Draft Capital Ambition Project Proposal

Projects 150k and above

Lead Authority:	London Cultural Improvement Programme Board (LCIPB)
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Revision History

Version	Created	Reasons for/Summary of Changes	Author
1	7.7.09	First draft	Sue Thiedeman
2	12.7.09	Second draft	Sue Thiedeman
3	13.7.09	Third draft	Sue Thiedeman
4	14.7.09	Final draft unformatted	Sue Thiedeman

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1. Project Overview

1.1 Title

"Delivering Value Through London's Cultural Services"

1.2 Project Summary

"Delivering Value Through London's Cultural Services" is a pan London programme that builds on the initial phase of the London Cultural Improvement Programme funded by Capital Ambition in January 2008:

LCIP key achievements.doc

It aims, in a difficult economic environment, to enable cultural services to deliver value by striking a balance between process and efficiency and delivering effective services that are aligned closely to wider outcomes and local area priorities. The programme (A) introduces 5 new works strands:

A. "Delivering Value Through London's Cultural Services"

B. Working with Children's Services

C. Heritage Change Programme

D. London Events Network and Training

E. Marketing Culture for the Visitor Economy

F. Improving Fundraising Capability

1.3 Partner organisations involved in the submission of this bid

- Museum Libraries and Archives London (MLA-L)

- Arts Council England London (ACE-L)

- Sport England London (SE-L)

- Government Office for London (GOL)

- London Councils (Culture Tourism and 2012 Team)

- Improvement and Development Agency for Local Government (I&DeA)

- English Heritage (EH)

- London Chief Culture and Leisure Officers Association (CLOA –L)

- London Cultural Improvement Group (LCIG)

1.4 Project Aim

To support cultural services across London in effectively managing change to enable them to deliver efficient services and value for money outcomes for the people of London.

1.5 Project Objective(s)

"Delivering Value Through London's Cultural Services" programme objectives are to enable London's Local Authority Cultural Services to:

1. Respond to change

2. Deliver value through improved effectiveness and efficiency

3. Contribute effectively to wider outcomes, local Priorities, Local Area Agreements and National Indicators.

1.   **Working with Children's Services:** aims to build capacity and confidence for Children and Young People's (CYP) services and Cultural services to work together to deliver strong outcomes for CYP and improve effectiveness and efficiency across London:

   1.1. Develop an infrastructure, which facilitates joined up working between Cultural and Children's Services. This will include the development of new networks within existing pan-London LA support services (GOL and LC) and the introduction and support of borough Children's Cultural Champions. These Champions will be existing LA professionals, nominated by each borough to take on this role

   1.2. Build the capacity of professionals to understand complimentary LAA priorities, national initiatives and each other's skills and expertise;

   1.3. Identify and facilitate collection of the data needed at a local level to evidence impact, identify efficiencies and lever future investment;

   1.4. To support increased cultural engagement by young people in quality, targeted activities that meet a range of LAA outcomes.

2. **The Heritage Change Programme** aims to 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:

   2.1. To enable London's Local Authority Heritage Services to more effectively contribute to wider local area priorities in future;

   2.2. To support the principles in National and local Strategies e.g. Heritage Protection Review, National Archive Strategy "Archives for the 21st Century", forthcoming National Museum Strategy, and the introduction of the national Cultural & Sport Planning Tool;

   2.3. To examine the potential for improvement and efficiencies for example through the shared services model successfully piloted in the London Library Change Programme;

   2.4. To improve the customer offer to users and potential users of London's Local Authority Heritage Services;

   2.5. To work together to increase participation and engagement by customers;

   2.6. To facilitate capacity building for Heritage Services within Local Authorities;

   2.7. To examine opportunities to support the sector to secure external funding for the London Authority Heritage Services;

   2.8. To build on the success of the phase one of the Museum Improvement Programme, enabling the remaining eligible London Boroughs to benefit;

2.9. To establish service improvement specific networks to share best practice and deliver improvement plans through a sector work programme.

3. **London's Events Network and Training** will utilise the London Events Forum (which is an improvement network with representatives from all London Boroughs) 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, building capacity to maximise the opportunities presented by 2012.

    3.1. Improve performance, effectiveness and efficiencies and raise standards by facilitating networking for borough events managers and those with event responsibilities through an improvement forum;

    3.2. Increase skills, knowledge and capacity for supporting a range of outdoor arts events by undertaking a needs analysis of skills and development needs of the 33 London boroughs to inform future investment and development;

    3.3. Build capacity within events services through a peer to peer mentoring scheme;

    3.4. Provide efficiencies to boroughs by creating a bespoke software package that will drastically reduce the amount of time spent transferring data between the different agencies involved in event delivery;

    3.5. Increase effective and quality working with the third sector through the development of a London-wide event toolkit.

4. **Marketing Culture for the Visitor Economy** will improve marketing skills within cultural services and boost London's visitor economy by ensuring effective marketing of London's cultural offer, building capacity to maximise the opportunities presented by 2012:

    4.1. To ensure effective marketing and increased participation by improving the marketing skills of culture officers;

    4.2. To ensure culture officers are best placed to engage fully with the marketing opportunities Visit London provides;

    4.3. To enable and enhance partnership working between the culture and tourism sectors to develop and deliver a shared improvement plan focusing on boosting the regional and local visitor economy.

5. **Improving Fundraising Capability** aims to improve London's Cultural Services' ability to attract inward investment, through sharing best practice and building capacity.

    5.1. Map the success rate of London's cultural services' fundraising activities and compare to Regional and National figures;

    5.2. Identify and share best practice in fundraising from London Boroughs and other regions;

    5.3. Identify the potential for and barriers to working more collaboratively across London's cultural services to reduce duplication and increase success rate;

    5.4. Build capacity to attract funding into London's Local Authority Cultural Services.

1.6 Business and Policy Context

Building on success of first phase

The "Delivering Value Through London's Cultural Services" programme builds on the success of phase one of the London Cultural Improvement Programme funded by Capital Ambition in January 2008. Culture is the weakest performing sector in London; the CPA culture block scores identify London as the worst performing region in the country. Despite this continued poor performance the London Cultural Improvement Programme has been successful and was instrumental in raising London's performance from one 4 star culture rating in 2006 to seven in 2008.

Phase one of the implementation of the Culture and Sport Improvement Tool highlighted the need for a number of shared improvement priorities across London boroughs such as better marketing and more effective fundraising by increasing both capacity and capability.

> "*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."*

> Martin Allison, National Cultural Advisor I&DeA

The new national performance and Comprehensive Area Assessment (CAA) framework is a new way of assessing local public services in England. It examines how effectively local public services are working together and improving the lives of the people they serve. This signals a move away from the assessment of internal processes and outputs and a move towards delivery of better outcomes for local people. There is an opportunity for the London culture sector to play a key role in the delivery of improved outcomes that affect the quality of life of the local community, however, it must improve the way it works in partnership, the quality, effectiveness and efficiency of the culture offer for London.

Economic climate, Government programmes, strategies, and policies

In the context of the current economic climate and the upcoming comprehensive spending review cultural services need to be prepared to respond to the demands of change and in particular the efficiency agenda. The Government's operational efficiency programme, which reported in April 2009, identified a number of areas that this programme aims to respond to

- The need for consistent and comparable data to enable and measure best practice performance and value for money;

- The need for the right structures and tools to be in place to help organisations and their staff achieve the savings they are being asked to achieve;

- To be able to identify under-performance and supported to improvement quickly.

The Public Value Programme states that:

> "*Major improvements in value for money depend not only on a firm discpline on back office costs, but also on a continual effort to find smarter ways of doing business."*

"Delivering Value Through London's Cultural Services" will enable the sector to prepare for and respond to CAA and the challenges that lie ahead and to deliver value by striking a balance between process and efficiency and delivering effective services that are aligned closely to wider outcomes and local area priorities.

