

The London Development Agency's funding of cultural projects

November 2007



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**Greater London Authority
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Published by
Greater London Authority
City Hall
The Queen's Walk
More London
London SE1 2AA
www.london.gov.uk

enquiries 020 7983 4100
minicom 020 7983 4458

ISBN 978 1 84781 100 4

This publication is printed on recycled paper

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Chair's foreword



'Like any publicly funded body, the LDA has a duty to spend public money wisely and Londoners are entitled to know why projects are funded and with what effect.'

London's cultural and artistic life is vital to the capital. It is important not just in terms of tourism and the economy, but also to Londoners' quality of life. It is one of the main things that makes London a great place to live.

Funding for cultural related activity comes from a variety of sources, but a significant source is the London Development Agency (LDA). Like any publicly funded body, the LDA has a duty to spend public money wisely and Londoners are entitled to know why projects are funded and with what effect. It is only through thorough and open and transparent project management that the public can be assured that its money is being used efficiently.

Our scrutiny into the LDA's funding of cultural projects (with particular emphasis on six high profile projects) has concluded that:

- The LDA was unable to demonstrate in some cases what it expected to get in return for its funding, did not adequately monitor the outcomes, and was unable to explain the criteria for some of its spending decisions.
- There is a lack of detailed evidence considering project risks and their impacts.
- There is insufficient documentation to explain why the LDA become involved in these projects.

These concerns about the LDA's processes make it impossible to judge why projects were funded and what the LDA got for its money.

Londoners are entitled to higher standards. This report makes a series of recommendations designed to enable the LDA to meet these standards. No one wants cultural projects to become mired in bureaucracy and that is not our objective. We simply want public money to be spent more efficiently so that taxpayers get a better return for the investment they make.

Dee Doocey AM

Chair of the Economic Development, Culture, Sport and Tourism Committee

Executive summary

The arts, cultural and creative industry sector is a growing part of London's economy. A recent Greater London Authority (GLA) study found that London, known around the globe for its world class cultural offer, is well placed to generate cultural activity and employment. Between 2004 and 2005 18,000 creative industry jobs were created in the capital.¹

It is perhaps not surprising then to find the London Development Agency (LDA), the publicly funded organisation responsible for creating jobs and encouraging businesses in the capital, giving financial support to cultural related projects. But what cultural projects does the LDA fund? How does it decide which projects to fund? And what does the LDA get for its money?

These questions are important because the LDA spends large sums of taxpayers' money each year on hundreds of projects to promote London's economic development. How well this money is spent and what Londoners have got for the money are questions that should be of interest to all. As a public body charged with spending taxpayers' money we expect the LDA to be able to answer them.

In July 2006 the Chair of the Committee wrote to the LDA to find out more about the LDA's funding of projects relating to the arts, culture and creative industry sectors. In conjunction with the LDA, the Committee identified that between 2001/2 and 2005/06 the LDA funded 61 separate cultural projects at a total cost of £70 million - just under 5 per cent of the LDA's net budget for this period.²

Six of these projects were high profile and received a relatively large amount of funding from the LDA. However, it was unclear from the initial information provided, what the LDA had achieved for its funding. The Committee therefore decided to ask for further information on these six projects:

- 1 The Rich Mix Centre in the London Borough of Tower Hamlets - the LDA provided nearly £8 million³ towards the purchase and refurbishment of a building to create a cultural and arts centre;
- 2 The Bernie Grant Centre in the London Borough of Haringey - the LDA provided around £4 million to help create a performing arts centre;
- 3 The Laban Dance Centre in the London Borough of Lewisham - the LDA provided around £4 million to help redevelop a former waste depot into an arts dance centre;
- 4 The Centre for Fashion Enterprise - the LDA provided around £2 million to help provide business support and advice for new fashion companies across London;
- 5 The London Fashion Forum - the LDA provided around £500,000 towards the development of a website and forum to increase business awareness amongst fashion industry people across London; and

'between 2001/2 and 2005/06 the LDA funded 61 separate cultural projects at a total cost of £70 million. Six of these projects were high profile and received a relatively large amount of funding from the LDA.'

- 6 The West End theatre audience development project - the LDA provided around £200,000 to make West End theatres more accessible to disabled visitors, families with young children and youths.

Many of these projects were not only funded by the LDA but also received funding from other public bodies such as Arts Council England. According to information provided by the LDA, the Rich Mix Centre project received total funding of over £25 million, the Bernie Grant Centre project received total funding of over £15 million, the Laban Dance Centre project received total funding of around £25 million and the Centre for Fashion Enterprise received total funding of around £5 million.⁴

The Committee asked the LDA for information from its project files that would tell us why these projects had been funded and what the funding had delivered.⁵ The information requested was based on the stages outlined in the LDA's project guidance (2005). This sets out what happens at each stage in the development of an LDA project including the documents that an LDA project manager is required to complete.⁶ It offered a useful template for the type of project information that the LDA should retain. We assumed that even where the LDA did not have some of the specific information requested because the projects pre-dated 2005, it would have something similar to enable it to demonstrate proper and transparent processes for its projects and account for its expenditure. This is all the more important given the LDA's particular focus on addressing market failure and high risk areas in the economy.

An initial examination of the information in the project files provided by the LDA raised a number of concerns and the Committee decided to engage appropriately qualified consultants to carry out an independent examination of all the information provided by the LDA. Deloitte was appointed in August 2007.

The resulting report from Deloitte highlights a number of serious issues:

- Insufficient documentation to explain why the LDA became involved in these projects;
- A lack of evidence showing what the agreed anticipated outputs were for each project, whether outputs were being monitored as projects developed and whether anticipated outputs had been realised;
- Incomplete documentation showing why funding and anticipated outputs for projects had changed;
- A lack of detailed evidence considering project risks and their impacts;
- An inconsistent approach to monitoring, evaluation and audit; and
- A lack of appropriate evidence of internal and external approvals.

