uk/publications/0809/nao_strategy_2010-11_to_2012-1.aspx

³ *General Reports of the Comptroller and Auditor General 2005-2008*

We work with the Department and its sponsored bodies to improve their published Statements on Internal Control to ensure that they are supported by robust evidence that controls are sufficiently reliable and that they comply with Treasury guidance.

Issues raised by sponsored bodies in Statements on Internal Control on their 2008-09 accounts include:

- the impact of the economic downturn on some of English Heritage's income generating activities; and
- the commissioning by Sport England of an independent investigation into the creation and operation of a separate account known as the World Class Payments Bureau, which operated between 1999 and 2007, following the discovery of serious governance and control weaknesses.

In 2010, we are working with the Department to identify how its Statement on Internal Control could be developed further to increase the usefulness and transparency of reporting. We have also provided the Department's Audit Committee with our own [guidance on the Statement](#).⁴



TO FIND OUT MORE ON OUR
FINANCIAL MANAGEMENT WORK
VISIT WWW.NAO.ORG.UK



⁴ *The Statement on Internal Control: A Guide for Audit Committees*, www.nao.org.uk/guidance__good_practice/audit_of_financial_statements.aspx

Efficiency

We are undertaking a programme of work to validate the value for money savings reported by major government departments from 2008-09 to 2010-11. The Department had an ongoing programme of efficiency savings at the time of the May 2010 General Election, which involved savings of £60 million by 2012-13.

It intended to achieve these savings by reducing the number of sponsored bodies, promoting greater collaboration between them on procurement, and reducing back office costs.

Other areas for improved efficiency have featured in our past reports and the Department has subsequently taken steps to improve its efficient use of resources (see below and opposite).



Impact: £4.8m

Procurement⁵ November 2005

‘Whilst there are pockets of good practice, procurement capabilities and practices are on the whole underdeveloped across the sector, a fact recognised by the organisations themselves.’

We recommended:

- Greater collaboration between the Department's sponsored bodies on buying goods and services.
- Better sharing of knowledge and resources to harness buying power.
- Investment in systems and payment cards to reduce costs.

The Department has taken steps to act on our recommendations since our report was published. It has made improvements and delivered significant savings.

TO FIND OUT MORE ON OUR
WORK ON EFFICIENCY VISIT
WWW.NAO.ORG.UK



⁵ *Procurement in the Culture, Media and Sport sector*, www.nao.org.uk/publications/0506/procurement_in_the_culture_me.aspx

Impact: £0.7m to date Office accommodation⁶ March 2006



‘Office costs and space utilisation vary greatly across the sector, suggesting significant scope for improved value for money.’

We recommended:

- Establishing measures of performance and benchmarking costs and use of space.
- Improving procurement of services such as cleaning and security.
- Considering options for relocation, sharing offices, sub-letting surplus space, and more efficient office layouts, such as open plan.

In a [report⁷](#) looking across government, we found that, out of 16 central government departments, the Department for Culture, Media and Sport had the highest office accommodation cost per square metre, the second highest accommodation cost per employee, and the sixth highest space per person.

By taking positive action in response to our recommendations, the Department and its sponsored bodies have made significant savings in the way they procure, use and maintain office space such as through relocations and reducing the amount of floor space used.

Grant-making⁸ May 2008

‘Grant-makers in the culture, media and sport sector do not have a clear understanding of the costs or efficiency of their grant-making and how they compare with others.’



We recommended:

- Getting a better handle on the direct costs of processing grants, as distinct from overheads.
- Learning lessons across the sector to reduce costs.
- More coordinated sharing of information on the costs and processes of grant making.

The Department and its grant-making bodies continue to work towards implementing our findings by identifying costs more clearly and by greater sharing and benchmarking of data.