"Lifting People Lifting Places" outlines the Department for Culture, Media and Sport's strategy to maximise the contribution that culture and sport can make to provide help for people through difficult economic times and aiding economic recovery. The document outlines the importance of culture in a recession and the impact it can have on people's quality of life and well being, strengthening communities and increasing social capital.

> "*Culture and sport have a unique ability to lift people and places and are part of the core script for economic recovery.*"

RT Hon Andy Burnham MP

The work of the London Cultural Improvement Programme fits with the national improvement strategy for Culture and Sport "A Passion for Excellence" and the actions within this bid support the overall strategic aims of:

- improving the quality, effectiveness and efficiency of culture in the delivery of outcomes in local communities;

- improving the performance of the culture sector and to address under performance;

- building capacity and leadership in London.

The strategy document demonstrates the positive effect culture has on place; satisfaction with local area strongly correlates with engagement in sport and cultural activities, which therefore has a significant impact on people's satisfaction with place.

The recently published DCLG Place Survey Results still ranks London as the lowest region for satisfaction of place (despite the fact that these are increasing), with 74.9% satisfaction compared to a national average of 79.7%. It is also the lowest region for NI2: 52% feel they belong to their immediate neighbourhood compared to an average across England of 58.7%. London Performed poorly in the previous BVPI satisfaction performance indicators: only one borough was above the upper threshold for satisfaction with sport and leisure facilities and 13 were below; 17 boroughs were below the lower threshold for satisfaction with museums and galleries; and 16 for theatres and concert halls. This performance was the worst of any region and clearly identified that London was not reaching its obvious potential in this area. The Place Survey Results for satisfaction (though not directly comparable due to differing methodology) clearly indicate Londoners' satisfaction with sport and culture is equally low when compared to other English regions: satisfaction with London's museum & galleries and theatres & concert halls is the worst in the county at 35.8% and 39% respectively, compared with a national average of 41.5% and 41.2% and top scores reaching 46.1% and 46.7%; satisfaction with London's public libraries is ranked second lowest at 67.6% compared with a national average of 69%; satisfaction with sport and leisure facilities is just above the national average of 46.2% at 46.5%; however, satisfaction with London's parks and open spaces is the second highest rating in the country with 72.3% compared with the national average of 68.5%. There is also considerable variation across London within the Place Survey Results and some of the lowest scores in the country occur in individual London boroughs.

"Delivering Value Through London's Cultural Services" will improve London's Local Authority cultural services' ability to deliver against wider social outcomes and to contribute to local area priorities, national indicators and Local Area Agreement targets. It will also assist cultural services to respond to new and emerging national strategies, including: The Heritage Protection Review, the Culture and Sport Planning toolkit, the draft National Archive Strategy "Archives for the 21st Century" and the forthcoming National Museum's strategy.

Local Authorities have a range of responsibilities for the historic environment that is very often split between cultural services and environmental services. In general terms, environmental services tend to manage the local historic environment through spatial planning policies and decisions, while cultural services manage historic environment assets in the local authority's ownership and develop strategies and programs to inspire interest in the area's historic environment. Conservation Officers are generally based in one service area, which can limit their ability to contribute to the historic environment work being undertaken in the other service area. Furthermore, the maintenance of the local authorities' own historic environment assets may be dealt with by the maintenance and works service, indicating another area of work that conservation staff might have to cover in a local authority outside their own service area.

Recent research by English Heritage has indicated a drop in the size of local authority conservation teams and the number of conservation officers employed. Given the range of work that

conservation staff are expected to undertake in local authorities, this trend suggests a significant threat to the care of the historic environment. To prevent such an impact it would be beneficial to understand the range of work relating to the historic environment that London's local authorities undertake across all service areas and the way in which these demands are currently being managed.

London archive services

Staff working in London Local Authority Archive services are a great asset. They have a great deal of knowledge about the local history of their borough, passion for their collections, and a commitment to excellent customer service. They all work hard under what are often challenging circumstances. However, staff often feel marginalised and demoralised. Chains of command are long, and it can be difficult to raise key issues and argue a case to senior levels. In many cases staff feel the need to develop additional skills in order to develop their service: strategic planning, project management, partnership working, and advocacy. As teams are small, it is very hard for them to devote precious time to developing these skills, or to strategic planning and relationship building.

Archive & Local Studies services in London could be more involved with activities across the library, heritage and culture service of their borough, in ways that would increase access to the collections without over-burdening the archives staff. There are good examples of archives & local studies contributing to the work of the schools library service, ESOL groups, reminiscence groups, and IT training sessions.

There is not a strong tradition of borough services working together although there has been some good practice examples in this area: consortial cataloguing projects such as Flesh and Blood; and six east London boroughs partnering with Eastside Heritage in a major HLF-funded oral history project. Partnership between borough services could be supported to develop activities such as learning and outreach programmes, as they make efficient use of limited resources and allow expertise to be unlocked.

Most services have a collecting policy, but few have the capacity to proactively collect. Furthermore, most collecting policies are rather traditional, focusing on types of record [e.g. school records, church record], rather than their communities. Archives & local history services have incredible potential to develop vibrant and creative ways of engaging with communities. However, in many cases, services feel they lack the time and skills to do so.

There are three main data collection methods used by archives services: CIPFA statistics; the bi-annual survey of users organised by the Public Service Quality Group [PSQG]; and The National Archives [TNA] self assessment. These are voluntary and none are completed by all 33 boroughs leaving a gap in comprehensive knowledge about these services. A greater participation in PSQG and TNA self assessment would provide an excellent way to monitor and profile audiences and user satisfaction, and to benchmark against similar services. Participation in the TNA self-assessment process is voluntary, but The National Archives expects local authority archives which are places of deposit for public records, or which have subscribed to the Standard for Record Repositories, to complete the assessment. The TNA have commented that the survey reveals a 'postcode lottery' of service quality, with wide disparities in the standards of service between one authority and another. In London 7 out of the 33 boroughs did not participate. The main reason: the time required to complete such an assessment.

There is potential for mapping with CIPFA and PSQG data with the TNA information to provide a fuller picture of the archive service across London. There is also potential for archive services across London to use the TNA self-assessment as the basis for improvement planning and indeed there are areas of best practice where this is taking place. Some authorities have identified improvements, which could be implemented within existing budgets, or have established targets for longer-term improvements. The impact of these improvement plans is evident in raised scores for

some services, and in some cases was sufficiently marked to carry the service into a higher performance band, as for example at the London Borough of Bexley, which moved into the highest performance band this year.

However, despite all these positive developments, the broad outlines of the picture revealed by the 2008 results are very similar to those of 2007. There is still a huge disparity between the standards of service provision in the strongest and weakest authorities, which is correlated with the scale of operation of the service, so that larger services are more likely to be high-performing than smaller ones. Many services are still unable to actively develop their collections because of a lack of staff and storage capacity. No authority yet has an active digital preservation programme, although an increasing number of interesting and promising developments are taking place. Most services still have large backlogs of uncatalogued or inadequately catalogued collections, and backlogs are actively growing in the majority of institutions. Finally, although there are many excellent examples of new buildings, in too many places archive services continue to be housed in premises which constrain their development and quality of service provision, and fall short of the environmental standards appropriate to the long-term preservation of archives. In London service levels range from 4 star services such as Bexley, Lewisham, City and Westminster to some of the lowest scores in the country. The recently published consultation document on a proposed new Government policy on public archives which has been framed in the light of these finding nationally and the challenges facing other parts of the archives sector encourages collaboration between services to provide 'bigger, fewer, better' archive services.