The Committee recognises that these six projects represent only a small and not necessarily representative sample of the LDA's funding. Nevertheless, the LDA's total spending on these projects was nearly £18 million and represents over a

'An initial examination of the information in the project files provided by the LDA raised a number of concerns'

The extent and nature of the comments made by Deloitte... is significant and raises general questions about the LDA's project management processes'

quarter of its expenditure on cultural projects. The extent and nature of the comments made by Deloitte about the quality of the information provided to the Committee is significant and raises general questions about the LDA's project management processes and how it ensures value for money from its projects. The LDA told us that it is taking steps to change the way it monitors projects and to improve its evaluation processes. We welcome this commitment. Nevertheless, our investigation has highlighted important issues and we want to see clear evidence that the LDA is addressing our concerns. The Committee therefore requests that the LDA respond to these findings and reports back to us on what measures it has put in place to address the concerns raised in the Deloitte report. We also call on the LDA to commission a full independent assessment of the economic impact of each of the six projects to show whether value for money has been achieved. As the LDA told us, it does not fund cultural projects simply for their cultural value; all projects are funded in pursuit of economic development gains such as new jobs and business creation. Such assessments would provide conclusive evidence of what gains there have been.

The Committee also suggests the LDA could do more to improve its work by encouraging a wider range of organisations to apply for its funding. Based on the work of other grant-making bodies, the Committee makes a number of recommendations on this issue in the final section of this report.

Introduction

Every year the LDA spends around £400 million of national taxpayers' money on projects to promote economic development.⁷ It is one of nine Regional Development Agencies (RDAs) set up by the Government for this purpose. It is also a functional body of the Greater London Authority and works with the Mayor to develop and deliver his economic strategy for London. Its statutory objectives are to:

- Further economic development and regeneration;
- Promote business efficiency and competitiveness;
- Enhance the development and application of skills relevant to employment;
- Promote employment; and
- Contribute to sustainable development.

At any one time the LDA can be working on hundreds of projects to achieve economic development related targets. These include creating new jobs or safeguarding existing jobs, creating new businesses or attracting businesses, regenerating brownfield sites and creating learning opportunities for Londoners.

'At any one time the LDA can be working on hundreds of projects to achieve economic development related targets.'

In July 2006 the Chair of the Committee wrote to the LDA to find out more about the LDA's funding of projects relating to the arts, culture and creative industry sectors. Existing information in the public domain did not make clear what cultural projects the LDA funded, why it had funded them, and what they had achieved. Full details of what the Committee requested is set out in Annex E to this report. Part 1 of the report summarises the information provided in response to this initial request and considers the geographical spread of the LDA's funding of cultural projects and the reasons why the LDA funds cultural projects.

The Committee held a meeting with Manny Lewis, Chief Executive of the LDA, and Sarah Ebanja, Deputy Chief Executive of the LDA, to discuss LDA funding of cultural projects and examine further the processes the LDA adopted to ensure funding for these projects was allocated appropriately, outputs were identified at the outset and the performance of projects was measured.

To test the effectiveness of the LDA's processes and develop case studies for its work, the Committee sought detailed information after the meeting on six cultural projects where the LDA had initially provided limited information (the Rich Mix Centre, the Laban Dance Centre, the Bernie Grant Centre, the Centre for Fashion Enterprise, the London Fashion Forum and the West End theatre audience development projects). The request was based on the LDA's own project guidance.⁸ We would like to thank the LDA for all the information it has provided for this piece of work.

An initial examination of the information in the project files provided by the LDA raised a number of concerns and the Committee decided to engage appropriately qualified consultants to carry out an independent examination of

all the information provided by the LDA. Deloitte was appointed in August 2007. Deloitte's main conclusions are set out in part two.

In addition, the Committee also considered the types of organisations applying for and receiving LDA funding and heard from other grant making bodies about the best ways to make funding accessible to a wide range of groups. Our findings and conclusions are set out in part three.

The remainder of this report covers the Committee's main findings: the answer to the question of what cultural projects the LDA funds and why; Deloitte's conclusions on the six cultural projects; and, finally, a summary of the Committee's findings on how to make the LDA's funding opportunities more accessible. In parts two and three of the report, we have made recommendations to the LDA to help ensure improvements to its project processes and project outcomes.

1 What cultural projects does the LDA fund and why?

This part of the report summarises the information provided by the LDA on the 61 cultural projects. It also examines the geographical spread of the LDA's cultural funding and the reasons why the LDA funds cultural projects.

What projects?

The LDA's 61 cultural projects vary in scope, amount of funding, and location. Often the LDA is only one of a number of funders for a project. Full details of all the projects are appended to this report. The range includes:

- Large sized projects such as Tate Modern in the London Borough of Southwark which received around £7 million from the LDA;
- Medium sized projects such as Creative Hubs across London which received around £1 million from the LDA; and
- Smaller sized projects such as the Lyric Theatre Hammersmith in the London Borough of Hammersmith and Fulham which received around £200,000 from the LDA.

Where are the projects?

The LDA indicated that it prioritised its funding on areas of London with the greatest social disadvantage and need.⁹ It is apparent, as shown in the maps at Annex C to this report, that while largely reflecting areas of significant deprivation, the funding for the 61 cultural projects is heavily concentrated in central parts of the capital. As such, it does not entirely correspond with all areas of significant deprivation, particularly in outer London.

‘the funding for the 61 cultural projects is heavily concentrated in central parts of the capital. As such, it does not entirely correspond with all areas of significant deprivation’

The LDA told us that mapping its cultural funding across London Boroughs did not give a fair reflection of the geographical spread of its funding. It suggested that if its total funding for all its projects was mapped across the capital, this would show a different geographical spread.¹⁰ **We ask the LDA to provide a map showing its total funding for all its projects across London to demonstrate how far its funding extends to outer London Boroughs.**

Why were the projects funded?

The LDA explained its funding of each of the 61 cultural projects by setting out which of its statutory objectives they were intended to help meet. Some of the projects were intended to meet more than one statutory objective. Fifty of the projects were reported to meet the LDA's statutory objective to further economic development and regeneration, 25 to promote business efficiency and competitiveness and 14 to enhance the development and application of skills relevant to employment.

LDA projects originate in three different ways:

- 1 Ideas generated and then led from within the LDA itself;

- 2 Speculative applications from external bodies which might come to the LDA and say, 'We have this great idea, LDA, could you consider funding it?'; and
- 3 Competitive procurement processes whereby the LDA puts out projects for tender or sets aside a pot of money against which organisations can bid for funding to deliver projects that fulfil the criteria.¹¹

When Deloitte considered the information for the six cultural projects it found that typically no formal documentation had been provided to suggest who initiated them. Moreover, the information provided was of insufficient quality to give a rigorous explanation of why the LDA had become involved in a project.¹²

'the Mayor has a formal and informal input into decisions about projects which is not always recorded.'

