

Capital Ambition: Project Closure Process and End Project Report

Project name	London Cultural Improvement Programme Phase 1		
CA reference number	CA 320 (CA89 W1 A-F)		
Release	Draft	Final	
	Date: 10/03/2011	28/03/2011	
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; Department of Culture Media and Sport; Government Office for London; London Councils; Arts Council England London; Sport England London; MLA – London; MLA Council; London Chief Culture and Leisure Officers Association; English Heritage London; Pro- Active; Thames Gateway London Partnership; Improvement and Development Agency; Renaissance – London Museums Hub; London Museums Group; Association of London Chief Librarians; London Centre of Excellence; Cultural Agencies Strategic Planning Group		
Revision Date	Author	Summary of Changes	New Version
	Tina Morton		
25 March 2011			
28 March 2011		Final Check	

Executive Summary

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. LCIP has engaged every London borough, with each work strand engaging the majority of boroughs, for example 27 boroughs took part in the Local Authority Improvement work strand.

LCIP has attracted considerable partnership funding in cash and in kind, outperforming its phase one funding target by over 100%. Almost £100,000 in inward investment from Renaissance funding has been provided directly to London's Local Authorities to deliver priority improvements in local authority museums. 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.

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. London's cultural services contributed to more green flags than all other regions and LCIP was cited as a contributing factor to London's success.

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.

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. The LCIP was, however, dependant on short term funding and in a climate of an unprecedented reduction in public sector funding and reduction of quangos the core costs cannot be funded in the current environment.

The LCIP has been funded by Capital Ambition and a consortium of partners in three phases. Phase one was funded in January 2008, following a report to the Capital Ambition Programme Board on 26 November 2007 and subsequent support expressed for the programme by over half of London’s Chief Executives. The total value of this phase was over £400,000, with £200,000 from Capital Ambition and the balance of the funding provided by a range of partners, including MLA, Arts Council, and Sport England and from Local Authorities. The programme combined a variety of work strands, designed to raise performance in individual Local Authorities, tackle the weakest areas of performance and raise standards in the cultural sector. The bid was supported by a wide range of partners and stakeholders and based on delivering the National Strategy for Cultural Improvement “Passion for Excellence” as well as extensive consultation within the cultural sector in London. In addition to funding a contribution to the LCIP programme management costs, specific work strands for phase one were:

- **Cultural Services Self-Improvement** and capacity building in cultural services utilising CSIT (Culture and Sport Improvement Tool) and peer led challenge methodology. Enabled the sector to prepare for the CAA and develop improvement plans at a local and regional level. It also enabled other agencies to take a strategic view across the region
- **Data Review** - a feasibility study to improve quality and accessibility of Cultural data and facilitate increased use of data and evidence in strategic planning and decision making
- **Developing Impact Measures** - training for Local Authority officers in how to measure the impact of Cultural Services against wider outcomes
- **Museum Development** an Improvement programme designed to identify improvements in Local Authority Museums at local and regional level and raise the profile of the services
- **Library Change** – undertaking a feasibility study for a pan London Library Change Programme
- **Advocacy** - to help Members to more effectively advocate the case for culture, by providing them with information and evidence that they can confidently use to demonstrate the links between culture and wider priorities

Phase one of the LCIP has successfully delivered the outcomes outlined in the bid to Capital Ambition on 26 November 2007, has built a strong and effective partnership for driving improvement in London’s Local Authority Cultural Services and aligned the resources of key stakeholders to support London’s Local Authorities. Although the anticipated match funding for partner funding at phase one was £200,000, LCIP attracted additional funding and the total match funding for phase one was £249,700 in cash and £194,986 in kind. This includes a contribution of £57,500 from London Boroughs and £100,000 from the Renaissance fund, £99,514 of which was distributed Local Authorities.

London is now considered a model for other regions this is evidenced in the independent evaluation of the East Midlands Cultural Improvement Partnership (CIPEM).

