Capital Ambition: Project Closure Process and End Project

Project name	London Cultural Improvement Programme: Film App		
CA reference number	CA323 (CA89 P2 W7)		
Release	Draft/Final Date: 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 / Southwark		
Participating Boroughs & organisations	London Events Forum, Southwark, Lewisham, Brent, Camden, Haringey, Hackney, City , Newham, H&F, K&C, Wandsworth, Film London, London Councils		
Revision Date	Author	Summary of Changes	New Version
28/03/2011	Tina Morton		

Executive Summary

London's local authorities recorded 13,697 filming days in 2008 (including film, TV and commercials). All filming or broadcasting in London requires a licence from the Local Authority. As London has 33 boroughs a film maker may require several individual licences from different boroughs depending on the locations selected. London's iconic landmarks are spread across several boroughs and the current system is unnecessarily complex and time consuming, this is mainly due to the fact that the majority of systems operated by London Boroughs rely on paper based/ fax processes. As a result London has a poor reputation amongst film makers, which means that despite the majority of the UK film industry being based in London a number of film days have been lost as it has been easier to film in other cities. In a recent example a film set of "London" was created in Birmingham for a TV series as it was easier than applying to film in London itself, this represented an estimated £1.5m loss of economic activity to London

There will be a considerable increase in requests for broadcasting in the lead up to the Olympic and Paralympic Games in 2012, not just in the Olympic boroughs but also throughout London as international broadcasters seek to broadcast from areas of London which are meaningful to the home nation. This may include broadcasting from areas of London where there are particular ethnic communities, or where particular training camps are being hosted.

Southwark and Lewisham Film office have developed a shared online film application system, which led to a doubling of film days and corresponding income from licence fees last year, it also meant that double the applications were managed by the same size of team. Currently Southwark's income from Film licences is £320K.

The film industry is a growth area, particularly with advancements in digital technology and the huge increase in digital television channels and increase of digital media as an option for art students. A report commissioned in 2005 entitled "Economic impact of the UK Screen Industries" estimated the feature film making industry in London at £820 million in 2002, the larger industry incorporating TV, commercials and corporate films is estimated at £9.4 billion, by 2008 this had risen to £13.6 billion. As well as being an important creative industry for London, filming provides employment for around 90,000 Londoners. The GLA report "Film Friendly London" (November 2006) states that one in five visitors to Britain comes to the UK because of a screen image. Larger film productions often employ local people and support local communities. Clint Eastwood's as yet unreleased film "Hereafter" has been shooting in London recently. The production was very keen to employ local people as extras and as a result many Londoners had the opportunity to work on a large scale international film.

FilmApp is an online application, notification and payment system designed to help London boroughs and landowners process filming requests. FilmApp allows detailed records to be kept of every film shoot. Information is sent to the people who need to know.

In December 2008, Adrian Hodgson from RBKC film office was investigating the online application systems in use by various boroughs. Andrew Pavord demonstrated the system in use in Southwark and it was decided to design a new system which would be able to cope with separate inputs from multiple boroughs and agencies. In 2009, various other demonstrations and meetings took place, leading to the agreement of 9 boroughs to work together with Southwark

Film Office to develop a common system, retaining the flexibility needed to run separate film offices with different film policies and charges.

The London Cultural Improvement Programme secured funding from Capital Ambition towards the initial design, allowing the participating London Boroughs to benefit from a reduced initial start up fee.

The world sees London most often through their TV screens. If London is going to retain its position as a favourite destination for tourists and business travellers, we need to make sure that images of London are easily captured and shown worldwide. The current system for getting permission to film does not work; foreign crews are baffled by the complexity of getting permission for simple general views. FilmApp is a step towards simplifying the process, specifically designed to help the borough film officer and the film company.

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
To create a new online system which provides: a. a common application process for filming in London b. Borough Film Officers (BFO) a method to quickly process film licences c. real time film application data to be shared with stakeholders such as the Police and Film London d. an online calendar, showing proposed film events and other events chronologically, helping film makers by avoiding schedule clashes e. an online notification procedure so residents, and businesses can register for advance notice of filming in heavily used locations f. a more effective process for broadcasting in the run up to 2012	Y	https://www.filmapp.org/filmfixer/about.aspx	
To improve London's national and international reputation as a destination for film making and broadcasting	Y	http://www.londoncouncils.gov.uk/London%20Councils/FilmAppEvaluationsummary.pdf	Baseline evaluation suggests that a common online system would improve London's reputation as a filming destination amongst location managers and production companies
To boost the local economy and licensing income by increasing the number of film days in London	Y		Southwark and Lewisham Film office have developed a shared online film application system, which led to a doubling of film days and corresponding income from licence fees last year, it also meant that double the applications were managed by the same size of team. Currently Southwark's income from Film licences is £320K. Larger film productions often employ local people and support local communities. Clint Eastwood's as yet unreleased film "Hereafter" has been shooting in London recently. The production was very keen to employ local people as extras and as a result many Londoners had the opportunity to work on a large scale international film.