The LDA told us that the Mayor has a formal and informal input into decisions about projects which is not always recorded.¹³ Clearly, the Mayor has a legitimate role to play in setting the Culture Strategy and Economic Development Strategy that provide the framework for the LDA's funding decisions. But it is also supposed to be the case, in order to ensure fairness and propriety in the LDA's allocation of funding, that the Mayor's suggestions are assessed objectively, and documented in full in order to ensure best use of resources.

The LDA's project guidance provides for a check on politically sensitive projects but this does not appear to have been considered for most of the six cultural projects examined by Deloitte. By way of an example, Deloitte highlighted the West End theatre audience development project. This project appears to have been initiated by the Mayor or the Mayor's staff and could, therefore, be considered a politically motivated decision. If a project is considered politically sensitive then the LDA's project guidance states it might require Senior Management Team or Board approval irrespective of the cost to the LDA. However, Deloitte found that a common theme across all the project files was the lack of appropriate evidence of internal approvals including Board approvals. It suggested that such approvals were a fundamental part of the evidence base for demonstrating that a project had appropriately been approved as eligible for LDA funding.¹⁴

The Mayor's informal role in LDA project decisions raises questions about how far the LDA follows its project guidance and manages its projects appropriately. In the next part of our report, we consider other aspects of the LDA's project management and its compliance with its project guidance.

2 How good is the LDA's project management?

This part of the report summarises Deloitte's conclusions on the information provided by the LDA for the six cultural projects. It also details what the LDA reported on some of its project processes.

It is important to note that the information provided by the LDA was the only evidence base for Deloitte's conclusions. Deloitte reported that it had "not undertaken an audit or validation of the evidence provided" and as a result it did not "draw any conclusions on the suitability of the reviewed projects to receive LDA funding."¹⁵ It should also be noted that the LDA is often only one of multiple funders for a project. For example, as mentioned earlier in the report, the Rich Mix Centre project received total funding of over £25 million which included contributions from the London Borough of Tower Hamlets and Arts Council England. The Committee's findings only relate to the LDA element of the funding for each project and are based on the information provided to us by the LDA in response to our questions on these projects.

The Committee requested the following pieces of information for each of the six projects¹⁶:

- 1 the strategic case and business case including details of whether the project was an LDA generated idea or a suggestion from a partner;
- 2 details of all delivery partner(s) and the project specification agreed with them;
- 3 the original timetable, budget and spend profile and the actual timetable, budget and spend profile including an itemised breakdown of the budget showing the split between capital and revenue expenditure including administrative/overhead costs per delivery partner;
- 4 the anticipated measurable outputs and outcomes and the actual measurable outputs and outcomes including how these compare to any LDA benchmarks for outputs;
- 5 details of the monitoring process and copies of all monitoring reports produced;
- 6 details of the audit process and copies of all audit reports produced; and
- 7 details of the evaluation process and copies of all evaluation reports produced.

The request was based in part on the LDA's 2005 project guidance. Some of the projects were started before the guidance was adopted and have been developed over a number of years. For example, in relation to the Bernie Grant Centre project, the LDA undertook an appraisal in 2002 and the Bernie Grant Centre opened in September 2007.¹⁷ Nevertheless the guidance provided a useful template for the type of information which the LDA's project files should hold.

Deloitte adopted a two-stage approach for its analysis of the information. Firstly, it reviewed the LDA's responses to each of the pieces of information requested

to identify any weaknesses or omissions and summarise any trends. Secondly it reviewed if the LDA had followed its project guidance in developing, appraising, funding and monitoring these projects.¹⁸ Deloitte's findings on the quality and appropriateness of the information provided are based not only on the LDA's project guidance but also Deloitte's own experience of developing regional development agency funded projects.¹⁹

The headings in bold that follow are Deloitte's main conclusions and are taken directly from the report at Annex A.

It was not clear from the evidence provided what the finally agreed anticipated outputs were for the projects, whether these were being monitored throughout projects' life spans and whether the anticipated outputs had been realised.²⁰

The LDA requires measurable outputs from its projects which it aggregates to demonstrate its performance against the Government's targets. We expected to see anticipated and actual outputs for each of the six projects so that it would be clear what the LDA planned to achieve and had achieved through its funding.

'Deloitte found it difficult to identify the final anticipated outputs against which funding was agreed'

Although initial anticipated outputs were identified for five of the projects, Deloitte found it difficult to identify the final anticipated outputs against which funding was agreed.²¹ In the case of the other project, the West End theatre audience development project, there were no anticipated outputs related to the LDA's funding.

There was evidence of monitoring for four projects which showed changes in the outputs compared with what was originally anticipated. However, Deloitte found it difficult to ascertain whether this monitoring had taken place on a regular basis and the impact the changes in outputs had on the future monitoring of these projects.²²

For some projects, some of the anticipated outputs were not reported on in later stages of the projects. In one case, the Laban Dance Centre project, there was no reported measurement of any outputs beyond March 2003. For the Bernie Grant Centre project there was no reported monitoring of any of the anticipated outputs.²³ In the case of the Bernie Grant Centre project, the lack of detail on outputs may be because the project was not completed until recently. The LDA's appraisal for this project took place in 2002 but the Bernie Grant Centre did not open until September 2007. These findings indicate that the LDA was unable to provide sufficient information on what had been achieved from its funding of the six projects. The tables below set out what information the LDA provided in more detail. These tables and accompanying footnotes are reproduced from Deloitte's report. They show Deloitte's findings on the anticipated LDA funding and outputs at each stage in a project's development (further details of the project stages

including business case and strategic case are included in Annex E) and the latest position on the LDA's actual funding and outputs for each project.²⁴

1 Rich Mix Cultural Centre project

	Initial business case*	Strategic business case	Full business case	Latest position as reported by the LDA (April 2007)
LDA funding	£3.5 million	£5 million	£5 million**	£5.1 million
LDA output: new jobs	62	62	62	16
LDA output: jobs safeguarded	50	No evidence provided	No evidence provided	No evidence provided
LDA output: floor space refurbished	4,276 m ²	3,261 m ²	3,261 m ²	1,051 m ²

* Also referred to as case paper

** Within the strategic case and business case document, the file suggests that the LDA funding of £5 million is net of a £2.7 million contribution from Sustainable Communities.