⁶ *The office accommodation of the Department for Culture, Media and Sport and its sponsored bodies*, www.nao.org.uk/publications/0506/dcms_office_accommodation.aspx

⁷ *Improving the efficiency of central government's office property*, www.nao.org.uk/publications/0708/improving_the_efficiency_of_ce.aspx

⁸ *Making grants efficiently in the culture, media and sport sector*, www.nao.org.uk/publications/0708/making_grants_efficiently_in_t.aspx

information

Use of information

The life blood of a successful organisation is the quality of information on which it makes decisions and monitors and assesses performance. Poor quality information leads to inefficiency and waste and can result in excess or unnecessary costs. Departments need reliable information on which to design and deliver services and monitor quality, be confident about their productivity, and drive continuous improvement.⁹

Testing the reliability of performance data across government

We carry out work across government to test the systems used by departments to report on their performance. This work provides assurance to Parliament and the public about whether these systems are adequate, and supports better performance management by Government.

Under the previous Government, Public Service Agreements (PSAs) were the agreements between the Treasury and individual departments which set out priority areas for the Government's work and against which the departments reported their performance. For the period 2008-2011, 30 PSAs were used by departments to measure and report progress, each underpinned by several indicators.

In October 2009, we published our **Fifth Validation Compendium Report**,¹⁰ which reviewed data systems underpinning 13 of the Government's PSAs:

'... the slow progress being made by some government departments in achieving better quality information about their own performance is a matter for concern. The NAO has found that one third of the PSA data systems used by departments have weaknesses and just over a tenth remain unsatisfactory.'

Our Sixth Compendium Report, for PSAs across the whole of government, will be published shortly.

The Treasury announced in June 2010 that it had ended the system of Public Service Agreements and that in future departmental business plans would include the data the public can use to hold departments to account.¹¹ We will continue to apply the lessons from our work validating the PSA data systems when looking at Government's performance data in future.

Use of information by the Department

A number of National Audit Office reports have highlighted issues with the use of information within the Department (opposite).

TO FIND OUT MORE ON OUR
PERFORMANCE MEASUREMENT
WORK VISIT WWW.NAO.ORG.UK



⁹ *NAO Strategy 2010-11 to 2012-13*, www.nao.org.uk/publications/0809/nao_strategy_2010-11_to_2012-1.aspx

¹⁰ *Measuring Up: How good are the Government's data systems for monitoring performance against Public Service Agreements?* www.nao.org.uk/publications/0809/5th_validation_report.aspx

¹¹ *HM Treasury: The Spending Review framework, June 2010* (paragraph 2.7)

Using information to manage performance

Efficient grant-making¹² May 2008



Our 2008 report on efficient grant-making identified that 'there is no accepted framework for comparing cost-efficiency across the sector' and we recommended that 'the Department should facilitate an initiative across the sector to share information about the administrative costs of grant-making.'

Maintaining the Royal Palaces¹³ December 2008



Similarly, our 2008 report, *Maintaining the Occupied Royal Palaces* found that the Department could not assess whether its objectives were being met as the performance indicators it had agreed with the Royal Palaces did not measure the outcomes achieved.

Broadening participation¹⁴ July 2009



We have reported to Parliament on limitations in the way targets are set and data is used to monitor and manage the performance of the Department's sponsored bodies. For example, our 2009 report on English Heritage's work to broaden participation found that 'the performance management framework agreed between the Department and English Heritage did not clearly align English Heritage's priorities and activities with the policy objective to broaden participation.'

We have reported to Parliament on limitations in the way targets are set and data is used to monitor and manage the performance of the Department's sponsored bodies.

¹² *Making grants efficiently in the culture, media and sport sector*, www.nao.org.uk/publications/0708/making_grants_efficiently_in_t.aspx

¹³ *Maintaining the Occupied Royal Palaces*, www.nao.org.uk/publications/0809/maintaining_the_royal_palaces.aspx

¹⁴ *Promoting Participation with the Historic Environment*, www.nao.org.uk/publications/0809/historic_environment.aspx

delivery

Service delivery

Public services are different in the way they are delivered but their quality and cost-effectiveness depends on a number of common minimum requirements. For example, service delivery requires sound programme and project management, strong commercial skills, effective IT enabled business change, and a real understanding of customer needs. Many of our reports to Parliament cover these issues. We summarise below some of this work, organised by key areas of the Department's business.¹⁵

1

First NAO report¹⁶ February 2007

London 2012 Olympic and Paralympic Games

Since London was chosen as the host city in 2005, we have published four reports on preparations for the Games.



