

# Lifting the Burdens Task Force

review of the department for culture, media and sport

final report – recommendations  
October 2007

Lifting  
the burdens  
task force

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# Foreword

Dear Secretary of State,

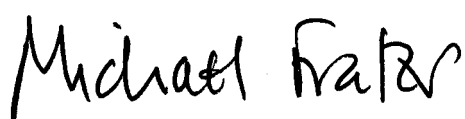
The Lifting the Burdens Task Force review of the Department for Culture, Media and Sport (DCMS) is a very different departmental review from others the Task Force has produced, mainly because DCMS has not developed over the years an excessively burdensome regime for local government. The focus of this review has therefore been much more about looking forward at how DCMS and the cultural sector can make the transition, called for in the Local Government White Paper 2006, to be more 'outcome focussed.' We have therefore sought to shape what is being put into place rather than look back and list the existing burdens and ways in which they can be reduced.

An issue we have had to particularly consider in this review is that of the Non-Departmental Public Bodies (NDPBs) through which DCMS deliver their objectives. The fragmentation of delivery at a national and regional level does not help with the delivery of cultural services locally. A lack of strategic co-ordination from DCMS over the NDPBs leads to segmentation, duplication and possible conflict of priorities which do not help service providers and local authorities to deliver better outcomes for people.

This review also looks at licensing and volunteering. Whilst responsibility for licensing normally sits within a different service to that for culture, arts and sport in local authorities, it is a key DCMS piece of legislation which has been criticised for the burden it has placed on local authorities. What we say and recommend in respect of licensing is not new but a plea to deliver what has already been discussed. As for volunteering, much of what we say in the report is actually aimed at the Home Office, but with the cultural sector heavily reliant on volunteers and levels of volunteering being a national indicator, we have put forward some recommendations for how the barriers to volunteering could be reduced.

We do not underestimate the journey that the cultural sector has been on to move from measuring process to participation and take self improvement more seriously. We commend this, but as this report shows, the journey does not stop there. So we urge the sector and DCMS to make another step change so that the delivery and evidence to tell the story of culture's contribution to key economic, social and health outcomes is as compelling as it can be.

I would like to express my thanks to all those who have generously given of their time to contribute to this review. I would particularly like to thank Carolyn Downs, Chief Executive of Shropshire County Council for leading this review, Irene Lucas, Chief Executive of South Tyneside, Rob Huntington, Director of Performance and Improvement at Trafford Council and Rachel Gapp of the Lifting the Burdens Task Force for their work on this review.



Michael Frater  
Chairman, Lifting the Burdens Task Force

# 1. Introduction

The Lifting the Burdens Task Force was established in September 2006 by the Rt Hon Ruth Kelly, Secretary of State for Communities and Local Government. The Task Force is chaired by Michael Frater, Chief Executive of Nottingham City Council.

The Task Force is charged with undertaking a review of the bureaucratic burdens that exist as a consequence of the current relationship between central and local government. In particular, the Task Force is focusing on the means by which we might improve and streamline that relationship in the areas of performance management and regulation.

The Task Force is initiating a range of projects examining the nature of the relationship between individual departments of state and local government with a view to identifying specific recommendations for change in the way in which local services are monitored, regulated and held to account by sponsor departments. Each project will undertake this review in order to identify those elements of current reporting arrangements and regulatory requirements that are core to the delivery of effective and accountable service outcomes. At the same time, each project will seek to specify changes to those arrangements and requirements that can help both central and local government to deliver those outcomes more effectively and efficiently.

The Local Government White Paper sets out a clear vision for the future role of local authorities both as deliverers of modern, relevant and value for money services and as providers of effective and accountable leadership for communities. The White Paper sets this objective clearly in the context of a changed relationship between national and local government and between local government and the communities it serves.

*“Our aim... is to reduce radically the number of nationally-required local targets, performance indicators and reporting, and to replace these with new opportunities for citizens to hold their local providers to account for the quality of services”* (Section 6.6. Strong and Prosperous Communities October 2006)

It is timely, therefore, for the Task Force to begin to consider how the current arrangements for regulation and performance monitoring can be improved not only to add value and improve efficiency in respect of existing activity but also to explore how we might anticipate change in terms of the future performance framework.