2) Bernie Grant Centre project

	Initial business case**	Strategic business case	Full business case***	Latest position as reported by the LDA (November 2006)
LDA funding	£3.1 million	No evidence provided	£4.3 million	No evidence provided*
LDA Output: jobs created / safeguarded	23	No evidence provided	28	No evidence provided*
LDA output: Brownfield land remediated	0.4 Ha	No evidence provided	0.8 Ha	No evidence provided*
LDA output: Learning opportunities created	100 per annum	No evidence provided	300	No evidence provided*
LDA output: Businesses created or supported	24	No evidence provided	16	No evidence provided*

* It is important to note that the last evidence on this project stated that the project was currently ongoing, and additional costs were required to undertake a feasibility study not included in the original / approved anticipated funding. No detail was provided that enabled completion of this table.

** Taken from 'Full Appraisal Document' provided by the LDA

*** Taken from LDA Change control approval form for full budget profile provided by the LDA. There are a number of additional funding approvals documents that increase the funding from £3.1 million to £4.3 million.

3 Laban Dance Centre project

	Initial business case*	Strategic business case	Full business case**	Latest position reported (June 2007)***
LDA funding	£2.0 million	No evidence provided	£0.7 million	£3.6 million
LDA Output: jobs created / safeguarded	104	No evidence provided	104	40
LDA output: Brownfield land remediated	0.98 Ha	No evidence provided	0.98 Ha	1.0 Ha
LDA output: Office Floor Space created	2,115m ²	No evidence provided	2,115 m ²	No evidence provided
LDA output: Industrial floor space created	1,269 m ²	No evidence provided	1,269 m ²	No evidence provided

* Taken from English Partnerships development programme case paper provided by the LDA

** Taken from later version of Partnerships development programme case paper provided by the LDA

*** Taken from 'Actual Expenditure LDA June 2007' document provided by the LDA

4 Centre for Fashion Enterprise project

	Initial business case**	Strategic business case***	Full business case****	Latest position as reported by the LDA (March 2007)
LDA funding	£2.7 million	£2.7 million	£2.3 million	£2.0 million
LDA output: new jobs	160	160	43	26.5
LDA output: safeguarded jobs	-	-	135	13
LDA output: learning opportunities	350	350	320	39
LDA output: businesses attracted / created	102	82	30	17

* Taken from CPE outputs Apr 03 to Mar 07 document provided by the LDA

** Taken from 'proposal' document provided by the LDA

*** Taken from Initial Appraisal document provided by the LDA

**** Taken from Full Appraisal and budget approval documents provided by the LDA - it is not clear which of the documents is the accepted final position for funding.

5 London Fashion Forum project

	Initial business case*	Strategic business case	Full business case**	Latest position as reported by the LDA (June 2007)
LDA funding	£0.4 million	No evidence provided	£0.4 million	£0.5 million
Project output: new jobs	125	No evidence provided	97	33
Project output: learning opportunities	735	No evidence provided	735	No evidence provided***
Project output: businesses supported	1,809	No evidence provided	1,809	767

* Referred to as business case for single programme assistance

** Referred to as approval of investment in a project

*** Actual outputs in Annex 4 of the information provided by the LDA also list information for Business retention and Skill General as additional outputs.

6 West End theatre audience development project

	Initial business case#	Strategic business case #	Full business case #	Latest position as reported by the LDA (August 2007)
LDA funding	£0.24 million	£0.24 million	£0.24 million	£0.16 million*
LDA outputs***	None listed	None listed	None listed	None listed**

* This figure represents spend to date as the project is ongoing.

** The project file lists a range of beneficial impacts arising from the project. However, these are not specific LDA targets.

*** The project does not generate any outputs for the LDA. Instead the project appears to highlight general beneficiaries as a rationale for funding. # The file provides an overall project summary that appears to cover each of the stages in the table above. This document appears to show similar funding and output details, which have been allocated in the table above.

These findings, which in some cases show considerable differences between anticipated and actual outputs, raise wider questions about what the LDA achieves through its funding of certain projects.

The LDA assured us that all its projects do achieve something. It told us that although a project could cease after a number of years, this would not constitute a failure because there had been at least some investment into a community. Moreover, Manny Lewis, Chief Executive of the LDA, said:

“I do not think I can say, in my three and a half years in the LDA, that there has been a project, of a cultural nature, that we have invested in, where there has been absolutely zero gain, where it has been an abject waste of public money.”²⁵

We are aware that the LDA is taking steps to ensure its projects deliver. Increasingly it is trying to back schemes that have multiple outputs and outcomes to get a better return on its investment.²⁶ It is also evaluating and reviewing all the way through a project to ensure milestones are hit and anticipated outputs and outcomes achieved.²⁷

We also note there might be occasions where the LDA achieves wider benefits from a project than its anticipated outputs. For example, the creation of an arts centre in a deprived area might attract other businesses to the area which provide further jobs.²⁸

Change control documentation²⁹ was often incomplete and did not provide a clear evidence trail for changes to projects.³⁰

The projects examined show significant changes in planned costs and outputs as the projects developed from the initial idea to implementation. This is to be expected as more information becomes available. Nevertheless, it is important that such changes, and the reasons for them, are carefully documented.

Deloitte found that information for the Laban Dance Centre, Centre for Fashion Enterprise and London Fashion Forum projects was not at “an appropriate level” to justify the changes in the LDA’s funding and outputs for these projects.³¹ Moreover, as a general trend, where evidence of changes in funding and outputs was provided, it was often difficult to follow and did not present a strong case for the changes.³² There were two exceptions. Firstly, information about the LDA’s funding of the Bernie Grant Centre project did explain the increase in LDA funding.³³ Secondly, Deloitte found that information for the West End theatre audience development project was strong in this area.³⁴

We note that, as Deloitte concluded, change control documentation is important to demonstrate that if, for example, outputs, funding requirements or timescales change, a project still represents value for money and remains an LDA priority.³⁵

There was a lack of detailed evidence considering project risks and their impacts.³⁶

The Committee recognises that the LDA operates in a risk environment and has to take steps to mitigate risks. We expected to see the LDA consider project risks and what steps would be taken to mitigate these risks to help ensure these six projects were successful.

‘ “I do not think I can say... that there has been a project, of a cultural nature, that we have invested in, where there has been absolutely zero gain, where it has been an abject waste of public money.” ’

‘as the LDA is an economic development agency tasked with addressing market failure and high risk areas in the economy, it is all the more important to evidence that risks to projects’ funding and outputs are properly managed.’