An early look at progress in which we identified the key risks and challenges, most notably the need to finalise cost estimates and agree a funding package.

TO READ MORE OF OUR
REPORTS ON THE DEPARTMENT
VISIT WWW.NAO.ORG.UK



¹⁵ *NAO Strategy 2010-11 to 2012-13*, www.nao.org.uk/publications/0809/nao_strategy_2010-11_to_2012-1.aspx

¹⁶ *Preparations for the London 2012 Olympic and Paralympic Games – Risk assessment and management*, www.nao.org.uk/publications/0607/preparations_for_the_olympics.aspx

Despite the economic downturn the Olympic Delivery Authority has maintained good progress across its programme and is on track for delivery well before the Games.

2

Second NAO report¹⁷
July 2007



We looked at how the £9.3 billion budget had been put together. We identified that the budget was £5.9 billion more than estimated at the time of the bid, including a contingency of £2.7 billion mainly to cover financial pressures on the construction programme.

'The budget announced by the Secretary of State in March 2007 represents a significant step forward in putting the Games on a sound financial footing and should help those involved in delivering the Olympic programme to move forward with greater confidence.'

3

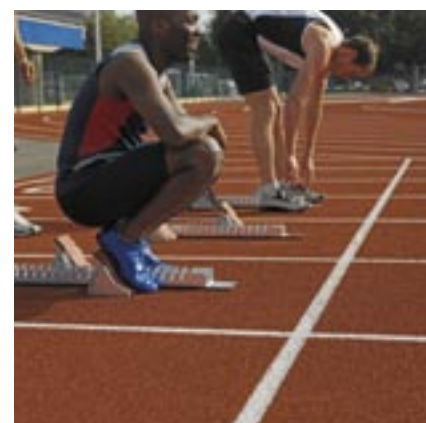
Third NAO report¹⁸
June 2008



We reported good progress in preparing the Olympic Park with construction broadly on track. Identified concerns in the areas of finalising a deal with the private sector to build the Olympic Village, developing plans for policing and wider security, and providing clarity about the legacy of the Olympic Park and venues beyond 2012.

4

Fourth NAO report¹⁹
February 2010



We reported that, as private funding could not be secured, the Olympic Village and Media Centre would be publicly funded, requiring significant use of the contingency fund, but that these decisions were made on clear value for money grounds.

'Despite the economic downturn the Delivery Authority has maintained good progress across its programme and is on track for delivery well before the Games. While risks inevitably remain, good practice and lessons for other public bodies are evident in how the Delivery Authority's monitoring and active intervention in its supply chains has protected its delivery programme from delays.'

¹⁷ *The budget for the London 2012 Olympic and Paralympic Games*, www.nao.org.uk/publications/0607/the_budget_for_the_london_2012.aspx

¹⁸ *Preparations for the London 2012 Olympic and Paralympic Games: Progress Report June 2008*, www.nao.org.uk/publications/0708/preparations_for_london_2012.aspx

¹⁹ *Preparations for the London 2012 Olympic and Paralympic Games: Progress report*, www.nao.org.uk/publications/0910/2012_olympics.aspx

Our February 2010 report highlighted a number of ongoing challenges for the Department and its partners to manage:

- Maintaining tight control over the remaining contingency funds.
- Integrating contributions of the many organisations involved in construction, transport, security and events management.
- Securing a viable legacy for publicly funded assets in the Olympic Park after the Games.
- Achieving the intended receipts from future sales of residential units in the Olympic Village and of land and assets in the Olympic Park.

