

**Date of Meeting: 26 November 2007**

<b>Subject: London Cultural Improvement Programme</b>		
<b>Report by:</b>	<b>Sue Thiedeman, Cultural Services Improvement Manager (on behalf of the London Cultural Improvement Group)</b>	<b>Agenda item: 13</b>
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**Purpose:**

This report is a bid for funding from the Partnership Board for a London Cultural Improvement Programme for London Local Authorities.

**Executive summary:**

The London Cultural Improvement Programme builds on the findings of the London Cultural Improvement Pilot and the other National Cultural Improvement Pilots, as well as the DCMS Cultural Pathfinder Programme. It also seeks to progress the implementation of the Improvement Strategy for Culture and Sport being developed by the I&DeA Cultural Improvement Unit.

Culture makes an important contribution to Londoners' quality of life and has tremendous potential to contribute to wider local government priorities. The cultural sector needs to maximise the impact of cultural services and take advantage of the opportunities afforded by the transition from CPA to CAA by:

- improving performance
- building a comprehensive evidence base and establishing baseline data
- advocating the "case for culture".

A summary of the proposed London Cultural Improvement Programme is presented at Appendix A. The programme is designed to raise performance in individual Local Authorities, tackle the weakest areas of performance and raise standards in the cultural sector. It will also play an important role in demonstrating culture's value to wider cross cutting outcomes, preparing the sector for the new regime of CAA and LAA's. This bid is supported by a wide range of partners and stakeholders and is based on extensive consultation within the cultural sector in London.

**Outcome:**

The outcomes associated with this programme include:

- improved efficiency
- strategic approach to improvement across London
- improved performance in CPA, CAA and LAA's
- improved contribution to local priorities
- improved impact on quality of life for local people

**Risk:**

The risks associated with not taking a strategic approach to improvement in the cultural sector include:

- little or no improvement in culture block ratings in London
- adverse impact on Council star ratings
- failure to effectively prepare for the transition from CPA to CAA

- inability to secure or support targets in LAA's
- reduced funding to cultural services
- inability to contribute and respond to needs of local communities
- reduced quality of life and satisfaction of local residents

**Recommendation:**

That the Partnership Board:

- contributes funding to the London Cultural Improvement Programme as outlined in Appendix A
- asks the London Cultural Improvement Group to act as programme board
- asks a Capital Ambition Board Member to act as sponsor for the programme.

**Financial cost:**

The total cost of pump priming the London Cultural Improvement Programme is £406k. Capital Ambition has been asked to contribute £200k. The remainder of the funding is made up of £206k from cultural agencies and other partners. Additional funds to take the programme forward beyond the life of the Capital Ambition grant will be identified by feasibility studies and by realigning existing funds to support priorities identified by the programme.

**Appendices:**

- Appendix A – Summary of Programme
- Appendix B – London Cultural Improvement Programme Report
- Appendix C – List of Stakeholders and Funding Partners
- Appendix D – Aims of Library Change Programme
- Appendix E – Aims of the London Union Archive Catalogue
- Appendix F – Risk analysis

**Background Papers:**

**A Passion for Excellence, Draft Improvement Strategy for Culture and Sport,**  
I&DeA Cultural Improvement Unit, April 2006 (final report to be published December 2007)

<http://www.culture.gov.uk/NR/rdonlyres/6E8D53E1-A47B-4C3C-94FC-DEA053084D83/0/CLGDocumentA2.pdf>

**Performance Office,** Capital Ambition Board, November 2006

<http://www.capitalambition.gov.uk/documents/dra061030performanceofficefinal.doc>

**Performance Measures for London's Cultural Services,** London Cultural Improvement Group and Ecotec, September 2007

[http://www.londoncouncils.gov.uk/upload/public/attachments/1233/FINAL\\_measureculturalperformance.pdf](http://www.londoncouncils.gov.uk/upload/public/attachments/1233/FINAL_measureculturalperformance.pdf)

**Cultural Improvement Pilot – East Midlands Region** (report not yet published)

**Cultural Improvement Pilot -Yorkshire and Humber** (report not yet published)

**Lifting the Burdens Task Force**

<http://www.communities.gov.uk/localgovernment/performanceframeworkpartnerships/liftingburdens/>