This report is therefore focused on the requirements for DCMS and the means by which it might be possible to effect change to lift any burdens or regulatory requirements in their key areas.

Evidence for this report has been gathered from local authority stakeholders, who are at the sharp end of co-ordinating and delivering DCMS services. We have also held discussions with DCMS officials who gave helpful advice on how best to take the work forward.

## 2. The Department for Culture, Media and Sport

Before 1997, DCMS was known as the Department of National Heritage, which was in turn created out of various other departments in 1992. The former Ministers for the Arts and for Sport had previously been located in other departments.

The DCMS was the co-ordinating department for the successful bid by London to host the 2012 Olympics and has the role of appointing and overseeing the agencies which deliver the Games' infrastructure and programme. Following the 7 July 2005 London bombings the department was given the responsibility of co-ordinating humanitarian support to the relatives of victims and to arrange memorial events.

DCMS's five strategic priorities are:

- Children & Young People – enhance access to culture and sport for children
- Increase and broaden the impact of culture and sport to enrich individual lives
- Maximise the contribution that tourism, creative and leisure industries make to the economy
- Modernise delivery by ensuring DCMS sponsored bodies are efficient and work with others to meet the cultural and sporting needs of individuals and communities
- Host an inspirational, safe and inclusive Olympic Games and Paralympic Games and leave a sustainable legacy for London and the UK.

It is responsible for government policy in the following areas:

- Alcohol and entertainment
- Architecture and design
- Arts
- Broadcasting
- Creative industries
- Cultural property
- Gambling and racing
- Historic environment
- Libraries
- Museums and galleries
- National Lottery
- Sport
- Tourism.

According to DCMS, Local Authorities spend some £3.8 billion on culture and leisure.

Their current Public Service Agreement targets are:

- **PSA1** – 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)
- **PSA2** – 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)
- **PSA3** – To increase the take up of cultural and sporting opportunities by 16 year olds and above from priority groups by 2008
- **PSA4** – To improve the productivity of the tourism, creative and leisure industries.

**PSA3** is measured by 6 indicators:

1. Increase participants in active sports at least twelve times a year by 3%
2. Increase the number who engage in at least 30 minutes of moderate intensity level sports, at least three times a week by 3%
3. Increase the number who participate in arts activity at least twice a year by 2%
4. Increase the number who attend arts events at least twice a year by 3%
5. Increase the number accessing museums and galleries' collections by 2%
6. Increase the number visiting designated Historic Environment sites by 3%

### 3. Lifting the DCMS burden

The Cultural Sector has been subject to a number of significant changes and demands over recent years which have all in one way or another required additional resources and therefore put additional burdens on Local Authorities.

However, to a large extent the sector itself has welcomed the challenge when it has helped the sector to improve. For the first time it appears that clear progress is being made towards a more relevant and meaningful performance framework for the Cultural Sector.

Regime change is always difficult and will create challenges but the triangular relationship between a definitive performance indicator set for culture, a robust self-assessment model and more locally driven dialogue through the new Regional Commentaries process seems finally to have achieved a good balance.

The history of indicators and regulation frequently reveals a tension between reducing the overall burden of regulation and the wish for particular service areas to achieve sufficient recognition.

Particular services and cross-cutting areas can be concerned that if they are not included within particular indicator sets and national performance measures, the service area will be undervalued and there will be insufficient pressure locally to allocate time and resources to them. This has certainly been the case in the culture sector and is an issue that needs to be considered in light of the future national indicator set and inspection regime.

The cultural sector as a whole is data poor and has in the past suffered from the lack of good performance measures to demonstrate its impact. As a result it has increasingly found itself marginalised in terms of national initiatives and measurement such as Comprehensive Performance Assessment (CPA) and Local Area Agreements (LAAs).

Over the last few years there has been significant effort made by the sector to develop appropriate data in the context of CPA which has been an important learning process.