Local Authority Museums

London's Local Authority museums represent a huge resource for engaging with London's communities. Many have a cutting edge reputation within museum professional circles for innovative programmes of school and community engagement. Awareness of this role and their potential for enabling councils to deliver on LAA cross-cutting agendas is also starting to rise in the parent Local Authorities that fund them as a result of the Museums Improvement Programme programme, already running since 2008 as part of London Cultural Services Improvement Programme. This programme is also playing a fundamental role in building the capacity of these museums by better linking them to existing council structures and better enabling them to sustain their successes, as well as encouraging skills sharing and more collaborative working across boroughs. Over half of London's Local Authority Museums took part in phase one of this programme and the remaining eligible services have signed up to participate in phase two.

However, despite these achievements and this picture of early improvement, London's LA museums remain fundamentally under-resourced. Maintaining improvements in museum operations is difficult – whether front of house (eg audience development, outreach) or the more background functions such as collections management, exhibition and technical services, conservation and collections storage. There are also issues about the quality of the key on-site public offer of some of these museums. Many Outer London services are run from historic or listed buildings, which in turn have their own challenges regarding building maintenance.

Children and Young People

London's cultural sector currently delivers and supports a great deal of activity with, for and by children and young people (CYP). Organisations across the capital offer a wide range of experiences for young people to participate and engage in, and these programmes have the potential to contribute to a large number of social, educational and community outcomes.

Investment in CYP activities by the London cultural sector swiftly runs in to the millions. Pan-London NDPBs and Local Authority Arts, Leisure and Cultural Services all commit significant resources to this agenda. For example, in 2008/09 MLA London's Strategic Commissioning programme invested 242K into the delivery of activity for CYP and 70% of Arts Council England, London Regularly Funded Organisations (RFOs) run learning programmes. Figures from 2006/07

show that this equates to 269 RFOs spending over £11,420,000 on education activity in London (this does not include investment by national organisations working in the capital).

Consultation with Local Authorities has evidenced that officers often feel that they are bombarded with conflicting requirements and programmes by the cultural NDPBs. There is a need to provide a streamlined offer to LAs that includes arts, museums, libraries, archives, and which links to mechanisms for sport delivery.

Local Authority Children's Services are currently also investing heavily in activities that deliver identical outcomes or involve cultural partners. Frequently, these cultural and CYPS delivery strands run in parallel rather than partnership. In many cases projects target the same young people or provide duplicated activity, whilst work with other groups of young people or art forms are significantly under resourced. The quality of the work that is delivered is often patchy, with excellent models existing in silos.

Opportunities to maximise investment and make efficiencies by closer working are often missed. This is due to a lack of communication and understanding of priorities and quality criteria between these two sectors. The separate local authority departments collect evaluation and data differently and so contribution to targets cannot be articulated. The skills and expertise of different professionals working in this arena are often complimentary, but lack of knowledge sharing and systems makes it difficult for professionals to adopt a multi-agency approach.

The national policy context that the CYPS and Cultural services are working within is increasingly focussed on joint working. For example, in April 09 DCMS and DCSF published a prospectus, which detailed 12 separate, current initiatives requiring resource and input from both sectors. These include Find Your Talent, Creative Partnerships, MLA Strategic Commissioning and Engaging Places. 6 of these initiatives are focussed on Music.

Several of these initiatives are being piloted and delivered in areas of London and there is a significant opportunity for sharing learning and approaches between different borough professionals.

Cultural and CYPS investment and resource could be better combined, resulting in better quality, effective interventions that reach those most in need. Programmes can align to Local Area Agreement and Children's Plan targets for young people and culture, as well as to the national initiatives to achieve them more efficiently.

Visit London is tasked with engaging all London boroughs in marketing their tourism product and aim to work with a tourism office or officer with some kind of tourism remit from every borough. There is a very mixed picture in terms of resource, with only eight London Boroughs having a dedicated tourism officer. Culture is a key driver in promoting the London offer to Londoners as well as a domestic and international audience. In addition to this, the CSIT programme identified marketing, as a weakness in the sector and a stated improvement priority is to improve marketing skills. Visit London has been running a marketing skills programme for tourism contacts for the last 5 years and is well placed to share its best practice and develop and extend this programme to cultural services. This programme will also build on the Mayor's strategy for outer London by ensuring all of London is better enabled to engage in marketing its cultural product.

Festivals and events

London has a long tradition of producing world-class festivals and cultural events that gain national and international recognition. From Notting Hill to Carnival del Pueblo, A Baishakhi Mela on Brick Lane to Brent Respect, whether it's on a housing estate, on public roads or in a local park, the 33 boroughs support thousands of festivals and cultural events bringing together millions of people, playing an important part in creating a dynamic and exciting world city.

London Events Forum (LEF) was formed in October 2008 by Southwark Council to provide an improvement network for event professionals working within local government structures across

London. Members of the LEF are responsible for producing and hosting thousands of events every year.

1.7 Funding Requested

The attached table profiles the costs and match funding available for each of the Programme's work strands

"Programme costs
and match funding.xl

Total Project Cost (£)	Amount of Funding Requested from CA (£)
684,900 (excludes in kind contributions of 203,900)	300,000

1.8 Project Length and Target Start Date

The length of the project is 19 Months. Target start date is 1 September 2009.

1.9 Benefits Summary

Benefit Type	Tick as Appropriate
Cash Savings	✔
Efficiency Gains	✔
Cost Avoidance	✔
Capacity Building	✔
Performance Improvement	✔
Customer Satisfaction	✔
Collaborative working	✔
Attracting investment	✔

2. Project Detail

2.1 How does the proposed project address one or (or more) of Capital Ambition's themes and funding priorities?

As with the first phase of the programme the proposed new work strands target support to the weakest areas of the sector and are 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 meet Capital Ambition's themes as set out below:

Delivering Together

Working with Children's services:

The core aim of this project is to enable CYPS and Cultural Services to deliver together against Children's Plan and LAA targets, improve services for children and young people and avoid costs associated with duplication of effort. This project will engage all London Boroughs and the outcomes will be delivered both on a pan London, local and borough level.

The need for this work has been identified through consultation with the 32 Local Authorities that were not selected for the Find Your Talent pathfinder, through research such as the Arts Council England Creative Services and Creative Schools programmes, The Mayor of London's Cultural Strategy Schools Sub Group, the MLA London Bexley LAA reports, the Sport England / Arts Council BSF support programme, ACE and MLA Diploma delivery research and the Tower Hamlets Find Your Talent pathfinder. There is also a drive from the Association of London Directors of Children's Services and CLOA for closer working. This programme has already supported the initiation of joint meetings and both groups are identifying working groups to take this agenda forward.

Closer working between CYPS who have a good understanding of the challenges associated with population flow, child poverty and unemployment and Cultural Services who are often delivering activity to mitigate the effects of these will improve the quality and appropriateness of services.

Existing support programmes provided by NDPBs will be aligned resulting in a more even spread of opportunity for local authorities. The infrastructure we develop will allow for better communication of opportunities and support across London. National and regional cultural organisations, such as national museums, will be able to interact more effectively with CYPS and target their programmes according to need.

Heritage Change Programme.

This project will engage all London Boroughs and the outcomes would be delivered both on a pan London and local level. The project will also work across a range of services e.g. Planning & Regeneration, CYP, third sector, and Higher Education. The phase one Museum Improvement Programme successfully engaged over half of London's Local Authority museum services and the vast majority of the remaining boroughs have now requested the opportunity to join the programme.

The project will identify further potential for joint working and fundraising, building on examples like the £500,000 HLF funded Working Lives of the Thames Gateway, which involves even archive services working with Eastside Community Heritage to document oral histories, provide skills training for young people and support inter-generational learning. It will also examine the potential for shared services and governance models.