**Strong and Prosperous Communities** - The Local Government White Paper, DCLG, October 2006

<http://www.communities.gov.uk/publications/localgovernment/strongprosperous>

**Closer to People and Places** –LGA May 2006

<http://campaigns.lga.gov.uk/peopleandplaces/home/>

**Changing Lives and Places- Lessons from the Cultural Pathfinders**, DCMS  
September 2007

<http://www.culture.gov.uk/NR/rdonlyres/2151CA6E-45D8-4AEB-8461-7B494BEB4D14/0/culturalpathfindersfullreport.pdf>

**Aim 25**, London Higher Education archive network

<http://www.aim25.ac.uk/>

## Summary of London Cultural Improvement Programme

Objective/ Work Strand	Tasks	Lead Agency	Partners/ Stakeholders	Investment to date £K	Funding Partner	£K	Capital Ambition £K	Total Cost £K
<b>A</b> Improve data quality and accessibility	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	GoL	ACE-L DCMS Pro Active East MLA-L S E -L L C LRCIG CLOA	ACE Culture Map <b>50</b>  TGLP Knowledge platform <b>350</b>  Pro-Active East <b>20</b>  London Cultural Improvement Pilot <b>20</b>  GoL <b>3</b>	GoL	<b>15</b>	<b>15</b>	<b>30</b>
<b>B</b> Improve evidence base and measurement of impact	Support the roll out the Generic Social Outcomes Tool as an evaluation and impact model for the Cultural Sector in London	MLA/LRCIG	ACE- L SE-L EH-L LA's DCMS LRCIG CLOA	MLA <b>42</b> GoSE <b>20</b>	MLA L  DCMS	<b>5</b>  <b>TBC</b>	<b>20</b>	<b>25</b>
<b>C a</b>	Support Local Authorities to undertake self assessment and develop improvement plans using Peer Led Challenge methodology and the Single Improvement Tool for SportandCulture	LRCIG	Pro –Active LA's I&DeA SE-L ACE-L EH-L MLA-L DCMS LRCIG CLOA		SE-L MLA-L ACE-L	<b>10</b> <b>10</b> <b>10</b>	<b>60</b>	<b>90</b>

Objective/ Work Strand	Tasks	Lead Agency	Partners/ Stakeholders	Investment to date £K	Funding Partner	£K	Capital Ambition £K	Total Cost £K
<b>C b</b>	Support Local Authority Museums to build capacity and improve using the Single Improvement Tool and Peer Led Challenge methodology	MLA	Renaissance LMG LA Museum services DCMS LRCIG CLOA		REN	20	20	40
<b>D a</b>  Improve Advocacy and Marketing	a) Support Members to advocate the case for culture through briefing materials and events	CASP	LC LA Members LA's	ACE London <b>10</b>	ACE -L  SE-L  MLA-L L C	10  3  5 1	10	29
<b>D b</b>	Organise master classes for Local Authority Officers on "Making the case for culture"	LCIG	DCMS LA's LRCIG CLOA	Capital Ambition (London Improvement Pilot) <b>8</b>	L C	1	5	6
<b>E</b>  Improve Efficiency and Share Best Practice	a) Feasibility study for a Pan London Library Change Programme	LLDA	MLA CLOA ALCL LA Library Services LCE LRCIG		LCE  Capital Ambition  LLDA  MLA	30   5  8	30	68

Objective/ Work Strand	Tasks	Lead Agency	Partners/ Stakeholders	Investment to date £K	Funding Partner	£K	Capital Ambition £K	Total Cost £K
	<b>b)</b> Development of London Archive Union Catalogue to raise standards and increase accessibility and usage	LMA	KC - L  Local Authority Archive Services  DCMS  LRCIG  CLOA	KC- L <b>92</b>	LMA  KC-L	<b>33</b>  <b>15</b>	<b>0</b>	<b>53</b>
<b>Project Management and support</b>	Extension of Cultural Services Improvement Manager post	MLA- L	SE-L  MLA-L  ACE-L  CLOA  LRCIG  DCMS	SE-L <b>5</b> MLA-L <b>15</b> ACE-L <b>15</b> Capital Ambition <b>40</b>	SE-L  MLA-L  ACE-L	<b>5</b>  <b>15</b>  <b>15</b>	<b>40</b>	<b>75</b>
<b>Totals</b>						<b>206</b>	<b>200</b>	<b>406</b>