Sport England's work on "Active People" is the best example of progress made to effectively measure impact in this sector. However, the development of the culture block within the regulatory arena has often been construed by others as developing new burdens. It is evident that efforts to understand the impact of the sector need to continue in order to inform the current conversation on Comprehensive Area Assessment (CAA), national performance indicators and the use of soft intelligence to inform any area risk assessment.

From the evidence submitted, the judgement made by the Task Force is that DCMS have not enforced an undue burden on the cultural sector, but there is confusion and fragmentation amongst partner agencies and non-departmental public bodies in relation to information requirements to measure the impact of this cross-cutting area.

The overall lack of strategic co-ordination from DCMS over the NDPBs leads to segmentation, duplication and possible conflict of priorities which do not help service providers and local authorities to deliver better outcomes for people. This fragmentation at both a national and regional level does not help with the delivery of cultural services locally.

Each NDPB for example currently has its own performance indicators, data requests, quality assessment tool and so forth, which does not yet necessarily integrate to those required of local authorities nor necessarily correspond with the spirit of the Local Government White Paper 2006.

There is a need therefore for DCMS to take the lead on negotiating cultural targets within the national indicator set. National targets are the responsibility of DCMS and DCMS should take the responsibility for evolving a statutory framework for an interdependent matrix of indicators which are more meaningful as a whole. DCMS nationally should also take on greater responsibility for data management - collecting, interrogating, correlating and disaggregating. This would minimise the burden upon each local authority to negotiate and would free resources to make the local case for culture to be positioned in individual LAAs.

Although processes are now coming together, there are still some gaps and inconsistencies in performance measurement. Local authorities have been surprised to discover just how little dialogue and shared working exists between NDPBs and at a regional cultural level. For the first time, the Regional Commentary process has provided the catalyst for a number of competing cultural sectors to work together in collaboration for the good of the whole sector, to understand each other's priorities and fit them in the context of the local area's needs.

NDPBs, regional agencies and cultural consortia, are being challenged to more open dialogue, relationship building and better understanding of the practical pressures being faced by local authorities. Unfortunately, at the same time, Regional Agencies, NDPBs and Professional Bodies are working against one another for a voice, more resources and investment.

DCMS need to understand the nature of these relationships and provide greater leadership for the sector by acting more corporately rather than just reflecting the views of their NDPBs to ensure there is a more co-ordinated approach to deal with these pressures. The role of DCMS should be to shape the sector rather than for the sector to shape it.

While this is a wide interpretation of burden, it is necessary and important because increasingly under the new performance framework and CAA local authorities are being held to account for and judged on activities for which they have limited direct control and influence over, such as in the cultural sector.

In addition, the sector also needs hard evidence to support its contribution to national and local outcomes and objectives and ensure that where research is required this is procured cost effectively. The integration of national and local data collection would be one opportunity to help minimise burdens.

### Regional Commentaries

It can be seen that DCMS and regional agencies are committed to strengthening the alignment of national, regional, and local objectives and priorities in the sector, and to encourage and support service improvement in local authority cultural services.

Regional Commentaries are intended to be a means to achieve this with single tier and county councils, and have been undertaken in partnership with local authorities.

Commentaries have four inter-related purposes:

- A means to develop and improve working relationships between local authorities and regional agencies
- A contribution to a better understanding of the work of local authorities and regional agencies
- A focus for discussing how national, regional and local objectives are aligned and can be developed, to ensure that culture contributes to shared priorities and is incorporated in partnerships, LAAs, regional strategies, and corporate plans
- A basis to discuss service planning, delivery and improvement in local authorities, and explore the capacity and potential of regional agencies to support improvement.

Commentaries form an important part of the emerging improvement strategy for cultural services, involving the main regional agencies in supporting service improvement and cultural planning in the locality and in the region, for example through LAAs.

They align with the emerging thinking around self improvement and allow the regional agencies for the sector to support and be a critical friend on planning, delivery and performance, and provide an insight into how cultural opportunities are regarded by stakeholder organisations.

They are an example of sector led improvement and reinforce the role of local authorities as organisations that can 'place shape', influence quality of life and the economic, social and environmental well being of the local community through cultural opportunities and experiences.