The programme has built sustainability into the work strands, the legacy of phase one includes:

- 150 trained cultural peers who are working in boroughs across London to support self improvement
- Self assessments and Improvement Plans for the majority of London Boroughs
- Outcomes Measures tool , including training programme and web tool
- Established Communities of Practice for performance managers and cultural officers
- LCIP model replicated in other regions

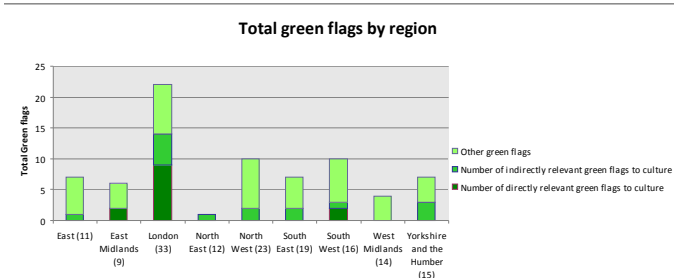
Martyn Allison, LGA Group National Cultural Advisor said:

“What has been achieved in London by the Cultural Improvement Programme is significant and will I am sure be a model for other regions now setting up their networks. They have shown what the concept of sector led improvement means and the benefits will I think be seen for a long time to come.”

Part 1: Project Closure

Achievement of Project Objectives

Objectives in PID	Achieved (Y or N)	Relevant Products	Commentary on how these objectives / products link to the major benefits & Lessons Learnt
Improved efficiency	Y	London Library Change Programme Phase One Transformation Programme Feasibility Study LCIP Delivering Value	<p>RSE Feasibility study highlighted potential for efficiencies and led to development of the London Library Change programme.</p> <p>LCIP Phase One works strands led to the development of LCIP Phase Two “Delivering Value Through Cultural services”. This</p>

