

Capital Ambition: Project Closure Process and End Project

Project name	London Cultural Improvement Programme: Delivering Value Through London's Cultural Services		
CA reference number	CA 321 (CA89 P2 W1-6)		
Release	Draft Date:21 March 2011	Final 29/03/2011	
Project Manager:	Sue Thiedeman / Tina Morton		
Project Sponsor:	Moira Sinclair (chair LCIP Board & Executive Director of Arts Council England, London)		
Lead Borough:	London Cultural Improvement Group (LCIG) on behalf of all London Authorities		
Participating Boroughs & organisations	London Cultural Improvement Group (LCIG) on behalf of all London Authorities; Government Office for London; London Councils; Arts Council England London; Sport England London; MLA – London Field Team; MLA Council; London Chief Culture and Leisure Officers Association; English Heritage London; Pro- Active; Improvement and Development Agency; Renaissance – London Museums Hub; London Museums Group; Association of London Chief Librarians; London Events Forum, London Parks Forum; Great London Authority (GLA); Heritage Lottery Fund; Archives for London		
Revision Date	Author	Summary of Changes	New Version
	Tina Morton		
25 March 2011			
29 March 2011		Final checks	

Executive Summary
<p>The London Cultural Improvement Programme is funded by Capital Ambition and a range of partners, including MLA, Arts Council England and English Heritage. The programme has a small core team of three people hosted by MLA which has built a strong partnership and aligned the priorities of key stakeholders to drive improvement in London's Local Authority Cultural Services.</p> <p>The Cultural Agencies commitment to supporting London Boroughs through LCIP is demonstrated by MLA's prioritisation of the programme following its reorganisation with additional investment from the agencies in the programme.</p> <p>LCIP has led London to outperform other regions and is now considered an example of good practice nationally, with many of its programmes and models being replicated by other regions and the LGA Group. Under CPA, London's cultural services were the poorest performing service block in London and the worst of any other English Region. The LCIP effectively supported Local Authorities to improve their culture block scores and were the most improved region under CPA. Independent evaluation of Culture in the CAA showed that London's Cultural Services performed considerably better than other regions and LCIP was cited as making a significant contribution.</p> <p>LCIP has been able to remain flexible and respond quickly to the changing needs of Local Authorities in a rapidly changing political and fiscal landscape. Phase one programmes delivered the National Cultural Improvement Strategy "A Passion for Excellence" where as phase two was tailor made to support London's changing needs with an increased focus on delivering efficiencies and new ways of working. The capacity building element of the programme has ensured that LCIP has delivered a sustainable programme with much of phase one now being taken forward by Local Authorities and partners and service specific improvement networks providing a cost effective model for driving improvement, efficiency and transformation.</p> <p>The London Cultural improvement Programme is a cost effective operating model, well placed to support Local Authorities to respond to the rapidly changing political and fiscal environment and inevitable transformation of cultural services that will result from the unprecedented pressure on public finance. The small core team has limited overheads and by fundraising for relatively small sums of project funding, effectively engaging local authorities and supporting networks of delivery partners the capacity for delivering sustainable improvement and change is created from within the sector.</p> <p>Phase two of the LCIP entitled "Delivering Value through London's Cultural Services" was funded by the Capital Ambition Programme Board on 5 May 2009. The award of £300,000 was matched by £384,900 of cash funding from</p>

partners and £203,900 of in kind contributions. Building on the success of the first phase of LCIP the second phase was designed to ensure cultural services respond to change and achieve the balance between efficiency and process, and outcome-based accountability required to effectively support wider outcomes and deliver value. As with the first phase of the programme the new work strands targeted support to the weakest areas of the sector and was designed to deliver a lasting legacy of improvement through building capacity, supporting collaborative working, encouraging self improvement and enabling efficiencies to be realised. The additional work strands are:

- **Working with Children’s Services** is building capacity and confidence for Children and Young People’s services and Cultural services to work together to deliver strong outcomes for children and young people and improve effectiveness and efficiency across London.
- **Heritage Change Programme** will take a strategic approach to improving performance, effectiveness, efficiency and standards of London’s Local Authority Heritage Services including Historic Environment Management, Archive Services and Museum Services and develop a shared improvement plan for the sector.
- **London Events Network and Training** is utilising the London Events Forum to provide borough event managers and those with event responsibilities, with a range of support programmes and tools to help them achieve improvements and efficiencies in their own borough, across borough boundaries and with the third sector
- **Marketing Culture for the Visitor Economy** has improved marketing skills within cultural services and boosted London’s visitor economy through ensuring effective marketing of London’s cultural offer
- **Improving Fundraising Capability** will support London’s cultural services to adapt to a new funding model

Phase one of LCIP was used to inform phase two “Delivering Value Through London’s Cultural Services” as a result of extensive self assessment undertaken as part of the programme, phase two was able to develop a bespoke programme to respond to the needs of London’s Local Authority Cultural services based on evidence. This ensured continued collaboration and engagement of London Boroughs and partners, sustained sector led improvement and more effective positioning cultural services to respond to future challenges and the rapidly changing political and fiscal environment.