The introduction of regional commentaries is consistently seen to be a valuable inclusion in the range of improvement tools available to local authorities and is seen to add value in:

- establishing a hard empirical evidence base for the sector
- using that base to self evaluate and put in place improvement plans
- gaining the buy in and support of regional bodies to advise and support this work.

There are some calls to streamline the process with a recognition that the range of performance and improvement tools and information requirements the sector is subject to is growing, requiring alignment and co-ordination, especially to the new and emerging performance framework.

### Performance Indicators

From a local authority perspective the DCMS national PSAs are receiving variable degrees of success as local authority drivers. On a positive note, national PSA 1 (2 hours PE at school) is an easily identifiable PSA which has had status in the Cultural CPA block (and in a number of LAAs) which local authorities can easily relate to, however some of the other PSAs are less successful. PSA 3 for example, is measured through the DCMS 'Taking Part' survey but does not provide local authorities with a particular policy steer or any key regional and local authority data. It also seems pretty strange that the main local authority survey driver for sport is the Active People's survey, which is included in local authority CPA; however the national PSA revolving around sport participation uses the 'Taking Part' survey.

Mainstream value for money and cost data information should be used more by the cultural sector. The Local Government White Paper expects local authorities to use cost as well as performance data to challenge their own performance and set priorities. Currently 70 to 80 per cent of authorities collect data on financial performance and participation in various areas of cultural services and this is collated by organisations such as the Institute of Public Finance (IPF), Association of Public Service

Excellence (APSE), National Benchmarking Service (NBS) and Destination Performance UK (DPUK).

Other financial data is available from local government financial returns to central government. (RO and RA expenditure forms.) Local authorities should consider using more of this data to help them manage their cultural performance in future especially in relation to value for money and participation by diverse and disadvantaged groups. Rather than introducing new data, there is significant scope to make better use of existing data by bringing financial and performance related data together to improve understanding of the contribution of the cultural sector.

For the first time there is a definitive performance indicator set for the sector, but there is only a limited range of performance information currently for culture that meets the standards for better quality data proposed by the Audit Commission in March 2007 and most of it is associated with libraries and sport. However, further co-ordination is necessary to enable other areas of the sector to effectively 'catch up' before performance measures become truly reflective and representative of cultural activity.

Parks and green environment, heritage and museums, art and creative industries are all very important aspects of quality of life for communities and it would seem sensible to have measures of satisfaction with these areas.

The core of the CAA will be the Sustainable Community Strategy, the LAA and the new National Indicator Set, coupled with any local targets. So in the national set of 200 indicators it is desirable that a sufficient range of culture indicators is available to support both national outcomes and local ambitions.

We recognise that the suite of national cultural indicators will be reduced from 28 process based indicators (11 of which were to do with libraries) down to 5 or 6 using participation as a proxy measure. These will be better balanced between the different services that contribute to cultural activity in an area. As the development of the National Indicator Set (NIS) is virtually agreed, we do not intend to comment on the proposed new Performance Indicators (PIs) specifically in this report, but rather put forward some recommendations for how the cultural PIs can continue to evolve over the next three years.

For instance, of the four LAA blocks there are indicators that support culture's contribution to the outcomes for children and young people, and healthier communities, but less well established measures that do the same for older people, economic development and the environment and safer and stronger communities. As part of the on-going development of the NIS consideration needs to

be given to ensure there are enough nationally defined indicators to support the needs and aspirations of authorities in delivering outcomes in new style agreements that is proportionate, balanced and of high quality.

In particular, consideration ought to be given to developing over the next three years the evidence base and exploring via benchmarking clubs and activity that is already going on in the cultural industries sector, more outcome focussed performance measures for the next NIS in 2011 of culture's contribution to the economic, social and cultural aspects of creating sustainable communities and place-shaping. (The social and cultural aspects of sustainable communities are described as cohesive, vibrant, harmonious and inclusive.)

### Self-assessment and sector led improvement

There is currently a wide variety of voluntary self assessment tools available covering most cultural domains. None of these are compulsory and therefore they cannot be regarded as creating DCMS burdens but their potential use in the CAA and negotiation of LAA targets needs to be clarified and transparent.