There was some evidence of risk assessment for four of the six projects but no substantial form of risk assessment for the Laban Dance Centre and Bernie Grant Centre projects. Deloitte noted that the absence of this information might prompt concerns about the quality of evaluation and monitoring on these projects since all risks might not be fully understood.³⁷ Deloitte also highlighted that, as the LDA is an economic development agency tasked with addressing market failure and high risk areas in the economy, it is all the more important to evidence that risks to projects’ funding and outputs are properly managed.³⁸

Although limited evidence was provided for the six projects, the LDA acknowledged there were risks with its projects and told us of the steps it takes to mitigate these risks. Sarah Ebanja, Deputy Chief Executive of the LDA, reported that unless every figure in a project business case was substantiated there was a risk - the LDA had to judge the level of exposure or risk that it was prepared to take.³⁹ Actions that the LDA might take to mitigate risks included:

- Assessing the robustness of other funders and judgements about the business case during the early stage of a project’s development⁴⁰; and
- Getting involved in the governance arrangements for a project to ensure appropriate leadership and management.⁴¹

There was an inconsistent approach to monitoring, evaluation and audit.⁴²

The LDA’s project guidance requires monitoring, evaluation and audit to ensure that the LDA receives value for money from its projects. We expected clear information on monitoring, evaluation and audit to demonstrate that the six projects were being appropriately tracked as they progressed.

Monitoring information provided for the six projects was not consistent. Deloitte also found it difficult to follow or that it was not conclusive in demonstrating whether or not a project was performing as anticipated.⁴³

There was a reliance on third parties in the monitoring of projects, which can be more credible than monitoring by project partners, but no evidence to suggest any LDA staff had visited any of the projects to undertake their own monitoring.⁴⁴

An approach to evaluation was typically set out for each project but there was less evidence to show the evaluation had actually been carried out. In the case of the London Fashion Forum project there was no mention of an evaluation and this project was subject to a solvency review. In the case of the West End theatre audience development project, an evaluation is due upon its completion.⁴⁵

Documentation for the six projects did not specifically identify any mechanism for audits. There were no costs recorded for audits by the LDA on any of the projects.

There was mention of audits for the Rich Mix Centre and Laban Dance Centre projects by partners or as part of a wider audit process but full details of these were not provided to the Committee.⁴⁶

Although limited evidence was provided for the six projects examined in detail, the LDA told us that it has taken the following steps to monitor projects and to improve its evaluation processes.

- The LDA's monitoring of projects takes place on a monthly or quarterly basis and tracks progress against original project budgets, schedules and outputs. It can include site visits, internal and external audits, progress reports, claim forms and reviews.
- The LDA is currently developing an evaluation framework which will be applied to all on-going and future projects.⁴⁷ In the future more of the LDA's investment decisions will be "based on evidence of what does work and what does not work."⁴⁸

We note these developments but questions over the LDA's monitoring, evaluation and audit of projects are not new. In a 2005/06 audit of the LDA's Single Programme fund, the LDA's internal auditors identified a medium level of risk because of continued inconsistencies in monitoring arrangements and their documentation.

In light of this, we support Deloitte's suggestion of a standard approach by the LDA on monitoring and evaluation of projects⁴⁹, and urge the LDA to make such an approach a high priority.

Use of specialist, external or statutory approvals was not evidenced for all projects and there was a lack of appropriate evidence of internal approvals.⁵⁰

We did not specifically request evidence of appropriate approvals from the LDA. Nevertheless, in light of the detailed information sought, Deloitte expected it to have been demonstrated in the documentation.

However, Deloitte found that, although the LDA's project guidance requires consideration and/or sign-off for projects by the LDA's Legal Team, Land and Property Department, Project Management Office and the Central Project Review Group (CPRG), this was not always demonstrated. Such approvals are necessary to demonstrate that projects are eligible for LDA funding. Deloitte noted that where no approval was evidenced, key documents, such as the strategic and business cases, were often incomplete.⁵¹

'we support Deloitte's suggestion of a standard approach by the LDA on monitoring and evaluation of projects, and urge the LDA to make such an approach a high priority.'

‘Deloitte’s conclusions raise fundamental issues about the quality of LDA project management.’

A summary of the LDA’s project management

Inevitably, the detailed examination of the documentation on the six projects represents a snapshot of a small number of the projects the LDA funds. Also, Deloitte did not undertake a full audit of each project and was not asked to reach definitive conclusions on the value for money of LDA expenditure based on the information available. Nevertheless, Deloitte’s conclusions raise a number of fundamental issues about the quality of LDA project management. They also prompt more questions than answers about what economic benefit has been achieved through funding these six particular projects. Our recommendations below address these points.

Recommendations:

By January 2008, the LDA should report to the Committee on what steps it has taken to address Deloitte’s main findings to ensure improvements in its current and future project management.

By April 2008, the LDA should commission an independent assessment of the economic effects of the Rich Mix Centre, Bernie Grant Centre, Laban Dance Centre, London Fashion Forum, Centre for Fashion Enterprise and West End theatre audience development projects, and report its findings to the Assembly by autumn 2008.

After autumn 2008, the Assembly should consider if it wishes to undertake further work on the LDA’s funding of cultural projects in light of the findings of the economic impact assessment.

In the next, and final, part of this report we explore one further area of the LDA’s project processes: its work to encourage a wide range of organisations to deliver its projects. This is important because if the LDA is to achieve economic development across the whole of the capital, it needs to ensure it works with organisations that represent all parts of London and all groups of Londoners. This could include small voluntary and community organisations which are hard to reach using the standard processes for engaging partners to deliver projects.

3 What can the LDA do to make its grants more accessible?

“I would welcome any insight that this Committee would want to recommend to us in terms of how we better communicate the opportunities the LDA offers.”⁵²
Manny Lewis, Chief Executive of the LDA

“I would welcome any insight that this Committee would want to recommend to us in terms of how we better communicate the opportunities the LDA offers.”

This part of the report sets out what the LDA told the Committee about its work to encourage a range of organisations to apply for funding for projects. It compares this with what other grant-making bodies do to make their funding opportunities accessible to hard-to-reach groups. We recognise that there are some differences between the LDA and other grant-making bodies such as Arts Council England and Big Lottery Fund. For example, the LDA does not operate a standard all-year-round global grants scheme that can be accessed at any time by any organisation. However, in the last two years, the LDA has operated the Opportunities Fund⁵³ that has provided grants to a wide range of organisations through an open bidding process. It is also co-financer to the European Social Funds which is, in some ways, similar to a global grants scheme. We, therefore, consider that there are lessons the LDA can learn from other grant-making bodies.