Engagement with Phase Two of the programme continued to be high, for example 27 boroughs took part in the Marketing strand and all 33 boroughs are engaged with the Events Network. In Phase Two a new and highly successful model of driving self improvement emerged: LCIP has built capacity within the cultural sector so that sector specific improvement networks have formed collaborative partnerships to take ownership of and deliver improvements and efficiencies with relatively small funds.

Phase Two will deliver a lasting legacy for London, online Marketing advice notes and guidance are now available to all London Boroughs, online shared systems have been developed for film applications and peer to peer mentoring, peer challenge and children’s services champions will build capacity and share best practice.

Part 1: Project Closure

Achievement of Project Objectives

Objective s in PID	Achieved (Y or N)	Relevant Products	Commentary on how these objectives / products link to the major benefits & Lessons Learnt
Strategic approach to cultural improvement across London	Y	<p>London Cultural Improvement Group http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/group.htm</p> <p>LCIP borough engagement reports http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/borough.htm</p>	High level of engagement in the programme and the work strands has been maintained, with effective collaboration from a wide range of partners and stakeholders and an increase in the level of partner funding despite reducing capacity in those organisations.
Improved effectiveness, efficiency and value	Y	<p>Support to improvement networks to build capacity to foster innovation and deliver efficiency savings</p> <p>London Events Forum http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/lent.htm</p> <p>Local Authority Museum Improvement Group http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/csit.htm#LAMIP</p>	Phase two has built capacity within the sector and developed an effective network of delivery partners who are actively delivering projects to support Local Authorities, these include Local Authority Museum Improvement Network London Events Forum – well attended improvement network with peer to peer mentoring across London, London Parks and Green Spaces Forum, Film App consortium, Communities of Practice for boroughs, MSO tool and Culture and Performance Managers. Shared tool developed for local authorities to more effectively manage events by third sector organisations.
Improved resident satisfaction with sport and culture	Y	Relevant performance indicators and data sets formerly collected at national level are no longer being collected as part of abolition of CAA.	Satisfaction with Culture and Sport is currently measured by Mori as part of data collection for National Indicators. Libraries and Parks are the best performing areas for customer satisfaction.
Improved performance in Local Area Agreements	N/A	Abolition of GOL, CAA and national data sets have made it more difficult to access performance information.	GoL formerly tracked performance for boroughs against LAA indicators, London boroughs have been supported by Cultural Agencies and LCIP and were showing an improvement against targets prior to abolition of CAA.
Improved impact on Quality of Life for local people	N/A	Abolition of GOL, CAA and national data sets have made it more difficult to access performance information.	As a support programme to Local Authorities it is difficult to evidence the impact the programme had on Local People. Though CAA has now been abolished, sector-led improvement is rapidly emerging as an alternative methodology. As such LCIP has enabled London's Cultural Services to be well prepared through the development of networks.
Improved national profile of London as a region	Y	<p>Work with sector partners , such as Chief Culture and Leisure Officers Association and other regional improvement networks to develop a viable improvement support offer: http://www.londoncouncils.gov.uk/policylobbying</p>	London's profile and reputation has increased markedly during the three years of the LCIP, London is now considered to be leading cultural improvement nationally and held up

championing cultural Improvement	/culturetourismand2012/lcip/group.htm http://www.cipem.org.uk/DOCS/aug2010/a4_evaluationreport_final.pdf http://www.idea.gov.uk/idk/core/page.do?pageId=10148957&aspect=full	as an example of best practice.
----------------------------------	---	---------------------------------

Performance against planned End date & Investment

	Agreed	Actual	Variance	Comment
Total CA Investment	300,000	293,500	6,500	LENT Peer programme to carry over to end April 2011 and Event App to Quarter 2 2011
End Date	31 March 2011	1 st May 2011		