		through London's Cultural Services bid to Capital Ambition 28 July 2009	programme was tailored to support the needs of London's Cultural Services and ensure LCIP remained flexible to the rapidly changing environment.																																																		
Strategic approach to improvement across London	Y	<i>"London has been a tremendous success story – the region was so far behind and now it is a real gem, I have nothing but praise."</i> Martyn Allison National Culture Advisor LGA Group	LCIP phase one effectively delivered the National Cultural Strategy a Passion for Excellence. Both the CSIT and LAMIP programmes took a collaborative approach to self improvement. These programmes had a very high level of engagement from London Boroughs and attracted £100,000 of additional funds which were distributed to Local Authorities for improvement Projects. London is now considered to be the best performing English region for culture services and the LGA Group has adopted the methodology for use in its own programmes.																																																		
Improved performance in CPA, CAA and LAA's	Y	Ecotec Appraisal of Culture and Sport's Position within the CAA 2009 Making sense of...CAA Green Flags: Culture for all in the City of London Merton Case Study	13 boroughs adopted NI 8; 6 adopted NI 11 and 2 adopted NI9 in their LAA. Cultural Services contribute to a wide range of National Indicators in LAA's. Evidence from LGA Group / Ecotec Appraisal of Culture and Sport's Position within the CAA 2009 states that Culture and Sport impacts chiefly relate to: increasing civic participation (e.g. volunteering); boosting physical activity; and supporting older people. However, the spread of outcomes is diverse, and also encompasses Green Flags for urban regeneration, reducing Anti-Social Behaviour (ASB), skills and community cohesion. London's CPA Culture Block score increased, in 2008 the culture block score enabled some councils to achieve a 4 star CPA rating e.g. Merton and Waltham Forest and in Harrow the culture block score of three was better than the council's overall star rating of 2. Culture CPA score improvement in London <table border="1"> <thead> <tr> <th>London</th> <th>1*</th> <th>2*</th> <th>3*</th> <th>4*</th> </tr> </thead> <tbody> <tr> <td>2006</td> <td>1</td> <td>22</td> <td>9</td> <td>1</td> </tr> <tr> <td>2007</td> <td></td> <td>20</td> <td>10</td> <td>3</td> </tr> <tr> <td>2008</td> <td></td> <td>12</td> <td>14</td> <td>7</td> </tr> </tbody> </table> LGA Group commissioned ECOTEC to research the contribution of culture to the CAA City of London has the only Green Flag for Culture in the Country, the LGA Group analysed the reasons for this and conclude that the City's involvement with LCIP and in particular with the CSIT Self Improvement programme enabled the City to effectively prepare for the CAA and position culture With the Audit Commission assessors.	London	1*	2*	3*	4*	2006	1	22	9	1	2007		20	10	3	2008		12	14	7																														
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Improved contribution to local priorities	Y	Ecotec Appraisal of Culture and Sport's Position within the CAA 2009	London received the highest number of Green Flags relevant to culture and sports (14, or 64%, with 9 directly relevant to the sector).  <table border="1"> <caption>Total green flags by region</caption> <thead> <tr> <th>Region</th> <th>Number of directly relevant green flags to culture</th> <th>Number of indirectly relevant green flags to culture</th> <th>Other green flags</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>East (11)</td> <td>1</td> <td>1</td> <td>5</td> <td>7</td> </tr> <tr> <td>East Midlands (9)</td> <td>1</td> <td>1</td> <td>4</td> <td>6</td> </tr> <tr> <td>London (33)</td> <td>9</td> <td>5</td> <td>9</td> <td>23</td> </tr> <tr> <td>North East (12)</td> <td>0</td> <td>0</td> <td>1</td> <td>1</td> </tr> <tr> <td>North West (23)</td> <td>1</td> <td>1</td> <td>8</td> <td>10</td> </tr> <tr> <td>South East (19)</td> <td>1</td> <td>1</td> <td>5</td> <td>7</td> </tr> <tr> <td>South West (16)</td> <td>1</td> <td>1</td> <td>8</td> <td>10</td> </tr> <tr> <td>West Midlands (14)</td> <td>0</td> <td>0</td> <td>4</td> <td>4</td> </tr> <tr> <td>Yorkshire and the Humber (15)</td> <td>1</td> <td>1</td> <td>3</td> <td>5</td> </tr> </tbody> </table>	Region	Number of directly relevant green flags to culture	Number of indirectly relevant green flags to culture	Other green flags	Total	East (11)	1	1	5	7	East Midlands (9)	1	1	4	6	London (33)	9	5	9	23	North East (12)	0	0	1	1	North West (23)	1	1	8	10	South East (19)	1	1	5	7	South West (16)	1	1	8	10	West Midlands (14)	0	0	4	4	Yorkshire and the Humber (15)	1	1	3	5
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Improved impact on quality of life for local people	Y	<p><i>“Culture and sport can play a significant role in the lives of people living in London but unless those providing these services can maximize the benefits as efficiently as possible opportunity will be missed. By investing in self-assessment and self-challenge the Cultural Improvement Programme is supporting self improvement and using the sectors biggest asset its people to make a difference.”</i></p> <p><i>Martyn Allison , National Culture Advisor , LGA Group</i></p>	<p>As a support programme to Local Authorities it is difficult to evidence the impact the programme on Local People, though performance in the CAA cited above is a good proxy.</p> <p>Nationally, 93% of Organisational Assessments (142) refer to culture and leisure services, with the majority providing positive reviews or statements. The 10% of local authorities that are cited as potential exemplars in terms of innovation, quality and/or improvement are London Boroughs (including LAs not acknowledged with Flags): Greenwich, Newham, Tower Hamlets, and Wandsworth.</p>
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Performance against planned End date & Investment

	Agreed	Actual	Variance	Comment
Total CA Investment	250,000	199,995.49	50,014.51	Balance to be reallocated to LENT and LLCP
End Date	31 March 2011	31 March 2011	0	