There is an emerging improvement agenda within the sector, with the Improvement and Development Agency (IDeA) developing a more co-ordinated approach to performance and improvement in the sector, but this needs further communication and clarification, including the associated development of those advisory and regulatory bodies involved and a more sustainable approach to sector-led improvement.

It might be more effective and would undoubtedly make it easier for local authorities if there was one integrated light touch methodology that took account of user and peer perspectives. Currently there are three separate self improvement models which are being promoted by three different agencies.

Such clarification will ensure that the sector moves to a positive position of 'shared understanding, mutual support and investment of resources'.

It is recognised that DCMS and its partners are considering rationalisation of the current range of self assessment models (for example Towards an Excellent Service – TAES, Arts at the Strategic Centre, Library peer reviews and other similar sector models). This rationalisation will achieve maximum benefits if it focuses on streamlining and adopting the most effective elements of the existing models (including those from other sectors). There are some good examples of light touch, user focus and peer-led methodologies used in different sectors such as health. DCMS and its partners should consider carefully

the potential benefits of different approaches and base any new methodology on the latest evidence – based best practice.

Common and standardised tools and methodologies are required to enable cultural organisations to measure and communicate the impact of their activity on local priorities in the LAA, in particular on statutory requirements.

The Local Government White Paper proposes the creation of a performance framework that supports citizen involvement. A small set of national citizen satisfaction and perspective indicators is to be developed, with the opportunity for questions to be added by local authorities in line with local issues and priorities would be desirable.

Councils will continue to want to obtain data about people's experience of cultural services and they will need to ensure that any future local arrangements complement what is done nationally and that procurement is as cost effective as possible.

It might be possible to achieve efficiency gains through joint procurement of surveys (for instance the PLUS surveys for adults and children and other facility based satisfaction surveys used locally). Consideration should also be given to the future use and collection of the extensive data available through Taking Part (DCMS) and Active People (Sport England).

## 4. Volunteering

The Culture sector relies heavily on volunteers, temporary, short term and seasonal workers. They experience times of peak workload when compliance with health and safety and child protection legislation creates log-jams which adversely affect services. It would relieve the burdens on local authorities and voluntary and community organisations if administering authorities were better able to respond quickly to the seasonal and other fluctuations in the culture work force. Consideration could be given to fast-track systems for anticipated peaks in appointments provided that there was no loss of rigour.

It is recognised that not only do volunteers have a positive impact on national well being agendas, but also that volunteering as an activity for individuals can have a positive impact on personal physical and mental well being.

There are many small organisations which rely on volunteers to function and which deliver vital services for local communities, both in the cultural sector and wider. These are subject to the same bureaucracy as larger professional bodies. Local authorities need to question why we request data from these organisations and what difference it makes to the delivery of services.

Currently volunteers need to pay for a CRB check for every different organisation they work with, even if the authorising body is the same one, e.g. it is the same authority which requests a CRB for a school governor and a foster parent, but volunteers need to pay for the check twice.

It needs to be recognised that volunteering is a secondary occupation for a majority of people.

In addition, there is no general definition of volunteering across sectors, again making measurement difficult.

## 5. Licensing

Licensing has the power to be a potentially influential place-shaping tool for local authorities. The types of cultural events or licensing culture in an area will shape the feel, economy and community vibrancy of a place according to local preferences. The Licensing Act 2003 has been extensively examined by the Independent Licensing Fees Review, the House of Commons ODPM select committee and the Better Regulation Commission. A Home Office report is also due out by early 2008 on the impact of the new licensing legislation, particularly on health and disorder. We do not intend to rehearse the shortcomings in the process, drafting or implementation of the Act as these have been well documented in the aforementioned reviews. Councils are now getting to grips with the Act and after some teething problems it is now working reasonably well, therefore we do not propose widespread changes, in fact we do not recommend anything new with respect to what we feel needs to change in order for the licensing system to be less burdensome. These points have all been made before in previous reports or forums but have yet to be delivered.