Our work on the multi-year Olympics programme has provided a firm basis for public accountability for, and reporting on, the preparations for 2012. We will report to Parliament again in 2011 on progress in preparing for the Games.

We also reported in 2008 on **preparing for sporting success at the 2012 Games**.²⁰ We concluded that the achievements of athletes at elite international events suggested that performance was improving, but identified a number of risks to be managed if the Government's ambitions for the GB teams were to be realised. In particular, we pointed out that plans depended on raising £100 million of funding from the private sector which had yet to be identified.

Delivering through others

Besides the Olympics, we report on how the Department delivers its wider objectives by working with its delivery partners.

Two of our recent reports looked at how the Department worked with its sponsored bodies to **increase participation in sport²¹ and heritage²²**. We found that the Department had set clear objectives for Sport England but that:

'... whilst overall adult participation in sport increased by 520,000 from 2005-06 to 2007-08, the Department did not meet its targets to increase participation.'

Our report on the **Department's objective to broaden participation with the historic environment²²** concluded that the Department had met one of its three targets. Participation in both sports and heritage is measured by the Taking Part survey which tracks progress against targets but cannot show a causal link with actions taken by the Department and its sponsored bodies.

We reported in February 2008 on the Department's progress in overseeing the national programme of **'switchover' to digital television**,²³ which it and its co-sponsor, the then Department for Business, Enterprise and Regulatory Reform, are delivering through Digital UK, an industry consortium. We found that the Department had established an unusual delivery mechanism in that the decommissioning of existing transmitters and the installation of new ones was managed and funded by the private sector. We reported that these arrangements were working well and that the programme had:

'genuine momentum [with] progress in getting the public to switch to digital television ... [exceeding] expectations.'

We also reported separately on the BBC's role in implementing **Digital Switchover²³** under the arrangements governing our audit of the BBC which are set out opposite.

Whilst overall adult participation in sport increased by 520,000 from 2005-06 to 2007-08, the Department did not meet its targets to increase participation.

20 *Preparing for Sporting Success at the London 2012 Olympic and Paralympic Games and Beyond*, www.nao.org.uk/publications/0708/preparing_for_sporting_success.aspx

21 *Increasing participation in sport*, www.nao.org.uk/publications/1011/sports_participation.aspx

22 *Promoting Participation with the Historic Environment*, www.nao.org.uk/publications/0809/historic_environment.aspx

23 *Preparations for Digital Switchover*, www.nao.org.uk/publications/0708/preparations_for_digital_switc.aspx

The BBC's preparedness for digital switchover, www.nao.org.uk/publications/0708/bbc_preparedness_for_digital.aspx

Audit arrangements at the BBC

The BBC's Royal Charter lays responsibility for scrutinising value for money at the BBC on the BBC Trust. The current arrangements for the Comptroller and Auditor General to examine value for money at the BBC arose from a 2006 agreement between the Secretary of State for Culture, Media and Sport and the BBC under the Charter. Under the agreement, the Trust must discuss with the Comptroller and Auditor General the possible scope of its value for money programme and which individual reviews within that programme would be particularly suited to the National Audit Office. The Trust has the final say as to which subjects are examined and by whom. The BBC Trust also decides what information is made available. The reports go to the BBC Trust and are subsequently laid before Parliament by the Secretary of State.

The Committee of Public Accounts²⁴ concluded in April 2010 that the Government should arrange for the Comptroller and Auditor General to have unrestricted statutory right of access to the BBC:

'As a matter of principle, the BBC's use of public money should be subject to the same statutory audit of its financial statements and value for money scrutiny by the Comptroller and Auditor General as is the case for other publicly funded organisations.'

We have reported to the BBC Trust on the BBC's use of the licence fee in four areas over the last 18 months. Responses from BBC management and the BBC Trust are published with our reports. Following publication, the BBC Trust requires the BBC to draw up an action plan setting out how it will address the issues raised in our reports.