Approved Change Request (description)	Effect on original schedule	Effect on Business Case (Costs / Benefits)	Impacts on project scope / objectives
£50,000 allocation from 2007 to develop Phase 1 bid unclaimed by MLA London. Request to reallocate money to phase 2 and 3 projects LENT & LLCP	No change to phase 1 schedule. Will extend phase 2 LENT by 3 months and phase 3 LLCP by 6 months	None on phase 1	None on phase 1

Project Acceptance Criteria

Acceptance Criteria	Has been met (Y or N)
1 Support Members to advocate the case for culture through briefing materials and events	Y
2 Support Local Authorities to undertake self assessment and develop improvement plans using Peer Led Challenge methodology and the Single Improvement Tool for Sport and Culture	Y
3 Feasibility study to bring together and make accessible all available data for the cultural sector in the London region identify data gaps and funding sources for future work	Y
4 Support the roll out the Generic Social Outcomes Tool as an evaluation and impact model for the Cultural Sector in London	Y
5 Support Local Authority Museums to build capacity and improve using the Single Improvement Tool and Peer Led Challenge methodology	Y

Project benefits & assets produced

Benefits / assets	Link to product if applicable	Comment
1 The provision of written materials to brief Members on current issues and to equip Members with the	http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip	Case studies have been developed to demonstrate

	tools to advocate cultural services.	/wwcsinf.htm	the impact of cultural services on Children and young Peoples plans and the Every Child Matters Agenda
2	Utilising the Capital's rich cultural and sporting assets to host a small number of high profile events to promote and advocate the case for culture.	http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/meetings.htm	Members events have been held on the themes of : Place Shaping - Culture and Regeneration, Culture and Tourism, The Future of Library Services. The LGA Group's Cultural Leadership Academy was held in London In Nov 2009.
3	Encourage London Local Authorities to undertake self-assessment on a cluster basis using the Single Improvement Tool and to support the process using the Peer Led Challenge and Support methodology.	http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/csit.htm	Bank of 150 trained Culture Service Peers, which is being transferred to LGID for sustainability.
4	Develop improvement plans at local, sub regional and pan London levels. These together with completion of the Regional Commentary process provided a more comprehensive picture of local authority performance in cultural services than hitherto available and facilitated effective business planning and allowed resources to be allocated to priority areas at both local and sub regional level and across London. In years two and three of the programme it supported the delivery of priority improvements by targeting resources to identified priorities and levered in additional resources.	http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/csit.htm http://www.londoncouncils.gov.uk/London%20Councils/BoroughsigneduptoCSITMarch10.pdf http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/default.htm	Self assessments and Improvement Plans for every borough – see map of engagement See Map of best practice
5	Bring together all the available data for the cultural sector in the London region in one accessible place and identify gaps.	http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/data.htm	London Cultural Data Access Report and Summary
6	Identify data gaps and undertake a needs assessment for the forthcoming National Cultural Planning Toolkit.	http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/data.htm	London Cultural Data Access Report and Summary
7	Train key staff across a range of cultural agencies in the use of the Generic Social Outcomes Tool to enable them to promote its use and support Local Authorities in its delivery.	http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/mso.htm http://www.londoncouncils.gov.uk/London%20Councils/MSOMapAug10.pdf	MSO Training programme developed and rolled out and was widely adopted.
8	Develop a training programme and on line support materials to enable local authorities to use the Generic Social Outcomes tool to evaluate the impact of cultural activities.	www.lcipmso.weebly.com	Web tools and online training programme developed and available to all
9	Build an evidence base and share best practice through linking to the data work strand.	http://lcpinetwork.ning.com/forum/topics/analysing-and-reporting-your	NING
10	Use same CSIT methodology to tackle capacity issues in the Local Authority Museums sector. Local authority museums are the poorest performing part of the cultural sector, and although they have all achieved the accreditation standard required by the CPA performance indicator, the services they provide and contribution they make to communities varies considerably. In addition this sector requires special consideration, as performance of a local authority museum service is not directly aligned with overall	http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/csit.htm#LAMIP	Self assessments and Improvement Plans for every eligible borough £100k additional funding from Renaissance formed a package of support direct to boroughs to deliver priority improvements