The LDA told us how it communicated details of its Opportunities Fund⁵⁴, and also how it helped small groups develop so they could deliver its projects.

- The LDA’s web site included a link to details of the Opportunities Fund, it wrote to every London MP and each Assembly Member promoting the Opportunities Fund and it visited every sub-regional partnership to promote the Opportunities Fund.⁵⁵ The LDA also held workshops to assist potential applicants.
- The LDA uses organisations such as Social Enterprise London and the London Voluntary Service Council to develop small groups’ capacity to deliver projects. It funded Project Synergy⁵⁶ which aimed to develop small groups around London.

However, it is apparent that those who help hard-to-reach groups seek funding are not always aware of the LDA’s funding opportunities. Kishore Kanani, Senior Organisational Development Officer, Hackney Council for Voluntary Service, helps small grass-root groups apply for funding on a daily basis. He is also a second tier adviser that received support through the LDA’s Project Synergy. He told us

“Up to [now] I have not had any kind of help or assistance to make applications [for] or get better information about LDA funding. I have had... training courses and the networking events, but nothing that has led me to gain further knowledge about LDA funding.”⁵⁷

By contrast, other grant-making bodies do much more to encourage hard-to-reach groups to apply for funding. Kishore Kanani commented that many advertised their funding opportunities on generic web sites such as Funder Finder and Grant

Finder. Some, such as the Big Lottery Fund, also produced and circulated regular newsletters advertising their funding.⁵⁸

Arts Council England told the Committee of its many different activities to make its grants more accessible. These included making its application form available in 12 different languages via its web site and providing a one-stop phone number that helped would be applicants obtain advice easily. It also published examples of the projects that had obtained funding and set out clear eligibility criteria for its grants.⁵⁹

The Big Lottery Fund (BIG) had regional teams that did outreach work to encourage hard-to-reach groups to apply for its funding. This work included attending funding fairs organised by Councils for Voluntary Service to explain BIG's range of programmes and its application processes. BIG also monitored the kinds of groups that its funding goes to and targeted outreach work on the sections of the community that were less well represented.⁶⁰

The Arts Council and Big Lottery Fund's funding opportunities have not always been so accessible, and changed partly out of choice. Moira Sinclair, Director London (Development), Arts Council reported that the shift had been caused by the merging of nine separate regional organisations but also said

"I think throughout the senior management team, as a result of that restructure, there was a real sense of wanting to recognise our public role,...and to face outwards rather than inwards."⁶¹

For the Big Lottery Fund, the change was partly the result of embedding customer feedback into its activities. In partnership with potential applicants, it tested its new funding application forms before launching them.⁶²

We consider that the LDA could learn much from the activities of other grant-making bodies and the approach they have chosen to take. Below we set out a number of recommendations.

Recommendations:

By April 2008, the LDA should adopt the models of Arts Council England and the Big Lottery Fund to make its grants more accessible by:

- Setting up a dedicated web page setting out clearly how to apply for grants;
- Publishing information on grant opportunities on the web and in a monthly newsletter sent to relevant organisations including those represented by the London Voluntary Service Council; and
- Establishing annual targets for contacting and encouraging hard-to-reach groups to apply for grants to deliver projects and then tailor subsequent out-reach work according to performance against these targets.

'the LDA could learn much from the activities of other grant-making bodies and the approach they have chosen to take.'

By April 2008, the LDA should take greater account of the grant-making methods of Arts Council England and the Big Lottery Fund by arranging secondments or work shadowing for some of its staff at these organisations.

Conclusion and follow-up

Our work on the LDA's funding of cultural projects has given rise to significant questions about the LDA's project management and the impact of some of its work. We hope the LDA will consider our findings and respond promptly. We intend to revisit this matter in February 2008 to check on progress against our recommendations.

Summary of all recommendations

By January 2008, the LDA should report to the Committee on what steps it has taken to address Deloitte's main findings to ensure improvements in its current and future project management.

By April 2008, the LDA should commission an independent assessment of the economic effects of the Rich Mix Centre, Bernie Grant Centre, Laban Dance Centre, London Fashion Forum, Centre for Fashion Enterprise and West End theatre audience development projects, and report its findings to the Assembly by autumn 2008.

After autumn 2008, the Assembly should consider if it wishes to undertake further work on the LDA's funding of cultural projects in light of the findings of the economic impact assessment.

By April 2008, the LDA should adopt the models of Arts Council England and the Big Lottery Fund to make its grants more accessible by:

- Setting up a dedicated web page setting out clearly how to apply for grants;
- Publishing information on grant opportunities on the web and in a monthly newsletter sent to relevant organisations including those represented by the London Voluntary Service Council; and
- Establishing annual targets for contacting and encouraging hard-to-reach groups to apply for grants to deliver projects and then tailor subsequent out-reach work according to performance against these targets.

Annex A: Deloitte's report on six cultural projects

1 Introduction and Background

1.1 Introduction

Deloitte MCS Limited (Deloitte) was appointed by the London Assembly (the Assembly) in August 2007 to carry out an analysis of information relating to six cultural projects funded by the London Development Agency (LDA).

Cultural projects play a central role in the economic and social development of a city or region and as such have been a focus of the LDA's strategic regeneration investment priorities. Public sector support for such projects should be based on a sound business case, which clearly demonstrates that strategic objectives will be met by a project and a robust appraisal has taken place to justify the funding award.

1.2 Background to the Study

The Assembly's Economic Development, Culture, Sport and Tourism Committee has a remit to examine matters relating to economic development, social development, culture, sport and tourism in London. It also considers the strategies, policies and actions of the LDA where appropriate.

Over the past few months this Committee has reviewed LDA grants for cultural projects in the capital. This includes seeking to understand if grants made conform to the LDA's strategic and objective aims and the openness, transparency and accountability of the LDA's grant making processes.

The Committee selected six projects for detailed review. These were cultural projects that had received some of the largest investment by the LDA. The six projects selected for review are set out in the table below.