Our February 2009 report on **the efficiency of radio production at the BBC**²⁵ found that:

'... the BBC had already achieved savings and identified the scope for more.'

However, we also found that the BBC had not systematically assessed the potential impact of these savings on its radio output. We concluded that the BBC was not, therefore, fully using its opportunities to increase the value for money it achieves. The BBC recognised it had not made use of benchmarking information available and carried out a wide-reaching, internal benchmarking study in 2009 to identify the scope for further efficiencies.

We subsequently reported in January 2010 on the **BBC's management of its coverage of major sporting and musical events**,²⁶ finding that while millions of people enjoy the BBC's coverage of major events, the BBC was not making the best use of information to test and demonstrate the value for money of its coverage. The Trust agrees that there are ways in which the BBC can improve its processes and, in particular, increase the rigour of the approvals process and post-event reviews.

Our two other reports examined aspects of the BBC's project management and procurement. Our report on the **BBC's management of strategic contracts with the private sector**²⁷ in March 2009 found that the BBC had exceeded its savings target from its contracts.

However, our report on the **BBC's management of three major estate projects**²⁸ in February 2010 concluded that the BBC had not evaluated the expected benefits of projects when it launched them. As a result, it was not well placed to demonstrate value for money from the £2 billion it had committed to spending on the projects.

The BBC Trust agreed that there were significant failings in phase 1 of Broadcasting House and that important lessons have been learned, and passed on to the later projects, and told us that Broadcasting House phase 2, Salford Quays and Pacific Quay are proceeding far better than Broadcasting House phase 1. The Trust also agrees that there are still ways in which the BBC can, and should, further improve its processes, specifically the approvals process and benefits cases. In response to our report, the Chairman of the BBC Trust wrote to the BBC Director General asking for a 'comprehensive action plan' for implementing our report's recommendations and a 'clear and explicit healthcheck' of all major capital projects currently being undertaken.

TO READ MORE OF OUR
PUBLICATIONS VISIT
WWW.NAO.ORG.UK



²⁴ *Twenty-ninth Report of Session 2009-10 – Scrutiny of value for money at the BBC.*

²⁵ *The efficiency of radio production at the BBC*, www.nao.org.uk/publications/0809/bbc_radio_production.aspx

²⁶ *The BBC's management of its coverage of major sporting and music events*, www.nao.org.uk/publications/0910/bbc_coverage_of_major_events.aspx

²⁷ *The BBC's management of strategic contracts with the private sector*, www.nao.org.uk/publications/0809/bbc_strategic_contracts.aspx

²⁸ *The BBC's management of three major estate projects*, www.nao.org.uk/publications/0910/bbc_estates.aspx

Appendices

1 The public bodies for which the Department has responsibilities

Executive Bodies

Museums and Galleries

Executive Non-Departmental Public Bodies (NDPBs)

Museum of Science and Industry in Manchester

Horniman Public Museum and Public Park Trust

British Museum

Geffrye Museum

Imperial War Museum

National Gallery

National Maritime Museum

National Museum of Science and Industry

National Museums Liverpool

National Portrait Gallery

Natural History Museum

Royal Armouries

Sir John Soane's Museum

Tate Gallery

Victoria and Albert Museum

Wallace Collection

British Library

Public Corporation

Historic Royal Palaces

Media

Executive NDPBs

UK Film Council

Public Broadcasting Authorities

BBC

Sianel Pedwar Cymru (S4C)

Public Corporations

Channel 4 Television Corporation

Office of Communications (Ofcom)

Culture

Executive NDPBs

Design Council

Arts Council England

National Heritage Memorial Fund

Commission for Architecture and the Built Environment

English Heritage

Museum, Libraries and Archives Council

Public Lending Right

Executive Agency

Royal Parks

Sport, Leisure and Lottery

Executive NDPBs

Football Licensing Authority

Sport England

UK Sport

Olympic Delivery Authority

Olympic Lottery Distributor

Horse Race Betting Levy Board

VisitBritain

Gambling Commission

BIG Lottery Fund

National Lottery Commission

Public Corporation

Horse Race Totalisator Board (Tote)