	<p>performance of the Council or of the cultural service. In fact one of the most effective local authority museum services in London, is in Hackney, which makes an important contribution to the borough's overall performance, particularly against outcomes such as community cohesion, community engagement and education attainment. This high performing service has had a positive impact on Hackney's overall CPA inspection results and significantly enhanced the recent Culture Block inspection.</p>	<p>http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/default.htm</p>	<p>Improvement Projects delivered</p> <p>See Map of Best Practice</p>
11	<p>The London Cultural Improvement Pilot highlighted value for money issues in London's Libraries Services in comparison to the rest of the Country. It was proposed to take a strategic approach to the provision of public libraries in London and undertake a feasibility study to address a number of key strategic, resourcing and environmental challenges. The study will focus on efficiency, customer experience, workforce development, service management, and the implications of technological changes and provision of shared services.</p>	<p>http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/londonlibrarychangeprogramme.htm</p> <p>London Library Change Programme Transformation Programme Feasibility Study</p>	<p>Feasibility Study report Transforming London's Public Library Service highlighted variation in London's library services and lack of correlation between cost and performance. The Feasibility Study was used to inform Library Change phases 2 and 3.</p>

Please sign below:

Project Manager's Details:

Sue Thiedeman
 Director London Cultural

Name: Improvement Programme

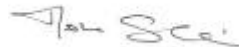


Signature: _____

Project Sponsor's Details:




Moira Sinclair
 Executive Director Arts Council
 England London & Chair
 London Cultural Improvement

Name: Board



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

Any further comments:

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:

- Coordinated approach to highlight reporting, though the introduction of monthly reporting routines for partner organisations and project managers.
- Involvement of a group of peers in developing tools gave invaluable insight into the training needs of the sector and informed planning and rollout.
- Early advertising of training dates to engage boroughs in training.
- 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.
- Comprehensive communications plan assigned appropriate methods to target stakeholder groups.
- Marketing to members through London Councils was an effective way to engage members.
- Members respond well to networking element in events rather than passive presentations.

Didn't Work Well:

- Needed to allow additional time for local authorities to provide information, particularly over the summer.
- Access to data became less of a priority to boroughs in the context of the change agenda despite the fact that it is still a major limiting factor for the sector.
- Lack of financial incentive/small grants meant that some improvement plans (CSIT) took a long time to develop as there was no impetus to complete the paperwork, particularly in the later tranches.

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

- Assuming pre-existing networks to engage within cultural sub-sectors such as local authority museums; LCIP had to build, develop and invest time in establishing effective networks. In the end these networks have worked very well and provided sustainability for the programme.
- Discovering how fragmented the library sector was required relationship building with organisations such as LLDA and ALCL to develop the trust of heads of service.

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

- The London Cultural Improvement Programme was 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 resulted from the unprecedented pressure on public finance. The small core team had 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 was created from within the sector.
- Strong leadership to align a range of partners behind a strategic approach to driving improvement in local authority cultural services leading to additional capacity and investment in the programme.
- Relatively small grant incentives to local authorities ensured high levels of engagement with the programme and with partner authorities; higher levels of commitment; and that projects were completed on time and did not drift.
- The project team had credibility with local authorities because members of the core team had extensive experience and knowledge of working within local authorities and were able to build up trust.
- Local Authorities were engaged with working up the bid through the establishment of the London Cultural Improvement Group and consultation with sector-led professional organisations such as London CLOA and ALCL at all stages:
<http://www.londoncouncils.gov.uk/policylobbying/culturetourismand2012/lcip/group.htm>
- Developed a credible and trusted umbrella brand for cultural activity and effectively aligned cultural agencies behind a single programme.