Local Authorities need to be prepared to meet new standards for environmental impact towards which heritage buildings are a significant contributing factor. The project will examine the impact of heritage buildings and provide boroughs with strategies to mitigate their environmental impact.

Heritage services are major resources for facilitating understanding between communities, reflecting the identity of local areas and enabling residents to understand and be involved in the process of regeneration, mitigating adverse effects of rapid population change. The project will position cultural services to communicate the impact of heritage on these wider outcomes.

London Events Network and Training

This project will engage all London boroughs and the outcomes would be delivered both on a pan London and local level. The project will also work across a range of services including engaging with children and young people, arts, sports and park services, and the third sector

Marketing Culture for the Visitor Economy

Only eight London Boroughs have dedicated Tourism Officers and Cultural Services is often a proxy for this function. This project will involve all London Boroughs in improving marketing of their leisure and cultural facilities and tourism product to international and domestic visitors, including borough residents. It will also strengthen the relationship between Visit London and cultural services and enable boroughs without a dedicated tourism officer to access the expertise of Visit London

Improving Fundraising Capability

This project will engage all London boroughs in a mapping exercise to identify success rates, best practice and to work together to develop a forward funding strategy.

Raising the Bar

	NATIONAL INDICATORS															
	1	2	5	6	7	8	9	10	11	14	17	18	50	54	110	117
B. Working with Children's services	✓		✓										✓	✓	✓	✓
C. Heritage Change Programme.		✓	✓	✓			✓	✓	✓						✓	
D. Improvement Programme for London Events	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓			✓	
E. Marketing and Boosting London's Visitor Economy			✓			✓	✓	✓	✓							

Working with Children's Services

The project will improve performance by sharing best practice and supporting the development of new ways of working across CYPS and Cultural Services raising the quality of services provided to children and young people.

Support to collect data and evidence will improve provision and planning of services resulting in efficiencies being identified and impact measures clearly defined. Through this CYPS will be supported to better commission quality targeted cultural activity to areas of the greatest need.

The project will enable Cultural Services to more easily contribute to Local Area Agreement priorities for CYP, and will enable their contributions (which often represent a significant investment) to be measured and counted against targets, with a specific focus on NI110.

Heritage Change Programme.

The project will improve performance by facilitating integration between services, supporting the raising of standards and improving the customer offer.

The delivery of the project will enable London's heritage services to more easily contribute to Local Area priorities and their contributions to be measured.

Phase two of the museum improvement plan will ensure that the vast majority of eligible London boroughs participate in a sector specific improvement network.

The project will examine the potential for innovation and new ways of working in approaches to service delivery and service transformation.

London Events Network and Training

The project will improve customer service and build capacity within the third sector. It will enable London's events services to more effectively contribute to Local Area Agreement: priorities and their contributions to be measured. The project will look at innovation in approaches to service delivery and at service transformation.

Marketing Culture for the Visitor Economy

This project is a pan London programme that was developed in response to a need identified by Local Authorities undertaking CSIT self assessments .The project will engage officers from the full spectrum of culture and sport services, improving marketing skills has the potential to boost the visitor economy, lead to increased participation and to enhanced perception of "place"

Developing Capability

Working with Children's services

The training and support provided through the project will upskill staff in CYPS and Cultural Services and organisations to deliver joint services. The cultural sector is skilled at working with 3rd sector organisations, embracing new ways of working and innovative practice. Through placements and mentoring the project will transfer these skills to LA staff embedding new ways of working. The Champion and Stakeholder groups developed as part of the project will be given specific skills and expertise to work effectively to this agenda.

Heritage Change Programme.

The project builds on the work of CSIT/MIP which was an improvement programme based on self assessment and peer led challenge leading to individual, regional and sector improvement plans

London Events Network and Training

The project is a capacity-improving project for local authority events professionals and third sector events organisers.

Marketing Culture for the Visitor Economy

The skill set learnt as a result of this project will be widely applicable to any officer or organisation with a marketing remit. The online advice notes will be widely distributed and officers who have attended training seminars will be able to share the information with colleagues. In addition the project extends the expertise of Visit London beyond boroughs that have a formal tourism officer. It

will also enable officers to be better prepared to access tourism and marketing support from a range of organisations, including the London Development Agency.

Improving Fundraising Capability

This project will develop skills and build capacity to secure inward investment in London's Cultural services The cultural sector will be supported in adopting rigorous evaluation and data capture models that meet the needs of local authorities.

Connected London

Heritage Change Programme

Digitisation and online access to heritage collections and resources are fundamental opportunities and challenges facing the sector. These are recognised within national strategies which local authority service are often poorly equipped to meet. The project will provide boroughs with evidence to identify the most efficient tools and procurement strategies and spread best practice in the use of digital technologies for reaching new audiences.

Improvement Programme for London Events

This is a pan London project that will use shared online resources and software to enable all London Boroughs to improve effectiveness and efficiency of event management.

Value for money/ efficiency/CSR 2007

The Programme is designed to deliver value, both within and through London's cultural services. It will improve the effectiveness and efficiency and ensure cultural services impact on wider priorities

Working with Children's Services

There are potential efficiency gains from shared service delivery, through working with children's services, which will be quantified as the project develops. As CYP and Culture professionals begin to use standardised data capture tools, Local Authorities will be in a position to evidence increased delivery against a range of targets, and pull together a more accurate picture of their offer.

Officer time will be spent more effectively through Children and Cultural Stakeholder Groups, as once a vision is developed and mapping has taken place, Local Authorities will be able to use the findings as baselines to inform a wide range of programmes. There will also be a reduction in time spent planning and building partnerships, as all professionals will be able to use these shared and agreed resources.

Heritage Change Programme

The project will identify the potential for efficiencies and encourage best practice in service delivery, creating a platform for effective services that deliver value.

Improvement Programme for London Events

Utilising the London Events Forum to engage with London Boroughs, gather data and evidence and develop an improvement programme for the sector, provides the capacity needed to drive self improvement. The project will identify the potential for efficiencies through working more effectively and collaboratively, in particular improving procurement practices and exploring the potential for a shared service model of delivery.

Improving Marketing and Boosting London's Visitor Economy

Improving the marketing skills of cultural services officers has the potential to increase visitors to a local area and boost the local economy

Improving Fundraising Capability

This project aims to increase the success rate of London borough's securing external funding, thus reducing pressure on borough's service budgets.

2.2 Who are the partners directly involved in running the project and what will they contribute to its success?

Name of Partner	How will they contribute to the success of this project?
Museum Libraries and Archives London (MLAL)	LCIP Board Member Funding Partner and host to London Cultural Improvement Manager and programme project team Lead Partner for Heritage Change Programme and Museum Improvement Programme, Joint lead for Working with Children's Services project
Arts Council England London (ACE-L)I	LCIP Board Chair Funding partner Main Partner for London Events Improvement Programme and joint lead for Working with Children's Services project
Sport England London (SE-L)	LCIP Board Member Funding Partner
Government Office for London (GOL)	LCIP Board member Funding Partner
London Councils (Culture Tourism and 2012 Team)	LCIP Board Member Culture Tourism and 2012 Forum – Member reference group In kind support rooms and support to development of web sites and IT
Improvement and Development Agency (I&DeA)	LCIP Board Member Advice and guidance to overall programme Publishes best practice case studies in " Partnership and Places Library on I&DeA knowledge website
English Heritage (EH)	LCIP Board member Funding Partner Joint Lead on Heritage Improvement Programme
London Chief Leisure Officers Association (CLOA –L)	LCIP Board member Peer Reference Group
London Cultural	LCIP Board member

Improvement Group	Peer Reference Group
London Events Forum	Lead Partner for London Events Improvement Programme
London Parks Forum	Partner for Heritage Improvement Programme
Greater London Authority GLA	Engagement with Mayor's Cultural Strategy, governance structure for Working with Children's Services
Visit London	Lead Partner for Improving Marketing and Boosting London's Visitor Economy
Pro-Active Partnerships	Dissemination of information
Archives for London	Consortium of practitioners, strategic leads and archive users, Lead on engagement for Archives Funding partner
Heritage Lottery Fund	Undertake research, share best practice, support to funding bids
London Museums Hub	Funding Partner
London Boroughs	Engagement with programme; funding partners (see enclosed maps) "LB signed up to CSIT June 09.ppt" "MIP participation June 09.ppt" "Borough financial contributions July 09.