Other Bodies

Advisory NDPBs

Advisory Committee on Historic Wreck Sites
Advisory Committee on the Government Art Collection
Advisory Committee on National Historic Ships
Advisory Committee on Libraries
Legal Deposit Advisory Panel
Public Lending Right Advisory Committee
Reviewing Committee on the Export of Works of Art
Spoliation Advisory Panel
Treasure Valuation Committee
Visit England

Tribunal NDPBs

Horseracing Betting Levy
Appeal Tribunal

Unclassified

Royal Household
Churches Conservation Trust

2 Reports by the National Audit Office on the culture, media and sport sector since 2005

			Parliamentary Session
27 May 2010	Increasing participation in sport	HC 22	2010-2011
26 February 2010	Preparations for the London 2012 Olympic and Paralympic Games: Progress report February 2010	HC 298	2009-2010
22 July 2009	Promoting Participation with the Historic Environment	HC 881	2008-2009
10 December 2008	Maintaining the Occupied Royal Palaces	HC 14	2008-2009
20 June 2008	Preparations for the London 2012 Olympic and Paralympic Games: Progress Report June 2008	HC 490	2007-2008
22 May 2008	Making grants efficiently in the culture, media and sport sector	HC 339	2007-2008
20 March 2008	Preparing for Sporting Success at the London 2012 Olympic and Paralympic Games and Beyond	HC 434	2007-2008
27 February 2008	Preparations for Digital Switchover	HC 306	2007-2008
20 July 2007	The budget for the London 2012 Olympic and Paralympic Games	HC 612	2006-2007
16 March 2007	Heritage Lottery Fund	HC 323	2006-2007
2 February 2007	Preparations for the London 2012 Olympic and Paralympic Games – Risk assessment and management	HC 252	2006-2007
18 January 2007	How the Department for Culture, Media and Sport assessed the BBC's efficiency as part of the licence fee settlement	HC 183	2006-2007
16 March 2006	The office accommodation of the Department for Culture, Media and Sport and its sponsored bodies	HC 942	2005-2006
30 November 2005	Procurement in the Culture, Media and Sport sector	HC 596	2005-2006
27 January 2005	UK Sport: Supporting elite athletes	HC 182	2004-2005
12 January 2005	English Partnerships: Regeneration of the Millennium Dome and Associated Land	HC 178	2004-2005

Reports presented to the BBC Trust and BBC's Board of Governors

25 February 2010	The BBC's management of three major estate projects
28 January 2010	The BBC's management of its coverage of major sporting and music events
18 March 2009	The BBC's management of strategic contracts with the private sector
5 February 2009	The efficiency of radio production at the BBC
13 December 2007	BBC Procurement
13 November 2007	The BBC's preparedness for digital switchover
21 November 2006	The BBC's management of risk
7 July 2006	BBC Outsourcing: The contract between the BBC and Siemens Business Services for the provision of technology services

3 Recent cross-government NAO reports of relevance to the culture, media and sport sector

			Parliamentary Session
18 March 2010	Reorganising central government	HC 452	2009-2010
6 November 2009	Commercial skills for complex government projects	HC 962	2008-2009
21 October 2009	Measuring Up: How good are the Government's data systems for monitoring performance against Public Service Agreements?	HC 465	2008-2009
16 October 2009	Government cash management	HC 546	2008-2009
29 April 2009	Addressing the environmental impacts of government procurement	HC 420	2008-2009
26 March 2009	Innovation across central government	HC 12	2008-2009
27 February 2009	Helping Government Learn	HC 129	2008-2009
13 February 2009	Recruiting civil servants efficiently	HC 134	2008-2009
5 February 2009	Assessment of the Capability Review programme	HC 123	2008-2009
19 December 2008	Central government's management of service contracts	HC 65	2008-2009
28 November 2007	Improving the efficiency of central government's office property	HC 8	2007-2008