DCMS have recently revised the Licensing Act 2003 guidance which goes some way to enabling greater flexibility and fewer administrative burdens. For example applications no longer have to be rejected because of simple errors. However, the implementation of the Licensing Act 2003 is still highly prescriptive in places such as the requirement for daily site visits and not allowing discretion to accept a Temporary Event Notice within 10 working days of the event, especially when there is agreement with the police. Local government would also like the fact that only the police can make representations with regards to TENs on the grounds of crime and disorder reviewed, given that government wishes for local authorities to exercise community leadership and place-shaping.

### The issues

#### Acting on previous recommendations:

The Simplification Plan says that 54% of DCMS' administrative burdens derive from licensing and identifies areas for action such as the application form, application process for low risk licenses and the requirement to advertise licence applications in the newspaper that would further reduce administrative burdens on businesses and local authorities. These relatively small changes would make a big difference in a short space of time to the process on the ground. However, the Lifting the Burdens Task Force is concerned about the lack of progress as implementation of the simplification plan seems to have been put on hold to make way for other priorities such as the revised licensing guidance, leading local government to question the department's commitment to burden reduction.

LBTf recommend that licensing actions in the simplification plan are prioritised and brought about without delay and that communication with business and local government about the timetable and action plan for implementation is made clearer.

The Independent Review Fees Panel made a series of recommendations in January 2007 as to the level at which fees should be set to allow licensing authorities to recover the full cost of implementing the new regime, but as yet there has not been any official response. The longer the delay in responding, the larger the deficit being borne by local authorities becomes. This is an unacceptable burden to put on local authorities and action should be taken immediately to resolve this outstanding issue. The review also makes some recommendations with regard to TENs and application forms. We encourage DCMS to act upon these recommendations quickly in the spirit of reducing the complexity and associated cost of the process.

### Data requests

DCMS in addition to their national indicators also collect data in a national statistical bulletin and will require supplementary information to inform future policy reviews like any future review of licensing fees or the 24 hour licences legislation. When asked, councils did not understand why they were being asked for further data or statistics or what purpose they served and what the department did with them once they received them.

The Licensing Act moved from issuing premise specific licences to general premises licences, therefore local authorities are no longer required to record data on premise type as before, and yet DCMS are still asking for this type of information creating additional workload for officers. For example, DCMS requested information about TENs that had been used for the promotion of music. As there is not a requirement for this level of information to be retained, a time consuming manual trawl of TENs notices was the only way to answer the question. DCMS should consider more fully the implications of additional data requests outside of the NIS and use a body such as Central Local Information Partnership (CLIP) or the Better Regulation Public Sector Burdens exercise to verify the reasonableness and cost-benefit of future requests and be clear and realistic as to the purpose and detail.

## Personal Licence Holders

At present the only way a local authority can properly check the status of a Personal Licence Holder who moves to the area for infringements (or if TENs limits have been exceeded) would be to telephone every other local authority in England and Wales. Furthermore, individuals are not informing the courts that they are a Personal Licence Holder and therefore the court does not know to revoke or suspend the license or notify the local authority of the conviction so they can endorse the license. This is not a new issue and the idea of a central database for personal licences (and TENs) that the police, courts and councils could access and update has been discussed in the past but never materialised. We believe the case for a central database is strong; it would ensure greater safety and be more expedient. We therefore recommend that DCMS urgently review the need for such a central database.

## Debt recovery

The whole process of debt recovery can be lengthy and time-consuming as well as costly and could be made less burdensome on local authorities if there was greater flexibility and incentive to pay the fees or sanctions if they did not.

For example, annual renewal fees (which relate to the year ahead), are due on the anniversary of the grant of the licence, irrespective of whether the holder of the current licence intends to close the business at some point during the coming year. Councils do not have discretion under the Act to waive or reduce that fee. There is nothing in the Fees Regulations or Licensing Act which addresses non-payment of the annual fee, therefore there is no incentive to pay. If the fee is not paid, the licence holder incurs a debt which is recoverable by the council (who can also recover the cost of recovery) which will remain a debt even if the licence holder gives up the licence. The Act should be amended to add non-payment of annual fee as a reason for licences to lapse.