Capital Ambition Board

26 November 2007

London Cultural Improvement Programme

Background and Evidence

1. In its report to the Capital Ambition Board on 26 November 2006 The Performance Office identified cultural services as a “Performance Issue” because London performs less well than the rest of the Country and there is a wide disparity in local authority performance across London (culture block scores range from 1-4).
2. Capital Ambition funded The London Cultural Improvement Group to conduct one of eight National Cultural Improvement Pilots on behalf of the Department of Communities and Local Government. The summary report “ Performance Measures for London’s Cultural Services” was produced in September 2007. The report findings identified:
  - Performance data in the cultural sector is sparse with little comparability
  - The majority of cultural indicators are inward looking and of little use in developing an outcomes framework
  - Value for money questions exist around library services, with higher than average expenditure and lower resident satisfaction compared to the rest of England.
  - London Parks have higher than average spend and relatively high satisfaction
  - Sport, Arts and Leisure have a lower than average expenditure and low resident satisfaction. Despite having better accessibility than the rest of the country, participation is only on a par.
  - In terms of resident satisfaction Museums are the poorest performing area within the cultural sector, with over half of London Local Authorities being below the lower threshold and only three being above the upper threshold.
3. Nationally the finalised Improvement Strategy for Culture and Sport is due to be published on 3 December 2007 by the I&DeA Cultural Improvement Unit. This strategy outlines the respective roles and responsibilities of major stakeholders in the culture and sport sector in relation to the opportunities and challenges offered by the Governments White paper on “Strong and Prosperous Communities”, the LGA’s paper “Closer to People and Places” and the emerging Central - Local Improvement and Efficiency Strategy. These opportunities and challenges relate to local government led improvement and a clearer focus on outcomes for local people. The objectives of the strategy are:
  - Improving the quality, effectiveness and efficiency of culture and sport in delivering local outcomes
  - Improving the quality and application of self improvement
  - Increasing the capacity in the sector to support self-improvement

The strategy outlines the process of self-improvement and in particular refers to the development of the “Single Improvement Tool for Culture and Sport as a self assessment model and the Generic Social Outcomes Tool as an impact evaluation model.

4. Of the 198 Indicators in the new National Performance Framework, five relate directly to culture and sport and two will require a significant contribution from culture and sport. Despite the fact that culture and sport has the potential to deliver against all eleven outcomes of the new framework it is very difficult to identify data that can directly measure the contribution; though output measures such as Sport England’s Active People data has been used as a proxy measure. However, evidence of the wider social and economic benefits of culture and sport are less well documented and this lack of evidence has often undermined the sectors ability to achieve its potential to make a contribution in the last round of LAA’s. The Lifting the Burdens Taskforce (October 2007) reported that whilst there were some indicators that support culture’s contribution to Local Area Agreements, consideration ought to be given to developing the evidence base and more outcome focused measures.
5. The DCMS Cultural Pathfinders was a two-year programme of 12 trailblazing projects which explored ways in which cultural services can impact on the priority needs of local communities, delivering shared outcomes and driving service improvements. The evaluation of the pathfinder programme highlighted that the projects broke down barriers to address the real needs of communities. However it also revealed a low level of awareness of the added value of culture among key players and strategic partners.

## **Consultation**

6. Development of the London Cultural Improvement Programme has been based on extensive consultation with local authorities and other stakeholders in the cultural sector, this included:
  - One to one interviews
  - Attendance at stakeholders meetings.
  - Focus groups held with local authority officers and representatives of cultural agencies and professional bodies.

The consultation identified key issues and priorities for improvement:

- Improve data quality, and accessibility to enable the sector to make best use of the data available.
- Develop the evidence base for all aspects of culture by improving impact and outcome measurement, to enable the sector to demonstrate its value against wider priorities.
- Improve advocacy and marketing to ensure the value of culture and the potential it has to contribute to wider outcomes is recognised.
- Learn from each other through peer support and challenge, identifying critical success factors and efficiencies.



A list of stakeholders and funding partners is presented at Appendix C. The bid is built on partnership and has support from all the stakeholders listed as well as funding commitments from a number of delivery partners.