2.3 What are the intended outcomes of this project?

Outcome No.	Outcome Description
A Delivering Value Through London's Cultural Services	1. Strategic approach to cultural improvement across London 2. Improved effectiveness, efficiency and value 3. Improved resident satisfaction with sport and culture 4. Improved performance in Local Area Agreements 5. Improved impact on Quality of Life for local people 6. Improved national profile of London as a region championing cultural Improvement
B Working With Children's Services	1. Enhanced, sustainable CYPS and Cultural Services infrastructure at borough and regional level 2. Enhanced, sustainable partnership working embedded in CYPS with Cultural partners 3. Improved, efficient delivery of national initiatives including BSF, Find Your Talent and Strategic Commissioning 4. Improved LA access to regional and national cultural infrastructure and funding 5. Improved ability to demonstrate impact on wider outcomes 6. Reduced variation in service quality across London 7. Improved standards & service quality for CYP across London 8. Identified efficiencies through joined up delivery 9. Increased commissioning of cultural sector by CYPS and secure sustainable funding

	10. Improved performance in NI110 11. Improved datasets demonstrating impact of using cultural to deliver CYPS
C Heritage Change Programme	1. Identified potential for greater partnership working and shared services within and between boroughs. 2. Improved potential for capacity building in the sector 3. Improved ability to secure external funding 4. Improved potential for performance in NI 2, NI 5, NI 6, NI 9, NI 10, NI110 5. Identification of new & innovative ways of working 6. Greater joint working across services and boroughs 7. Development of improvement network 8. Development of shared improvement plan 9. Potential for an enhanced customer experience 10. Increased quality/ standard of service 11. Likely reductions in variation in levels of standard/quality 12. Improvements in baseline performance information 13. Establishment of appropriate monitoring frameworks 14. Potential for improved asset management and building maintenance programme 15. Potential for improved standards & customer service quality across London 16. Potential for increased participation and public profile
D London Events Network and Training	1. Developed, sustainable partnership working 2. Enhanced capacity in the London local authority sector 3. Enhanced capacity in the third sector 4. Improved ability to secure external funding and inward investment 5. Improved performance in: NI1,16,10,11,17 1nd 18 6. Improved standard and quality across London 7. Peer support 8. Identification of potential Efficiency savings through improve procurement and opportunities for a shared services approach 9. Improved and consistent systems process, such as bookings and event management
E Improving Marketing and Boosting London's Visitor Economy	1. Improved marketing skills among cultural services colleagues 2. Better marketing for cultural product 3. Better engagement between cultural and tourism sectors 4. Increased visitors to local area boosting local economy
F Improving Fundraising Capability	1. Increased success rate in attracting external investment 2. Improved readiness to respond to funding streams 3. Improved collaboration on funding bids

2.4 What outputs will the project deliver?

Output No.	Project Stage or Phase	Description of Output	Target Completion/ Delivery Date	Which outcome is this output (s) linked to?
Delivering Value Through London's Cultural Services		Best Practice Case Studies Programme phased evaluation reports	Ongoing September 2010 – April 2011	Delivering Value Through London's Cultural Services; Improving Fundraising Capability; Working With Children's Services; Heritage Change Programme; Improvement Programme for London Events; Improving Marketing and Boosting London's Visitor Economy
Working With Children's Services		**Infrastructure:** 33 borough Cultural Champions One regional Cultural Champions Group **Capacity building**: Education Business Partnership (EBPS) and Creative and Media Diploma support package. 33 EBPS trained to use cultural organisations effectively. Define a scale of fees. 30 CYPS workforce and cultural workforce reciprocal placements Training and support programme for CYPS and Cultural Services and organisations staff to develop ways of working and share best practice • SEN programme • Families programme • Youth Services/Young people at risk programme **Evidence, efficiencies and impact**: Framework and tools for data and evidence collection at borough and regional level including data	End January 2010 End January 2010 December 2009 March 2010 March 2010	Working With Children's Services (1,2, 3, 4) (1, 2, 3, 4) (6,7) (5,6) (5,6)

		needed for cost benefit calculations	March 2011	(7,10)
		Cultural commissioning toolkit and guidance for CYPS	March 2011	(8,10)
		LAA and NI training to improve evidencing and delivery of NI110	March 2011	(9,10)
Heritage Change Programme		An Improvement plan for London's Local Authority Heritage Services	August 2010	**Heritage Change Programme** 1, 2, 3, 5, 6, 7, 8, 13
		Establishment of baseline information on performance and service quality	July 2010	2, 3, 4, 10, 11, 12
		Robust benchmarking and a programme to share best practice	July 2010	2, 3, 4, 5, 6, 7, 10, 12, 13, 15
		Report that will identify:	August 2010	
		Potential for efficiencies		1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16
		Identification of new & innovative ways of working		
		Priorities and high level values of potential improvements to back office functions including procurement, shared storage and in service delivery, education and outreach and will led to an improvement plan and sector specific work plans		
		Creation of sector improvement networks		
Improvement Programme for London Events		An improvement network for London boroughs events professionals looking at:	August 2009	**Improvement Programme for London Events** 1, 2, 6, 7,
		Benchmarking, in particular to establish useful baseline data and robust performance measures	October 2009	5, 6,,
		Identify the potential for Joint procurement and commissioning and quantify potential savings	October 2009	1, 6, 8,

		Information and knowledge sharing across London boroughs	October 2009	1, 6,
		Sharing capacity and resources to attract inward investment	October 2009	1, 2, 4
		Working collaboratively	October 2009	1, 2, 8,
		Contribution to LAA's and local area priorities	October 2009	2, 5,
		A needs analysis of skills and development needs of the 33 London boroughs to inform future investment and development	October 2009	1, 2,
		A peer to peer mentoring scheme to develop skills and knowledge sharing amongst the sector	Ongoing	1, 2, 7,
		A bespoke software package to deliver efficiencies in event planning	April 2010	2, 6, 8, 9
		An events toolkit to support and deliver efficiencies when working with the third sector	April 2010	1, 2, 3, 5, 6, 8, 9
Improving Marketing and Boosting London's Visitor Economy				Improving Marketing and Boosting London's Visitor Economy
		Marketing workshop	December 2009	1, 2, 3, 4
		3 marketing training seminars	June 2010	1, 2, 4
		5 on-line marketing guidance /advice notes	August 2010	1, 2, 4
Improving Fundraising Capability				Improving Fundraising Capability
		Audit report of external investment in London's cultural Services	April 2010	2, 3
		Analysis of London's performance compared with England and the regions	May 2010	2, 3
		Forward funding strategy for London's cultural services	May 2010	1, 2, 3

2.5 How will outputs be rolled out beyond partners that are participating in the project?

Output No.	Roll out strategy
Outputs from the whole programme	Best Practice Case study will be developed for I&DeA Partnership and Places Library. Press releases to sector press Presentations to Network of Regional Improvement Groups Potential to speak at national conferences to promote the programme and its innovative approach and outcomes achieved (as achieved with LCIP)
	Potential to make the following available to other regions: • Marketing Training Programme • On-line guidance, and Marketing Advice Notes • Event Planning and Management soft ware / Tool Kit • Cultural Commissioning Tool kit

2.6 What benefits are sought from running this project?

Benefit Heading	Description (what benefits?, how much?, over what period?, impact?)
Cash Savings	The potential to generate cash savings will be identified using MIE TOOL when the initial benchmarking has been completed in the first phases of the programmes work strands. As with the Library Change Programme, there is the potential to identify the potential for cash savings, due to the variation inherent in heritage and events management services across London.
Efficiency Gains*	Improved effectiveness and efficiency gains are likely throughout the programme, through improving collaboration, systems and processes and working practices, sharing best practice and the development and roll out of tool kits developed throughout the programme.
Cost Avoidance	The programme will ensure resource optimisation by identifying and sharing best practice, exploring new and innovative ways of working and improving business processes.
Capacity Building	The programme builds capacity through the provision of tailored training programmes; peer-to-peer mentoring; the development of improvement networks and shared work programmes; and improvement plans at both strategic and local levels. Improving capacity of different local authority services to strategise for the management of the historic environment.
Performance Improvement	This programme builds on the success of the London Cultural Improvement Programme and is designed to drive improvement in the cultural sector. It specifically aims to improve performance in a number of National indicators at a regional and local level.