Performance against planned End date & Investment

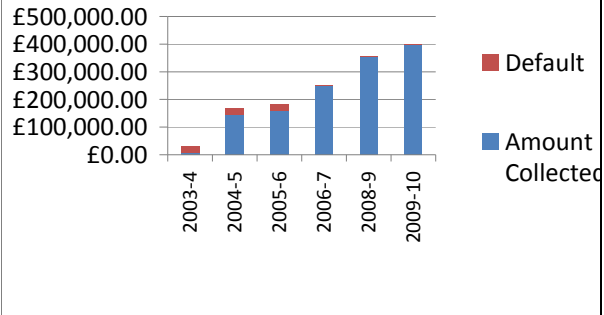|	Agreed	Actual	Variance	Comment
Total CA Investment	£17,000	£17,000	0	
End Date	31 March 2011	31 March 2011	0	

Approved Change Request (description)	Effect on original schedule	Effect on Business Case (Costs / Benefits)	Impacts on project scope / objectives

Project Acceptance Criteria

	Acceptance Criteria	Has been met (Y or N)
1	Improved reputation of London as a destination for filming and broadcasting	Y
2	Boost to local economy through increased local spend	Y
3	Improved relationships between film makers and London Boroughs, residents, local businesses and other stakeholders such as the police	Y

Project benefits & assets produced

	Benefits / assets	Link to product if applicable	Comment
1	An common online film application system	https://www.filmapp.org/filmfixer/about.aspx https://www.filmapp.org/camden/ https://www.filmapp.org/cityoflondon/ https://www.filmapp.org/brent/ https://www.filmapp.org/haringey/ https://www.filmapp.org/hackney/ https://www.filmapp.org/newham/ https://www.filmapp.org/lbhf/ https://www.filmapp.org/rbkc/ https://www.filmapp.org/wandsworth/ https://www.filmapp.org/southwark/ https://www.filmapp.org/lewisham/	All 11 partner boroughs have now launched a common online film application system
2	A target increase of 20% in number of film days in London	http://www.londoncouncils.gov.uk/London%20Councils/FilmAppEvaluationsummary.pdf	Baseline evaluation suggests that a common online system would improve London's reputation as a filming destination amongst location managers and production

			companies
3	A 20% increase income from film applications across the participating London Borough	£500,000.00 £400,000.00 £300,000.00 £200,000.00 £100,000.00 £0.00 2003-4 2004-5 2005-6 2006-7 2008-9 2009-10 ■ Default ■ Amount Collected Southwark's film income has risen to £398,000 in 2009-10, now the second busiest in London with over 1500 film days a year. Note the big jump in 2007 when Southwark film office went online for the first time.	Southwark and Lewisham Film office have developed a shared online film application system, which led to a doubling of film days and corresponding income from licence fees last year, it also meant that double the applications were managed by the same size of team. Currently Southwark's income from Film licences is £320K.

Please sign below:

Project Manager's Details:

Sue Thiedeman
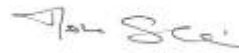
Director London Cultural Improvement Programme

Name: _____   Signature: _____

Project Sponsor's Details:

Moira Sinclair

Executive Director Arts Council
England London & Chair London
Name: Cultural Improvement 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:

- Cementing Borough partnerships: Letters of agreement were signed by each partner, followed by a licence agreement once FilmApp was running.

Didn't work well:

- Project plans needed to take into account the fact that local authorities systems and procedures can act as a brake on progress
- More than was planned was spent on legal advice, technical changes and some out of scope functions
- It took more chasing than anticipated to get a high level of response from film location managers to complete the baseline survey
- Local Authority film officers have been reluctant to complete the survey as they are easily identifiable as there is often only one officer per borough

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

- A significant central local authority undertook to design and develop a separate and incompatible on-line system. Initially they were reluctant to enter discussions with the FilmApp team, however with support from LCIP there was a very open and productive line of communication and we are currently exploring the possibility of the borough being a "critical friend" to ensure robust testing of the system and maintain a joined-up approach even if they do not adopt FilmApp as their online system.

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

- The implementation of FilmApp in boroughs was delayed due to internal problems at borough level. These were mainly due to each individual borough requiring their own legal and administrative processes to be met despite legal advice being built into the FilmApp process at all levels and considerable cost to the programme.