## London Cultural Improvement Programme

7. The objectives of the London Cultural Improvement Programme are to
  - Build on the findings of the national cultural improvement pilots
  - Progress the Improvement Strategy. For Culture and Sport
  - Raise performance in individual Local Authorities,
  - Prepare the sector for the new regime of CAA and LAA's
  - Tackle the weakest areas of performance and raise standards in the cultural sector.
  - Demonstrate the value of culture to wider cross cutting local government priorities

The programme is based around five objectives, each forming a work strand, each element of the programme could stand alone, though there are strong links between them which together form an effective programme for improvement in local authority cultural services. The five work strands are:

- A. Improve data quality and accessibility
- B. Improve the evidence base and measurement of impact
- C. Improve advocacy and marketing
- D. Support self improvement
- E. Improve efficiency and share best practice

8. **Work strand A** is designed to address the issues identified around data quality and availability. The London Cultural Improvement Pilot "Performance Measures for London's Cultural services" identified that though there was a wealth of data available in the cultural sector much of it was inaccessible and not directly comparable. Therefore it is difficult for culture to develop crucial baseline data. Data quality and lack of baseline data was also identified as an issue in both the Lifting the Burdens Taskforce report and the Cultural Improvement Strategy for Sport and Culture.

There are a number of data mapping exercises currently underway;

- GoL is developing a data-mapping tool to be accessed via the web, However apart from "Active People" this lacks cultural data.
- The Arts Council London has been working on "Culture Map" a pan London mapping tool for cultural data, with a more extensive version of this has been piloted in the Thames Gateway boroughs involving MLA London, Sport England and English Heritage.
- The Thames Gateway London Partnership is developing a web based knowledge platform.

This work strand seeks to coordinate the above activity and complement and augment the work being undertaken by Capital Ambition's Performance Office by bringing together the plethora of activity that is currently being undertaken in an

ad hoc fashion, making available a level of detail useful to local authorities and cultural agencies, increasing the amount of effectively shared cultural data and creating a platform for any new evidence and information such as that arising from the new national performance framework.

It is proposed that a feasibility study be undertaken to identify both further actions required in subsequent years and funding sources to support the ongoing work. The feasibility study would quantify requirements for establishing a collective baseline for the cultural sector within London, taking into account the inevitable change as a result of the transition from CPA to CAA.

The core outputs of the feasibility would be to establish:

- How to bring together all the available data for the cultural sector in the London region in one accessible place and identify gaps:
- How to improve benchmarking against national indicators for new performance framework for Local Authorities and Local Authority Partnership:
- Identify thresholds for performance which could be established to indicate risks areas and 'under provision' of cultural services e.g. cultural provision versus population growth
- Identify data gaps and undertake a needs assessment for the forthcoming National Cultural Planning Toolkit

9. **Work strand B** focuses on the impact of cultural services by improving the evidence base to enable the sector to demonstrate its value against a range of wider outcomes and to improve its prominence in delivering against local priorities. This work strand builds on the gaps identified by the London Cultural Improvement Pilot, the Improvement Strategy for Culture and Sport and Lifting The Burdens Taskforce and "Changing Lives and Places, lessons from the Cultural Pathfinders".

This element of the programme aims to build an evidence base by supporting local authorities to demonstrate the value of culture through evaluating the impact of its activity against generic social outcomes. The basis of this work strand is to promote the use of the "Generic Social Outcomes Tool" referred to in the Improvement Strategy for Culture and Sport. The main activities for this work strand are to:

- 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.
- 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.
- Build an evidence base and share best practice through linking to the data work strand A.

To augment work strands A and B the DCMS has undertaken to fund the roll out of a "Place Shaper toolkit for London Boroughs and Local Strategic Partnerships". The tool kit was developed by GoSE and is a web-based tool to support the development of Local Area Agreements.

10. **Work strand C** consists of supporting self-improvement and building the capacity of Local Authorities to undertake self-assessment. The “Single Improvement Tool” has been developed as part of the Improvement Strategy for Culture and Sport. In addition the National Cultural improvement Pilot for the Eastern Region developed a Peer Led Challenge and Support Programme to assist local authorities in undertaking self-assessment. The programme ensures a consistent standard and effective challenge in the self-assessment process, shares best practice and learning and builds and sustains effective networks and partnerships. The use of this methodology offers an alternative to external validation and saves each participating Local Authority £6K which is a potential saving to London boroughs of almost £200K.