Customer Satisfaction	Improving the effectiveness of cultural services is designed to ensure that they contribute to wider outcomes and local priorities and impact on the quality of life for local people. Specifically it will be measured by improvement in London's resident satisfaction ratings for cultural indicators and for overall satisfaction with place
Collaborative Working	All of the projects within the programme are designed to encourage and support collaborative working both across borough boundaries and across different sectors. This has the potential to improve effectiveness and efficiency through sharing best practice, peer supported improvement and exploring the potential for shared services
Attracting Investment	The Improving Fundraising Capability project is specifically designed to support London Boroughs to attract external funding into London Boroughs and increase the success rate of funding bids in the region, whilst reducing the cost of applying for funding.

2.7 How will the equalities impact of this project be measured?

eia.doc

2.8 What is seen as the legacy of this project?

As a result of the initial phase of the London Cultural Improvement Programme funded by Capital Ambition in January 2008, London is now considered to be the leading region for Cultural Improvement in England and is the only region that is delivering the National Cultural Strategy "A Passion for Excellence" comprehensively across London Boroughs: The London Cultural Improvement Programme Board has a track record of delivering improvements and of raising London's profile for cultural service improvement.

> *"Culture makes a major contribution to Londoners quality of life and sense of community, as well as being the key driver for tourism in the capital. As major funders London Councils is committed to support the London Cultural Improvement Programme. This programme is further demonstration that London boroughs and our partners are leading the drive for improvement and delivering real improvements for communities across London".*

> *Cllr Merrick Cockell. Leader of the London Borough of Kensington and Chelsea and Chairman of London Councils*

> *"What has been achieved by London is significant and will I'm 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"*

> *Martyn Allison, National Cultural Advisor, I&DeA*

The "Delivering Value Through London's Cultural Services" Programme builds on the success of the earlier London Cultural Improvement Programme and has been designed to deliver lasting improvement in London's local authority cultural services. The programmes tackle the parts of the cultural sector where performance has been identified as weak compared to other parts of the sector and compared to other regions. The programme intends to identify and share best practice

across London, it will also undertake considerable benchmarking activity, building the scant evidence base and establishing baselines where they have not previously existed.

The programme is designed to prepare London's local authority cultural services for change, including responding to the challenge of the efficiency agenda in the context of the recession and upcoming spending review. The programme aims to create effective services which impact on wider outcomes and local priorities, support Local Area Agreements and add value to borough residents. The programme also responds to new strategies in the sector, for example, the introduction of the Culture and Sport Planning toolkit, Archives in the 21st Century and the Heritage Protection Review.

Each of the work strands has a significant capacity building element and introduces new ways of working, creates new partnerships and explores the potential for shared service delivery. A number of training programmes will be designed and delivered, a peer to peer mentoring scheme and the creation of a number of improvement networks and communities of practice all contribute to building capacity within the sector. Several new toolkits will be developed to ensure best practice and improved effectiveness and efficiency: for example the Events Toolkit will create a clear and effective method of officer time spent in one to one contact with event organisers and provide essential tools for organisations, enabling them to develop long-term sustainable environments in which cultural/social enterprise can thrive. Users would additionally benefit from the opportunity to network and share knowledge, information and advocacy about cultural projects across London

The programmes delivered by the London Cultural Improvement Programme Board are unique: they are based on collaboration, partnership and effective joined up working of all the cultural agencies and interested parties; to date the levels of engagement with London Boroughs has been unprecedented, ensuring increased capacity and creating the synergy required to deliver and to sustain lasting improvement.[i]

3. Project Resourcing

3.1 Have you secured or are you seeking match funding for this project?   Yes

Funder	Amount (£)	Is Funding Secured?	Decision Date (if not secured)
MLA London	75,000	Yes	
Archives for London	1,000	Yes	
ACE London	100,000	Yes	
English Heritage	15,000	No	25 August 2009
Sport England	7,700	Yes	
Visit London	13,000	Yes	
GOL	15,000	Yes	
MLA Council	3,200	Yes	
London Museums Hub	10,000	No	31 July 2009
London Museums Hub	90,000	Yes	
London Boroughs	55,000	Yes	
TOTAL	384,900		

What is the anticipated spend profile of funding requested from Capital Ambition?

The Capital Ambition funding request is for £300,000

Year	Quarter 1 (£)	Quarter 2 (£)	Quarter 3 (£)	Quarter 4 (£)	Total (£)
1			59,000	35,000	94,000
2	75,000	58,000	35,000	38,000	206,000
Total					300,000

3.2 Project Staffing

The London Cultural Services Improvement Manager and one project Manager will manage the overall programme as well as directing support to London Boroughs via the established bank of cultural peers. Partners, stakeholders and representatives from London boroughs will be involved in the programme governance and delivery.

The Working with Children's Services project will employ a project manager and part time project support assistant.

Consultants will be appointed for fixed term contracts to deliver:

- Phase one feasibility study for the Heritage Change Programme

- Design and deliver marketing training and on- line marketing advice notes and guidance

- A needs analysis of skills and development needs of events management in 33 London boroughs to inform future investment and development and identify potential efficiencies

- Fundraising audit and development of forward funding strategy

- Delivery of peer programmes

3.3 In Kind Contributions

Partner	In Kind Contribution	£ Value
LCIP Board (ACE-L, MLA-L, SE-L, GOL, LC Culture, Tourism and 2012 Team, I&DeA, EH,L-CLOA,LCIG) GLA	Programme Governance, sector specific expert advice	14,000
Museum Libraries and Archives London	Hosting and line management to the Programme Team. Officer time to support and lead the Working with Children's Services project, Heritage Change project and Museum Improvement Programme (phase 2). Provision of rooms and refreshments for training workshops and meetings. Engagement with specific cultural agencies. Provision of expert sector specific advice and facilitation of engagement with London's Local Authority Museums, Libraries and Archives Access to sector specific data and evidence	50,500
Arts Council England -London	Officer time to support and lead Events project and support to the Working With Children's Services project, including support from the Building Schools for the Future team. Provision of rooms and refreshments for training workshops and meetings. Engagement with specific cultural agencies Provision of expert sector specific advice and facilitation of engagement with London's Local Authority arts and events officers. Access to sector specific data and evidence	57,200
Archives for London	Officer support to provide expert advice and facilitate engagement with London borough archive services	3,500
English Heritage	Officer support to co lead Heritage change programme and facilitate engagement with London borough services relating to the historic environment. Advice on brief for consultants and support consultant undertaking the heritage change programme.	5,000
London Councils	Web development and IT support for tool kits	11,000
Visit London	Officer support and provision of refreshments and facilities for training. Liaison with London borough tourism officers and facilitation of joint	11,000

	working and development of a shared improvement plan	
MLA Council	Officer support relating to provision of training and development programmes for the Working with Children's services project	3,200
Pro - Actives	Dissemination of information and engagement with sports and physical activity organisations	4,000
NDPB Partners GoL and GLA	Project governance for the Working with Children's services project	4,500
London Boroughs	Engagement with programme and officer time through provision of Cultural services Officer Peers.	40,000
TOTAL		203,900

4. Project Planning

4.1 What project dependencies were identified during the planning stage?

Each of the programme work strands is interdependent as together they contribute to delivering the outcomes of the overall programme

This programme builds on the London Cultural Improvement Programme funded by Capital Ambition in January 2008:

- Learning from the Library Change Programme and the Museum Improvement Programme will inform the Heritage Change Programme

- The Local Authority self improvement programme (Culture and Sport Improvement Tool self assessment and peer supported improvement) has informed the development of the programme and trained culture peers will be utilised in its delivery.