Table 1: Details of Reviewed Projects Project Description

Project	Description
Rich Mix Centre	The Rich Mix Centre project idea originated in 1995 through the London Borough of Tower Hamlets evolving through community consultation and discussion amongst community groups. The project involved the purchase, refurbishment and extension of a former leather clothing factory and adjacent office building in Bethnal Green to create a multi-purpose cultural and arts centre for the community to celebrate the historical and contemporary culture and achievement of the migrant communities of London. The project was to help foster inter cultural understanding, inclusiveness and tolerance. The approved use was for an arts, culture, education, enterprise and entertainment centre to educate the public in art and culture of all types and in particular the cultural diversity of migrant communities in London and elsewhere.
Bernie Grant Centre	The project originated through LDA partners. The objectives of the project are to create a centre dedicated to the performing arts to celebrate the outstanding contribution of Britain's black and minority ethnic community in music, dance and theatre. As part of the project, 24 enterprise units will be created for both training and educational purposes. The project is one of four of the Mayor's cultural projects targeted at the black and minority ethnic community and is highlighted in the LDA's corporate plan and economic development strategy.
Laban Dance Centre	The project originated through the Laban Dance Centre approaching English Partnerships (EP) for the capital funding under EP's investment programme. Under EP processes, an outline business case was made and, following initial approval of the regeneration potential, a detailed case was prepared which recommended the capital sum. The funding commitments for the project were assumed by the LDA following the Regional Development Agency Act of 1998. The project involves the redevelopment of a former Council waste disposal and recycling depot adjoining Deptford Creek in Lewisham, into a state of the art dance centre for the Laban Centre London (LCL). The new owner occupier school would support the training of dancers, choreographers and dance scholars, and offer new cultural and community facilities for the area.
West End Theatre Audience Development	The project resulted from the previous Mayoral Get into London Theatre ticket promotions, where it was attempted to integrate audience development into campaigns designed specifically for economic return. This project separates out audience development, a key learning from the evaluation report on the previous campaigns. The three groups targeted by the project were chosen on industry advice backed by Arts Council research. The Theatre Audience Development project was a three year project aimed at improving the accessibility, and communicating the diversity of London theatres, to three under represented tourist groups in London theatres: <ul style="list-style-type: none"> • Disabled visitors - especially those with sensory disabilities • Families with children under 16 • Youths
Fashion Forum	There is little information on how the project idea was generated, but the suggestion from the project file is that it was developed between London Fashion Forum (LFF) and the LDA in response to an approach by LFF. The LFF project involves covering the costs of a full time project manager to develop and manage initiatives, a part-time Chair to lead and promote the Forum, promotional budgets for events, office costs and the production of a newsletter.

Project	Description
Centre for Fashion Enterprise	<p>The LDA was approached by the London College of Fashion with a request for additional financial support for the project which had funding from the Higher Education Innovation Fund (HEIF) and other sources (including National Endowment for Science, Technology and the Arts (NESTA)). The London College of Fashion programme aims in the long term to safeguard and enhance London's fashion sector through specialist fashion business support. The programme will provide:</p> <ul style="list-style-type: none"> • Start up support for new collection design, development and manufacturing for 2 start-up fashion companies; • Fashion start-up business advisory support(business planning, strategy and market development); • Development and publication of fashion industry Market Intelligence Briefs; and • Launch events and fashion show (marketing and marketing collateral). <p>The centre's vision is to catalyse the creation of London-based fashion start-ups and develop market intelligence for the fashion industry and academia. The aim of the centre is to enable London-based fashion start-ups to become commercially viable, sustainable businesses providing them with access to management expertise, capital, knowledge and resources.</p>

For each of the above projects, the Committee requested written information from the LDA, based on the LDA's own project guidance, to identify the origins of the project, who delivered the project, how much was spent on the project and what it achieved. The list below summarises the information requested.

- A project's strategic case and business case including details of whether the project was an LDA generated idea or suggestion from a partner.
- Details of all delivery partners and the project specification agreed with them.
- The anticipated timetable, funding and spend profile and the actual profile for timetable, funding and spend, including an itemised breakdown of the funding showing the split between capital and revenue expenditure including administrative / overhead costs per delivery partner.
- The anticipated measurable outputs and outcomes and the actual measurable outputs and outcomes including how these compare to any LDA benchmarks for outputs.
- Details of the monitoring process and copies of all monitoring reports produced, details of the audit process and copies of all audit reports produced and details of the evaluation process and copies of all evaluation reports produced.

Deloitte have been commissioned to provide support to the Committee in its review of the information provided by the LDA. The information was provided in the form of a separate file of written documents for each of the six projects. These files of information formed the only evidence base for our work. No requests for further details or explanations were made to the LDA during our study.

The detailed methodology for our work is set out in the next section of this report, which, in summary, was to analyse the information provided in the files following relevant information requests and to assess the extent to which it demonstrated conformity with our understanding of what good practice should be in project development and appraisal, investment decision, contract and delivery and monitoring and evaluation. This included considering the information against the LDA's own project guidance (as set out in the 'Guide on how to run Single Programme Projects' (version 4.2, June 2005)).

1.3 *Format of this Report*

In completing this study and reporting back to the Committee we set out our findings in the following sections.

- Study Approach and Methodology: explaining the way we undertook the study.
- File Review Findings: providing the key issues and headlines coming out of the review of the LDA project files against the Committee's request.
- Review of LDA adherence to its own project guidance: illustrating the completeness of information against what would be expected from a 'model' project file, as defined in the LDA's own project guidance.
- Conclusions: a summary of the key findings of our work.

2 **Study Approach and Methodology**

2.1 *Overview of Study Approach* On appointment, we developed a two-stage approach for the study:

- **First Stage:** To review the LDA's responses to the Committee's information request for each project and identify from the quality and appropriateness of the evidence provided if there are any weaknesses or omissions and summarise any trends.
- **Second Stage:** To review if the LDA had followed its own internal guidance in the development, appraisal, funding and monitoring of these projects (based on the LDA's 'Guide on how to run Single Programme Projects' (version 4.2, June 2005)).

2.2 *Study Constraints and Context*

In reviewing the provided evidence, the background to the selected projects and the prevailing LDA guidance there are a number of key issues that provide important context for the study methodology and the conclusions we can draw.

- The study was purely evidenced based. The files provided by the LDA were the sole source of evidence on the projects being reviewed. As part of this we have not made any assumptions on the existence of any missing or incomplete information during the review.