It is proposed to

- Encourage all 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.
- Develop improvement plans at local, sub regional and pan London levels. These together with completion of the Regional Commentary process will provide a more comprehensive picture of local authority performance in cultural services than hitherto available and will facilitate effective business planning and allow 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 is proposed to support the delivery of priority improvements by targeting resources to identified priorities.
- Use same 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 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.
- This element of the London Cultural Improvement programme will ensure sustainability by fostering a better understanding of Museum services and their potential to impact on the lives of individuals and communities. It will improve performance management and enable the sector to build strong relationships and peer support networks. This will lead to the sharing of best practice and learning and allow local authority museum services to aspire to achieve their potential.

11. **Work strand D** will improve Member advocacy in cultural services to enable the sector to better lead its own development and more effectively represent itself. This will also foster a general understanding of the role that culture can play in

delivering against wider corporate local government outcomes and the importance of its contribution to the place shaping agenda. This works strand was highlighted as a main priority for local authority officers and cultural agencies in the consultation phase of the development of the London Cultural Improvement Programme. It also reflects the achievements and builds on the National Cultural Improvement Pilots in the East Midlands and the Yorkshire and Humber regions, which focussed on the support and development of Local Authority Members.

It is proposed to support Members by:

- The provision of written materials to brief Members on current issues and to equip Members with the tools to advocate cultural services.
- 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.
- Work with borough cultural services to demonstrate to 2012 leads how activities within the Cultural Olympiad can contribute towards the new LAAs, and the delivery of the Olympic business plan, particularly around learning and skills, diversity, community cohesion and legacy
- A further element of this programme is to build capacity and improve advocacy skills amongst local authority officers by organising master classes on "Making the Case for Culture "

12. **Work strand E** contains 2 main elements and is based around efficiency and sharing best practice.

- a) Library change - the London Cultural Improvement Pilot highlighted value for money issues in London's Libraries Services in comparison to the rest of the Country. It is 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. There is also a timely opportunity to address succession planning and capacity issues an outline of the study's aims is contained at Appendix D.
- b) Access to collections - London is one of the best-documented cities in the world and London's local authority archives are an essential and exciting part of its heritage. Their services are the bedrock that supports the recent enormous rise in interest in family and community history fuelled by programmes such as the BBC's Who Do You Think You Are. Some services are leading cutting edge practice in engaging communities, such as the HLF-funded Working Lives of the Thames Gateway project involving six East London boroughs. Others, like Lambeth Archives are contributing directly to learning outcomes within Every Child Matters through groundbreaking programmes like the visual literacy project Young Cultural Creators. However, currently these collections are only available to the public in a service-by-service fashion and in many cases are not available electronically. This element of the London Cultural Improvement Programme proposes the creation of a London Archive Union Catalogue covering the local authority

archive collections in the capital, thereby increasing access to this information and use of these services. This project utilises methodology and systems developed by the London Higher Education archive network, (AIM25) which negates the need for development costs which also ensures sustainability of the catalogue in the long term at no additional cost to local government It is proposed to support the London Cultural Improvement Group in seeking funding from the project through the London Centre of Excellence and the development of a Heritage Lottery Fund Grant Detailed aims of the project are contained at Appendix E.

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### **Project Management**

13. Each work strand of the London Cultural improvement Programme has a lead organisation and a range of key partners to ensure that it is project managed effectively. An overall risk analysis for the London Cultural Improvement Programme is contained at Appendix D. It is proposed that The London Cultural Improvement Group act as Programme Board and that a Capital Ambition Board Member be asked to be Programme Sponsor. However, in order to effectively coordinate and project manage the overall London Cultural Improvement Programme this bid also proposes that the role of Cultural Services Improvement Manager already supported by Capital Ambition be extended for a further year.

### London Cultural Improvement Programme - List of Stakeholders and Funding Partners

Organisation	Acronym	Status
Department of Culture Media and Sport	DCMS	Partner, Funder. Consultee.
Government Office for London	GoL	Lead Partner, Funder. Consultee
London Councils	LC	Partner, Consultee
Arts Council England London	ACE- L	Partner, Funder. Consultee
Sport England London	SE-L	Partner, Funder. Consultee
MLA – London	MLA-L	Lead Partner, Funder. Consultee
MLA Council	MLAC	Consultee
London Regional Improvement Group	LRCIG	Lead Partner, Consultee
London Chief Culture and Leisure Officers Association	CLOA	Consultee
English Heritage London	EH- L	Lead partner, Funder, Consultee
London Local Authorities	LA's	Partner, Consultee
Pro- Active	Pro –Active	Partner, potential Funder, Consultee
Thames Gateway London Partnership	TGLP	Partner, Consultee
Government Office for the South East	GoSE	Partner
Improvement and Development Agency	I&DeA	Partner, Consultee
Renaissance	REN	Partner, Funder, Consultee
London Museums Group	LMG	Partner, Consultee
Association of London Chief Librarians	ALCL	Partner, Consultee
London Centre of Excellence	LCE	Funding Partner, Consultee
Kings College London	KC-L	Funding partner, Consultee
London Metropolitan Archives	LMA	Lead partner, Funder, Consultee
Cultural Agencies Strategic Planning Group	CASPG	Lead partner, Consultee