- The data and evidence and impact measures projects will provide the tools and evidence to inform the programme

4.2 What key assumptions were made during the planning stage?

As part of the benchmarking phase of the projects within the programme, potential for savings and efficiencies will be identified through gathering the data necessary to apply MIE Tool to a complex pan London programme.

The high level of engagement with London boroughs developed during the initial phase of the London Cultural Improvement Programme will continue on to the "Delivering Value Through London's Culture Programme"

The LCIG, LPF, LEF and CLOA_L members will continue to support the programme and contribute to work programmes as appropriate. The programme is designed to engage all London Boroughs, however participation in the programme or any of its work strands is entirely voluntary. To date engagement levels have been very high, (100% for London Library Change Programme and 91% for Local Authority self improvement programme)

Cultural agencies (named partners in the delivery of the National Cultural Strategy "A Passion for Excellence" will continue to support the programme.

The London Cultural Improvement Programme Board facilitates and enables Local Authorities to make savings

4.3 What constraints were identified during the planning stage?

Capacity of Local Authorities to engage with and contribute to numerous projects simultaneously requires the projects to be carefully timetabled.

Short term funding for London Cultural Improvement Manager (Programme Manager) and Project manager, currently funding package (subject to the success of this bid) in place to April 2011.

4.4 What is in the scope of this project and what specific exclusions have been identified?

The programme only involves London Local Authority Cultural Services and is designed to achieve its objectives by focussing on the following specific parts of the sector:

- All Local Authority cultural services will be eligible to participate in the marketing training programme (including libraries, museums, sports etc);

- The programme encourages new ways of working and in particular aims to work with specific partners to deliver the Working with Children's Services project;

- Local Authority Archives;

- Local Authority managed or funded museums (not independent museums);

- Historic Environment and buildings directly owned and managed by Local Authorities;

- London Local Authority events and events management (including engagement with the third sector, but excluding management of third sector events).

4.5 Key Risks

Risk No.	Risk Description	Probability (L/M/H)	Impact (L/M/H)	Mitigating Actions	Responsible Officer
1	Lack of sector engagement / capacity to engage	L	H	Build on levels of engagement and relationships developed by the London Cultural Improvement Programme	All project leads
2	Extreme variation in service provision identified	H	H	Each project within the programme has been developed to reduce extremes, and evolve professional development, as well as utilising	All project leads

				variation to identify best practice and the potential for efficiencies	
3	Capacity to deliver multi strand programme	H	H	Schedule programme to spread out peaks and troughs in workload Engage capacity through existing and new improvement networks to deliver projects	All project leads
4	Inability to secure funding to support programme	M	H	Match funding already identified and committed Build on track record of achievements Secure high profile endorsements for Capital Ambition bid	ST
5	Lack of and access to data, and evidence for the cultural sector	H	H	Ensure programme is linked into the London Cultural Data Access Review Project Ensure robust benchmarking is incorporated into all projects	ST
6	Failure to realise efficiencies	H	H	Utilise MIE Tool to identify potential for efficiencies after benchmarking phase of projects Ensure information is effectively disseminated to Local Authority Chief Officers to enable savings to be built into Local Authority budget planning cycles	ST

| 7 | Lack of buy in from children's services | H | H | Ensure programme is developed in conjunction with children's service

Utilise relationship between L-CLOA and ALDCS and joint working party | SC/ TA |

4.6 Project Milestones

No.	Description		Responsible Officer	Due Date
1	Heritage Change Tender specification & appoint of consultants		Tina Morton	
	Heritage Change Interim report			01/02/2010
				27/04/2010
	Heritage Change Final report			01/08/2010
	Heritage Change Recommendations			30/08/2010
2	WCS Appoint Project Manager and Admin support		Samantha Cairns	30/09/2009
	WCS Finish mapping of existing CPD and support offers of NDPB and National Cultural Organisations for London boroughs			31/10/2009
	WCS Align NDPBs and National Cultural Organisations CPD and support to borough priorities. Identify any new areas of CPD or support needed.			21/03/2010
	WCS Develop pilot menu of support for boroughs			01/11/2009
	WCS Identify each borough Champion or Champion group			21/01/2010
	WCS In consultation link Champions group to NDPBs and wider infrastructure			21/01/2010
	WCS Launch Working with Children's Services programme at LCIP Advocacy event in October 2009			01/11/2009
	WCS Offer pilot menu of support to boroughs			20/04/2010

		WCS Commission EBPs and Creative and 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.			01/12/2009
		WCS Collate auditing information and identify or create one tool and framework that will fulfil data needs of borough CYPS regarding cultural data and also meet cost benefit calculation needs			26/02/2011
		WCS Refine borough priorities and needs for training and support through Champions for CPD and support offer			31/03/2010
		WCS Develop Cultural Commissioning support package for CYPS building on NDPBs existing knowledge and tools			02/05/2010
		WCS Run quarterly pan London Champion meetings			29/12/2010
		WCS Develop cost benefit evidence base and prove impact of cultural activity to CYPS			02/11/2010
		WCS Launch auditing tool and framework and provide support for cultural organisations and CYPS to use			01/03/2011
		WCS Launch refined CPD and support offer			01/04/2011
3		Marketing Tourism and Culture Inception Workshop		Lael Scheckter	01/12/2009
		Marketing Tourism and Culture 3 x Training Seminars			02/06/2010
		Marketing Tourism and Culture Online marketing advice notes			02/08/2010
4		London Events Forum Improvement network		Paul Cowell	14/12/2010
		London Events Forum Needs analysis/mapping project			31/12/2009

	London Events Forum Peer to peer mentoring		13/02/2011
	London Events Forum Enhanced technology		01/05/2010
	London Events Forum Events toolkit		01/05/2010
5	Develop Fundraising Capability - appoint consultants	Sue Thiedeman	01/02/2010
	Stakeholder consultation on forward funding strategy for London's cultural services		25/05/2010

Gantt chart attached

"LCIP phase 2 Gantt
Chart v.1.xls"

5. Project Controls

5.1 Project Governance

A diagram showing Programme Governance arrangements is attached:

"DVTC
governance.ppt"

5.2 Project Board Controls

The "Delivering Value Through London's Culture Programme" will form part of the existing London Cultural Improvement Programme Governance Arrangements as outlined in the diagram attached at 5.1. Each programme work strand will establish a project steering group (PSG). The PSG's will be formed from relevant partners and stakeholders and will appoint a lead officer for the project. The PSG's will be managed by the Programme Manager and report to the London Cultural Improvement Programme Board.

As the Working with Children's Services work stream is a groundbreaking project working across sectors as well as pan London, it will establish a Children and Cultural Stakeholder Group (CCSG) to reduce duplication of energy and activity.