Approved Change Request (description)	Effect on original schedule	Effect on Business Case (Costs / Benefits)	Impacts on project scope / objectives
LCIP LENT: Extra £15,000 to allow Event App development to take place	As the project would not be able to commence until April, there will be a delay in rolling out the system to all boroughs that are interested. Work would commence on system development in April 2011, with the build in May and system trials in June. Roll out and implementation would commence with phase one boroughs from August to December 2011 and for subsequent tranches commencing from January 2012.	The development of this system is now possible as it will be able to utilise the platform, methodology and proven track record developed for FilmAPP (which was also part funded by Capital Ambition through the LCIP). The system will enable boroughs to share a common on-line platform for more effectively managing events bookings	As part of the LCIP phase 2 programme 'London Event Network and Training' strand a feasibility study for EventApp found that the costs of developing the system were far greater than the funding available and that London Boroughs would have to be asked to contribute a prohibitive amount and the scheme was deemed unviable. With permission from Capital Ambition the £15K originally allocated for EventApp was then repurposed within LCIP to make provision for legacy development of the programme. The London Events Officers Forum have now identified a feasible way forward, by utilisation of the FilmApp system as a platform and also FilmAPP's successful model of engaging London Boroughs to help develop and finance the system. We would therefore request an additional £15,000 to allow this project to progress.
LCIP WWCS: Removed: EBPs and creative & media support package to train EBPs to understand the contribution of cultural organisations, identify a scale of fees for involvement, and provide a toolkit for cultural organisations.	None	Removal of cost of commissioning toolkit	Investigation of all 14-19 qualifications the cultural sector can deliver against instead of Diploma activity. Less focused outcome to measure.
LCIP WWCS: Changed <i>Collate auditing information and identify or create one tool and framework to producing a databank</i>	None		More difficult to influence CYPS to include cultural measures without robust framework.

of evidence for sector to use for funding applications			
LCIP WWCS: Removed: Improved, efficient delivery of national initiatives including BSF, Find Your Talent and Strategic Commissioning	None		More difficult to influence CYPS as we planned on using these national initiatives as a lever.
LCIP WWCS: Clarify baseline for: Identified efficiencies through joined up delivery.	None		Unable to robustly quantify efficiencies as self reported.
LCIP WWCS: Removed: Improved performance in NI110.	None		Unable to quantify improvement using local government's own tools

Project Acceptance Criteria

Acceptance Criteria		Has been met (Y or N)
1	80% of London Boroughs Participating	Y
2	Improved performance in place survey for satisfaction with Cultural Services	Y
3	Improved performance in National Indicators	N/A
4	Improved performance in TNA survey (National Self Assessment for Archives)	Y
5	Identification of potential efficiency savings compared to amount actually saved	Y
6	External funding attracted	Y
7	% Increase in success rate in attracting external funding at borough and regional level	N
8	Number of partners engaged in Improvement Networks	Y
9	Improved data and performance management for sector	N
10	Positive outcomes for buildings at risk	N
11	Peer to peer mentoring – 30% of members trained in mentoring, 50% of members using the mentoring service.	Y
12	Enhanced technology – software developed and 40% of boroughs adopting the software.	Delayed
13	Events toolkit – all London boroughs inputting into the project and 60% of boroughs adopting the toolkit	Y
14	Amount of Press coverage generated	Y
15	Number of conference engagements to promote London and the programme as a best practice example	Y
16	Number of best practice case studies adopted by I&DeA Partnership and Places Library	Y

Project benefits & assets produced

Benefits / assets	Link to product if applicable	Comment
1 Heritage Change Programme: Identification	http://www.londoncouncils.gov.uk/policylobbying/culturetourismand201	The Heritage change Programme is based on three key themed workstreams:

	of new & innovative ways of working	2/lcip/heritage.htm	<ul style="list-style-type: none"> • New Ways of Working – support to identify how to explore your options and what management models are available to you • Future Heritage Services - Identifying what future services could look like to support transformation • Heritage Services key competencies to be fit for the future <p>These workstreams provide a range of assessment tools, facilitation techniques, guidance and signposting.</p>
2	Heritage Change Programme: Greater joint working across services and boroughs	http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/heritage.htm http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/csit.htm	<p>The Heritage Change Programme Final Report.</p> <p>Match funding from MLA of £20,000 allowed us to run 3 HCP Pilots to test the guidance and toolkits coming out of the three HCP strands. Boroughs were encouraged to apply collaboratively and all 3 will result in case studies which can be shared across London. (Pilots are running in Brent, Haringey & Islington/Camden).</p> <p>Through the 3rd phase of LAMIP grants an additional £50,000 of Renaissance funding was obtained. The grant process used fit with HCP objectives as criteria and boroughs were encouraged to bid collaboratively. (grants were awarded to: B&D/Enfield; City of London; Brent/Croydon; Enfield; Haringey; Islington; Redbridge; Richmond; Southwark)</p>
	<p>LENT: An improvement network for London boroughs events professionals looking at: Benchmarking, in particular to establish useful baseline data and robust performance measures Identify the potential for Joint procurement and commissioning and quantify potential savings Information and knowledge sharing across London boroughs Sharing capacity and resources to attract inward investment Working collaboratively Contribution to LAAs and local area priorities</p>	http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/lent.htm http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/cultureandsport/events/default.htm	<p>Established London Events Improvement Network with representation from every London Borough</p> <p>Peer to Peer mentoring programme established.</p>
	LENT: A needs analysis of skills and development needs of the 33 London boroughs to inform future	http://www.londoncouncils.gov.uk/London%20Councils/ACELEFOUTDOOREVENTSREPORTDraft22.pdf	Completed needs analysis and report findings used to inform priorities for the network.

investment and development		
LENT: An events toolkit to support and deliver efficiencies when working with the third sector	Examples from Brent and Southwark websites: http://www.brent.gov.uk/arts.nsf/Pages/LBB-127 http://www.southwark.gov.uk/info/2/00158/get_involved_in_southwark_events/1012/planning_an_event	Events Toolkit to build capacity, raise standards and share best practice across London Boroughs provides standardised information to third sector organisations.
LENT: A bespoke software package to deliver efficiencies in event planning	Product under development	System build expected May-June. Five boroughs have already signed up and contributed, with a further six actively considering.
Marketing: Five on-line marketing guidance /advice notes	http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/marketing.htm http://www.visitlondon.com/about/local-tourism-resources/beginners-guides	Two Inception Marketing workshops and an additional bespoke seminar developed for Sports sector. Engagement with local Authorities though the seminars informed the development of three marketing training courses: <ul style="list-style-type: none"> • Pro- active PR • Understanding Target Markets • Digital Marketing. Online tools Launched. Beginners Guide to: <ul style="list-style-type: none"> • Social Media • Websites • Marketing Evaluation • Proactive Media Work • Customer Relationship Management
Accessing funds to support the local delivery of Culture and Sport project: report on priorities for the sector in the context of the reduction in public sector funding and helping to develop alternative methods of funding and engagement in the light of reducing capacity in Local Authorities and Cultural Agencies	http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/wwcse.htm	This work strand has responded to the current funding challenges in the public sector and has produced a study drawing together current issues and presenting case studies to support cultural services in adapting to potential new funding models.
WWCS: Case Studies Looked after Children NEET SEN Youth Offending	http://www.londoncouncils.gov.uk/London%20Councils/WWCSlookedafterchildren.pdf http://www.londoncouncils.gov.uk/London%20Councils/WWCSNEET.pdf http://www.londoncouncils.gov.uk/London%20Councils/WWCSSEN.pdf http://www.londoncouncils.gov.uk/London%20Councils/WWCSyouthoffending.pdf	http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/wwcsinf.htm The case studies demonstrate the value of culture in linking to wider outcomes and objectives, highlight the excellent work of particular organisations and, most crucially, make recommendations for taking these areas of work forward in your own local authority or organisation.
WWCS: Cultural	http://www.londoncouncils.gov.uk/p	Detailed information on the education