4 Other sources of information

Reports from the Committee of Public Accounts

7 April 2010	Twenty-ninth Report of Session 2009-10 Scrutiny of value for money at the BBC	HC 519
31 March 2010	Twenty-eighth Report of Session 2009-10 Preparations for the London 2012 Olympic and Paralympic Games	HC 443
12 January 2010	Fifth Report of Session 2009-10 Promoting Participation with the Historic Environment	HC 189
4 June 2009	Twenty-fifth Report of Session 2008-09 The efficiency of radio production at the BBC	HC 285
2 June 2009	Twenty-fourth Report of Session 2008-09 Maintaining the Occupied Royal Palaces	HC 201
6 November 2008	Forty-ninth Report of Session 2007-08 Making grants efficiently in the culture, media and sport sector	HC 641
31 October 2008	Third Special Report of Session 2007-08 BBC Procurement: The BBC Trust's response to the Nineteenth Report from the Committee of Public Accounts	HC 1118
24 July 2008	Fiftieth Report of Session 2007-08 Preparations for the London 2012 Olympic and Paralympic Games	HC 890
24 July 2008	Forty-second Report of Session 2007-08 Preparing for sporting success at the London 2012 Olympic and Paralympic Games and beyond	HC 477
26 June 2008	Twenty-eighth Report of Session 2007-08 Government preparations for digital switchover	HC 416
3 June 2008	First Special Report of Session 2007-08 The BBC's management of risk	HC 518
13 May 2008	Nineteenth Report of Session 2007-08 BBC Procurement	HC 221
22 April 2008	Fourteenth Report of Session 2007-08 The budget for the London 2012 Olympic and Paralympic Games	HC 85
6 December 2007	Sixty-sixth Report of Session 2006-07 The BBC's management of risk	HC 643
23 October 2007	Fifty-fourth Report of Session 2006-07 Heritage Lottery Fund	HC 502
19 October 2007	First Special Report of Session 2006-07 BBC outsourcing: the contract between the BBC and Siemens Business Services: The response of the BBC Trustees to the Committee's Thirty-fifth report of Session 2006-07	HC 1067
10 July 2007	Thirty-ninth Report of Session 2006-07 Preparations for the London 2012 Olympic and Paralympic Games - Risk assessment and management	HC 377
8 May 2007	Twenty-third Report of Session 2006-07 The office accommodation of the Department for Culture, Media and Sport and its sponsored bodies	HC 488

Reports from Central Government

December 2009 HM Government Putting the Frontline First: smarter government

Cabinet Office Capability Reviews

www.civilservice.gov.uk/about/improving/capability/reports.aspx

March 2009 Cabinet Office Department for Culture, Media and Sport: Progress and next steps

March 2008 Cabinet Office Capability Review of Department for Culture, Media and Sport: One Year Update

March 2007 Cabinet Office Capability Review of the Department for Culture, Media and Sport

Office of Government Commerce Procurement Review

April 2009 Office of Government Commerce Procurement Capability Review Programme, Department for Culture, Media and Sport

Where to find out more

The National Audit Office website is www.nao.org.uk.

If you would like to know more about the NAO's work on the Department for Culture, Media and Sport, please contact:

Keith Hawkswell
Director
020 7798 7448
keith.hawkswell@nao.gsi.gov.uk

If you are interested in the NAO's work and support for Parliament more widely, please contact:

Rob Prideaux
Director of Parliamentary Relations
020 7798 7744
rob.prideaux@nao.gsi.gov.uk



This report has been printed on Consort 155 and contains material sourced from responsibly managed and sustainable forests certified in accordance with FSC (Forest Stewardship Council).

The wood pulp is totally recyclable and acid-free. Our printers also have full ISO 14001 environmental accreditation which ensures that they have effective procedures in place to manage waste and practices that may affect the environment.

Design & Production by
NAO Communications
DP Ref: 009338
Printed by Precision Printing