As the Heritage Change Programme, is a complex multi- sector project it will establish a project board (as in the model used for the London Library Change Programme). The Heritage Change Project Board (HCPB) will be made up of sector experts and representatives from relevant partners and stakeholders and will provide high-level strategic management and sector specific advice to the project. The HCPB will report to the London Cultural Improvement Programme Board. (LCIPB)

The LCIPB is an established board that is already successfully managing the London Cultural Improvement Programme. It reports to the Capital Ambition Programme Board and will provide strategic management to the overall programme.

LCIP Board Members:

1. Moira Sinclair Executive Director Arts Council England London (Chair)

2. Andrew Holden Interim Director Museums Libraries and Archives London

3. Hannah Bladen Regional Strategic Lead Sport England London

4. John Bacchus Waterman DCMS Representative Government Office for London

5. Catherine Hillis, Policy and Project Manager, London Councils (Culture Tourism and 2012 Team)

6. Gary Hughes Improvement Manager, I&DeA

7. Nigel Barker, Head of Regional Partnerships, English Heritage

8. Toni Ainge, Head of Culture, LB Bexley and Chair of London CLOA

9. Christine Parsloe, Leisure and Culture Manager, LB Merton and chair of London Cultural Improvement Group

10. Nicola Baker, Head of Cultural Services, LB Hackney

5.3 Day-to-Day Controls

Weekly meetings of LCIP Programme Management Team to schedule weekly activities and manage workload.

Monthly LCIP Programme Manager meetings with project managers to manage risk and change control.

Line management provided by Andrew Holden, Interim Director MLA London.

Guidance and advice from Capital Ambition Head of Stakeholder and Programme Management and Martyn Allison I&DeA National Cultural Advisor.

5.4 Monitoring Procedures

The "Delivering Value Though London's Cultural Services Programme" is made up of a number of work strands, which form the Programmes composite projects and the mechanism by which outcomes will be delivered. As this programme is an extension of the London Cultural Improvement Programme the existing governance and project management arrangements will be extended to include it. Project deliverables, costs and timescales will be tracked in accordance with Capital Ambition's project management and reporting systems outlined at 5.5 below.

5.5 Project Reporting

Monthly Capital Ambition standard highlight report completed for each of the works strand within the programme.

Quarterly Progress reports to LCIP Board and to L- CLOA/ LCIG

Update report to London Councils Culture Tourism and 2012 Forum

Quarterly report to I&DeA National Cultural Improvement Managers Network

5.6 Escalation Procedures

Escalation procedure will be used in relation to risks, either those identified in the programme risk registers or others that emerge in the life of the programme. Any consultants project briefs (and contracts) will include reference to escalation procedures.

At the preliminary stage, when a problem is identified, the risk owner and project lead will take whatever steps are available, within reasonable resource constraints and the overall project brief, to contain and manage the problem. They will report to the project steering group (PSG) at the earliest opportunity. Should this fail to address the problem, the following escalation would occur:

Stage 1: formal referral to PSG (responsibility: project manager). Purpose: to identify any change to the risk profile, likely outcomes and costs/benefits associated with addressing the risk, and instruct the Programme Manager accordingly.

Stage 2: referral to London Cultural Improvement Programme Board (LCIPB) lead (responsibility: Programme Manager) and the Capital Ambition Head of Stakeholder and Programme Management (who is a member of the LCIPB). Purpose: to gain approval for any major changes to the project's milestones, outputs or outcomes identified as necessary or likely at stage 1 and to instruct the project sponsor and programme manager accordingly.

Stage 3: move into Capital Ambition risk mitigation or dispute resolution procedures (responsibility: project sponsor in consultation with Capital Ambition Head of Stakeholder and Programme Management). Purpose: to make use of established Capital Ambition process for mitigating risk, or in the case of dispute, to ensure speedy resolution according to published procedures to enable the project to conclude within timeframe (previously agreed or adjusted). According to its procedure, Capital Ambition may, at this stage, decide to terminate the project.

Given resourcing and timescales, stages 1 and 2 may be conducted by email.

5.7 Risk and Issues Management

Risks will be managed on an ongoing basis by the programme team; and reported to Capital Ambition via the highlight report. The LCIP Board on a quarterly basis will formally review the risk register.

5.8 Measures of Success

Delivering Value Through London's Cultural Services

Measures of Success	Outcomes
1. 80% of London Boroughs Participating	A1, A6, B1, B2, B4, B5, B6, B8, C1, C2, C5, C6, C7, C8, C11, C15, D6, E3, F3,
2. Improved performance in place survey for satisfaction with Cultural Services	A1, A3, A5, C9, C10, E1, E2, E4
3. Improved performance in National Indicators	A1, A4, A5, B3, B4, B7, B9, C4, D5

4.	Improved performance in TNA survey (National Self Assessment for Archives)	C10, C11, C15, C16,
5.	Identification of potential efficiency savings compared to amount actually saved	A2,D8
6.	£ External funding attracted	C3, D4, E4, F1, F2
7.	% Increase in success rate in attracting external funding at borough and regional level	C3, D4, F1, F2
8.	Number of partners engaged in Improvement Networks	C1, C6, C7, C8, C11, C13, E3, F3
9.	Improved data and performance management for sector	B10, C12, D5
10.	Positive outcomes for buildings at risk	C14, E4, C5
11.	Peer to peer mentoring – 30% of members trained in mentoring, 50% of members using the mentoring service.	D7
12.	Enhanced technology – software developed and 40% of boroughs adopting the software.	D9
13.	Events toolkit – all London boroughs inputting into the project and 60% of boroughs adopting the toolkit	D9
14.	Amount of Press coverage generated	A1, A6, C16, E1, E2
15.	Number of conference engagements to promote London and the programme as a best practice example	C16, E1, E2
16.	Number of best practice case studies adopted by I&DeA Partnership and Places Library	C16, E1, E2

5.9 Communications Strategy

The "Delivering Value Through London's Culture" Programme will be added to the existing London Cultural Improvement Programme Communications Plan, which identifies levels of stakeholders for each work strand and the most appropriate method of communication. It also identifies and facilitates the capture of evidence and best practice case studies. This methodology has already delivered a number of national case studies, attracted four national sector press articles, the latest being a double page spread in the Local Government Chronicle on 9 July 2009 and already generated opportunities to promote the Capital Ambition and the programme as a best practice model at four national seminars.

"LGC article.pdf"

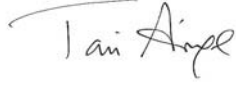A communications plan for the Programme is attached

"DVTCS
Communication Plan

5.10 Lesson Learnt

In accordance with Capital Ambition's project management process all project leads will maintain a lessons learned log.

5.11 Partner Authorisation

No.	Organisation Represented	Name	Signature	Date
1	Museum Libraries and Archives London	Andrew Holden Interim Director		14 .7.09
2	Arts Council England London	Moira Sinclair Executive Director		14 .7.09
3	Sport England London	Hannah Bladen Regional Strategic Lead		14 .7.09
4	Government Office for London	Pauline Reeves…		14 .7.09
5	London Councils (Culture Tourism and 2012 Team)	Faraz Baber, Programme Director, World City Policy and Public Affairs		14 .7.09
6	Improvement and Development Agency	Gary Hughes Improvement Manager		14 .7.09
7	English Heritage	Nigel Barker Head of Regional Partnerships		14 .7.09

8	London Chief Leisure Officers Association	Toni Ainge chair		14 .7.09
9	London Cultural Improvement Group	Christine Parsloe, Leisure and Culture Manager, LB Merton. Chair		14 .7.09
10	Local Authority Representative	Nicola Baker Head of Cultural Services, LB Hackney		14.7.09

Useful information

List of
Abbreviations.doc

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[i] BID 2 references: Lifting People Lifting Places DCMS May 2009 http://www.culture.gov.uk/reference_library/publications/6145.aspx