Education Provision in London	olicylobbying/culturetourismand2012/lcip/wwcsinf.htm#RelatedDocuments	provision (both formal and informal) offered by London's many cultural organisations broken down by borough (gathered through an extensive survey).
WWCS: Makaton report	http://www.londoncouncils.gov.uk/London%20Councils/MakatonReportDRAFT.pdf	A report on the use and value of Makaton in cultural education, with recommendations on how to carry forward this type of SEN engagement
WWCS:Cultural Education provision for 14-19 report	http://www.londoncouncils.gov.uk/London%20Councils/1419PathwaysandCulturalInstitutions.pdf	Guidance document and report on how cultural organisations can work with young people (14-19) and the routes that are available to formalise engagement.
WWCS: Cultural Education CPD & Training Brochure	http://www.londoncouncils.gov.uk/London%20Councils/TrainingBrochureRed.pdf	A brochure of training opportunities that relate to cultural education. This includes training opportunities for primary, secondary and FE teachers as well as cultural professionals
WWCS: Arts Award Database	http://www.londoncouncils.gov.uk/London%20Councils/ArtsAwardDatabase.xls	A tool to assist those working in cultural and educational settings to initiate partnerships. This is a searchable resource of London schools, arts organisations and youth projects, developed to show levels of engagement with Arts Award, Artsmark and/or Creative Partnerships (searchable by borough).
WWCS: School Commissioning Report	http://www.londoncouncils.gov.uk/London%20Councils/SchoolsCommissioningFinalReport.pdf http://www.londoncouncils.gov.uk/London%20Councils/SupportingSchoolsCommissioningPractitionersGuidance.pdf	The School Commissioning Report offers a baseline investigation on the potential for cultural organisations to engage with school commissioning processes. The Practitioners Guidance offers recommendations, a planning checklist, full cost recovery guidance, an example invitation to tender document and signposting to further information and guidance.
WWCS: Evidence Database	http://www.londoncouncils.gov.uk/London%20Councils/WWCSdatabankv03.xls	This databank is a collection of research and evidence on the impact of cultural and sporting activities on children and young people. It provides links to relevant documents and websites along with brief descriptions of what each piece of research shows. Perhaps most importantly, it can be sorted by outcomes, age of participants and type of activity so that you can identify the research that is most relevant to you.

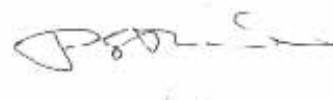
Please sign below:

Project Manager's Details:

Sue Thiedeman

Name: Director London Cultural Improvement Programme

Signature: _____



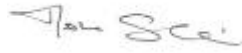
Project Sponsor's Details:

Moira Sinclair









Executive Director Arts Council
England London & Chair London
Cultural Improvement Board

Name:

Signature:



Outstanding Risks and Issues

RAG Scores  scores 1-4,  scores 5-8,  scores 9-16.				
Description of Risk / Issue & impact on project legacy	Likelihood (1-4)	Impact (1-4)	RAG Likelihood x Impact	Action to resolve
Long term sustainability of LCIP	4	4		To be reviewed by LCIP Programme Board
Reducing capacity in cultural agencies	4	4		Diversification of partners
LENT: Managing Stakeholders	1	1		Open communication tools supported by London councils and London boroughs
LENT: Engaging the sector	1	4		London Events Forum has representation from all London boroughs, and support from London Councils, CLOA, LCIG and ACE London
LENT: Officer workload	4	4		Ensure planning takes into consideration officers existing workplans

Any further comments:

Funding secured to support 3 months of legacy development for the programme.

Part 2 Sharing Lessons Learned

What worked well—or didn't work well—either for this project or for the project team, and what are your real world recommended solutions?

Worked well

- Aligning partners behind a strategic programme designed to address local authority needs provided additional capacity and access to new funds.
- Importance of a strong brand and PR for programme, raising the profile by promoting achievements in regular bulletins to a wide range of stakeholders.
- Demand for events and training was high.
- Using partner organisations and networks to take ownership of and lead discreet projects built capacity for the programme.

Didn't work well

- Project management team had to rapidly adapt and develop a more structured approach to manage the increased number of project strands and project leads, including dealing with a growing range of partner organisations, becoming more of a programme office.
- When running free events participants need to be aware of cost despite the event being free to minimise no-shows.

What surprises did the team have to deal with, and how did you resolve these?

- The programme needed to adapt to a rapidly changing environment, which meant changing or deleting obsolete deliverables and focusing on newly emerging priorities to support the needs of local authorities. Developing a contingency plan to combat reducing capacity within cultural agencies, affecting time and resources available for project.
- MLA London/MLA Council merger caused unexpectedly high disruption.
- Rapid deletion of government policies and programmes such as: CAAs, LAAs, NIs, Diplomas, Building Schools for the Future, Find your Talent etc.
- The extent of upheaval caused by Election to the programme, partner organisations and local authorities.
- Abolition of organisations with a longstanding relationship with the programme such as GoL, Audit Commission, MLA Council.
- Organisations that were having to rapidly transform became inward looking and key individual relationships were lost.

What overall lessons were learnt and do you have any further recommendations for future projects?

- The programme was able to be flexible and adaptable and still able to meet the needs of local authorities. LCIP was able to move more quickly than cultural agencies and other organisations.
- Local authorities increasingly looked to the programme for support in difficult times due to the foundations laid in phase one.