### **Aims of Library Change management Programme**

- Address key strategic, resourcing, operation and environmental challenges faced by public libraries
- Focus on customer experience, workforce development, service management, provision of shared services and the
- Implications of technology changes
- Consider efficiencies in the context of the requirement on local authorities to make three percent cashable savings year on year following the Comprehensive Spending Review 07
- Evaluate the contribution Libraries can make to wider local authority and local area priorities in the context of the new National Performance Framework and Local Area Agreements
- Propose a modular, phased change programme enabling differential levels of buy in for all of London's boroughs, while sharing good practice, maximising efficiency and consistency, and providing for investment where necessary to deliver a modern public library service that is responsive to customer need
- Identify resources and funding sources to take forward the report recommendations

**Aims of London Union Archive Catalogue**

- Widen the use of London local authority archives and to reach new audiences. The evidence also links to the national curriculum: topics such as History, Geography and Citizenship increasingly use archive evidence as a basis for learning.
- Increase access to the collections. Use of the AIM25 website is accessible by "Google" and offers huge potential to impact on relevant performance indicators such as visits to online library resources.
- Catalogue the local authority archive collections in London to international standard in time for 2012; and improve the standard of management and description of archive collections in London to full professional standard, thus supporting authorities in improving their star rating for culture.
- Join up publicly held and managed archive collections across London in a sustainable and cost effective way, linking publicly funded higher education and local government institutions in a unique regional service.



## Appendix F Risk Analysis

Risk Index No: / Status (e.g. 001/Open)	Description of Risk	Impact	Probability High / Medium / Low	Impact High / Medium / Low	Description of Mitigating Action	Person Responsible for resolution	Target date for resolution
001 / open	London Cultural Improvement Programme is not supported by Capital Ambition	<p>Lack of strategic approach to improvement and inability to respond to change.</p> <p>Little or no improvement in Culture Block scores with potential adverse effect on Council star ratings.</p> <p>Lack of evidence and baseline cultural data prevents culture from securing targets in LAA's and demonstrating its ability to contribute to wider outcomes.</p> <p>Reduced funding for cultural services result in further weakening the sector and reduction in quality of life and reduced satisfaction for residents.</p>	M	H	<p>Ensure bid to Capital Ambition is based on robust evidence and makes an effective case for the impact of cultural service on wider outcomes.</p> <p>Adopt a partnership approach to bid development, to improve chances of support for the programme.</p>	Cultural Services Improvement Manager	26.11.07
002 / open	Part of London Cultural Improvement Programme is not supported by Capital Ambition	The work strands of the programme are interdependent and the impact of the whole programme would be considerably weakened.	M	H	Clearly emphasise interdependency of the bid's work strands.	Cultural Services Improvement Manager	26.11.07

Risk Index No: / Status (e.g. 001/Open)	Description of Risk	Impact	Probability High / Medium / Low	Impact High / Medium / Low	Description of Mitigating Action	Person Responsible for resolution	Target date for resolution
003 / open	Partners unable to contribute funding beyond March 2008	Potential for some elements of the programme to be adversely affected.	M	M	Consult and involve partners in bid development.  Encourage partners to prioritise Local Authority Cultural Services Improvement in their strategic planning processes.	Cultural Services Improvement Manager	31.01.08
004 / open	Inability to effectively manage delivery of programme	Inability to deliver some or all of programme.	M	H	Ensure each work strand has project lead.  Establish Programme board made up of members of London Cultural Improvement Group.  Request Capital Ambition Board Member to sponsor the Programme.  Seek funding to extend Cultural Services Improvement Manager Post.	Cultural Services Improvement Manager	31.01.08