# Appendix A

## Summary of recommendations

### Performance Measurement & Improvement

1. There are gaps and inconsistencies in performance measurement – processes are now coming together, but there remains an inconsistent approach across the sector. As the LGA's 'Taking Part' publication has recognised, a focus on participation as the means by which a range of social and economic outcomes are supported, is widely accepted, but further work should be undertaken to:
  - streamline national data collection outside of the national indicator set;
  - provide local service providers with sufficient and appropriate data to plan and manage;
  - ensure that where research is required, it is procured cost effectively;
  - integrate national and local data collection to help minimise burdens;
  - develop hard evidence to support culture's contribution to strategic outcome objectives;
  - develop outcome focused performance measures over the next three years that demonstrate impact on health, well being and place-shaping.
2. There is an emerging improvement agenda, but this needs further communication and clarification, including strengthening the focus and leadership of those advisory and regulatory bodies involved in order to move to a positive position of 'shared understanding, mutual support and investment of resources'.
3. DCMS should take the lead on negotiating cultural targets within the 200 indicators nationally. The department should be nationally responsible for data management – collection, interrogation, correlation and disaggregation of an interdependent matrix of indicators.
4. There appears to be a more co-ordinated approach to Cultural Performance through the Cultural Services Improvement Unit at IDeA, however a more sustainable approach to self-improvement is required without the need for intervention from central government.
5. The introduction of Regional commentaries is consistently seen to be a valuable inclusion in the range of improvement tools, but there are some calls to streamline the process, linking the process to the wider central-local performance management framework.
6. There is a role for regional Government Offices or DCMS in collating regional or national data on the inclusion of cultural targets in current LAA arrangements.
7. DCMS needs to actively work with other government departments, in particular the Home Office to reduce the barriers to volunteering and to lead on initiatives that further opportunities to volunteer.

### Licensing

8. LBTF recommend that licensing actions in the simplification plan are prioritised and brought about without delay and that communication with business and local government about the timetable and action plan for implementation is made clearer.
9. DCMS review the need for a central database for Personal Licence Holders and TENs.
10. Action should be taken immediately to respond to and implement the recommendations of the Independent Review Fees Panel.
11. Amend the Fees Regulations or Licensing Act to add non-payment of annual fee as a reason for licences to lapse.

# Appendix B

## Acknowledgements

In researching and drafting this report, we are indebted to the specific assistance and submissions given by colleagues in the following organisations:

LACORS	Association Chief Archivists in Local Government
Wychavon	Isle of Wight
West Midlands Local Government Association/Regional Assembly	Core Cities Network
Stoke	Local Government Yorkshire and Humber
NE Lincolnshire	Preston
Wolverhampton	Sheffield
Blackpool	Newcastle
Culture West Midlands	Southwark
IDeA	Northamptonshire
LGA	Suffolk
Birmingham	Bristol
Worcestershire	As well as those who participated in the workshops in Birmingham, South Tyneside and London.
East Staffordshire	
Camden	
Shropshire	
South Tyneside	
Telford	
Kent	
Manchester	
London Councils	
Society Chief Librarians	
CLOA	
Chief Librarians North West	
Bolton	

# Appendix C

## Lifting the Burdens Task Force membership

**Michael Frater (Chair)**

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**Janet Russell**

Director of Environment and Transport, Kirklees Metropolitan Council

**Moira Gibb**

Chief Executive, London Borough of Camden

**Andrew Lightfoot**

Deputy Chief Executive and Executive Director (Corporate Resources), Blackburn with Darwen Borough Council

**Eamonn Boylan**

Deputy Chief Executive, Manchester City Council

**John Coughlan**

Director of Children's Services, Hampshire County Council

**Carolyn Downs**

Chief Executive, Shropshire County Council

**Irene Lucas**

Chief Executive, South Tyneside MBC

**Philip Bostock**

Chief Executive, Exeter City Council

**Stephen Jones**

Director of Finance and Performance, LGA

For further information please visit:

[www.communities.gov.uk:81/localgovernment/performanceframeworkpartnerships/liftingburdens/](http://www.communities.gov.uk:81/localgovernment/performanceframeworkpartnerships/liftingburdens/)

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