- The LDA was not specifically requested to provide files that demonstrated every aspect of its own guidance, but the information requested by the Committee was based on the guidance. It was therefore reasonable to expect the LDA to have provided a thorough project history of its appraisal and monitoring of each project and therefore demonstrate compliance with its own guidance.
- The guidance was published in June 2005. All but one of the projects (the West End Theatre Audience Development programme) were in development before this time and as such may not meet the requirements of the 2005 guidance. We were not required to review past guidance in these cases.
- Not all the projects originated with the LDA. The Laban Dance Centre started out as being assessed by English Partnerships (EP), which inevitably resulted in a differing approach to the project's development and rationale for funding. Following the Regional Development Agency (RDA) Act of 1998, (and the Greater London Authority Act 1999 - GLA Act 1999) this project was moved to the LDA, which subsequently took over the funding commitments.
- Defining quality and appropriateness in project information is extremely subjective. Typically we would recommend a control project against which the six projects could be benchmarked. As highlighted above, the requirements of the appraisal regimes in force during project development, or the differing agencies responsible for appraisal will inevitably result in a differing opinion of what constitutes an acceptable definition of quality and appropriateness. We have therefore based our findings and comments on the 2005 guidance and our own experience developing RDA funded projects.
- The study does not constitute an audit or validation in any way of the LDA's decision to award funding to each of the six projects.

2.3 Detailed Approach

The detailed methodology for the study stages is now set out below. It is inevitable that some areas of overlap will take place between Stages 1 & 2 of our work. However this only goes to reinforce findings between the two areas.

2.3.1 Stage 1: File Review Findings

As previously set out in Section 1, the Committee made a request of the LDA for information for each of the projects in this review. In reviewing the LDA's responses we have drawn upon our experience to provide our perspective of the appropriateness and quality of the evidence provided by the LDA.

In overview, we reviewed the information and documentation provided by the LDA to determine if the information was consistent across the files, appropriate to be held on the files and of sufficient quality that would be expected in a good project file.

This section of our work is inevitably subjective, relying on the reviewer's judgement of the presented evidence. However, to ensure a consistent approach across the files, we considered the following key matters.

- **Completeness:** we particularly focused on whether the information was complete from project development, through appraisal to delivery. The aim being to understand if a first time reader of each file could follow the LDA's appraisal and rationale for funding a project.
- **Appropriateness:** we focused on whether the information was provided at a level of detail and relevance to be reasonably expected. Poor responses would typically be short and provide no detailed explanation for the key decisions made.
- **Quality:** in a similar manner to the above, we were looking for the files to demonstrate a rigorous approach to project appraisal, based on a well articulated case for economic development investment by the public sector.

Section 3 of this report provides our findings for this stage of the study.

2.3.2 Stage 2: Review of adherence to the LDA's project guidance

We were provided with a copy of the LDA's 'Guide on How to Run a Single Programme Project' (Version 4.2, June 2005). In summary the main stages of the guidance are

- Developing a strategic case for the project;
- Preparing a detailed business case for investment;
- Undertaking a transparent investment decision making process;
- Setting out the terms of investment through a contracting mechanism; and
- How to monitor, evaluate and audit an investment once made.

The guidance includes a number of key principles that underpin project development and appraisal. These are important context for the methodology at this stage of our work and are set out below.

- *Has there been appropriate separation of duties?* i.e. between project manager, department director and corporate investment panel (CIP).
- *Have there been appropriate levels of review and sign-off?* Did the appropriate department directors undertake the reviews? Was the CIP appropriately consulted?
- *Have all internal specialist departments been consulted?* These include the legal department and land and property review group, where necessary.
- *Has due consideration of other external approvals been made?* These include the Central Project Review Group (CPRG) (the body responsible for approving all sizeable, politically sensitive, novel or contentious

investments) and Treasury sign-off (required for projects over £20m or significantly contentious in nature) where appropriate or required.

From our review of the LDA guidance, there are key areas/milestones that we believe each project file must demonstrate. The following table sets out the key areas/milestones and how we tested them.

Milestone/ Area	Specifics Sought in Review
Approval of anticipated funding allocation.	Evidence of signed approval to develop the project and allocate funding within the LDA's budget.
Legal department consulted.	Evidence of the project manager raising key issues (such as state aid) with legal department. Response and sign-off by legal department.
LDA cross-cutting themes and rationale for investment identified.	Provision of information on the LDA three primary cross cutting themes with detailed commentary on how the project will meet them. Good quality explanation of the wider economic development rationale for supporting the project.
LDA outputs identified (including proportionality of outputs).	Detailed breakdown of project outputs / outcomes identified and phased over time. Consideration of how outputs will be shared amongst funding partners.
Risk Assessment completed.	Evidence of a thorough consideration and documentation of the risks facing the project. We expected to see evidence of consideration of financial, output delivery, political and operational risks. Risk review incorporated in future project documentation with evidence of risks being continually reviewed throughout project lifecycle.
Strategic case completed and signed-off.	Detailed completion of the LDA's proforma strategic case document. Documented evidence case sign-off by appropriate directors and corporate investment panel (CIP) - cases present but not signed off received no credit.
Change control by LDA evidenced.	Provided a clear explanation of why project specifics changed from initial development stages through appraisal and into delivery. We specifically focused on understanding any movements in funding requirement or outputs.
Options appraisal completed.	Well structured options appraisal meeting the LDA's minimum guidelines for assessing alternative project options. We specifically focused on whether other options provided included the costs and outputs required for a robust assessment.
Delivery plan prepared.	Did each project set out a detailed delivery plan that, as a minimum, highlighted the critical path for delivery and key project milestones?
Business case completed and signed off (including CIP).	As in the review of the Strategic case, we expected to see the LDA's proforma structure for a Business Case completed in detail (containing all information previously prepared). Documented evidence of the sign-off of the case by appropriate directors and CIP. Cases present but not signed-off received no credit.
Consideration of need for Central Project Review Group (CPRG) / Treasury review.	Each project file must have evidenced the consideration of taking the project to CPRG or Treasury to ratify issues relating to large financial investment (over £10m) and any novel, politically sensitive or repercussive issues within a project.

Milestone/ Area	Specifics Sought in Review
Project Management Office (PMO) financial and economic impact assessment prepared.	The LDA has an internal PMO that provides a ‘financial and economic impact assessment’ of a project to sign-off that the investment represents value for money against the LDA’s objectives. We looked for evidence of this review being undertaken and results of it being addressed by the project manager.
Contract for grant funding prepared.	Each file should provide a contract (or other document) setting out the terms on which a grant award was made. Specifically we looked for terms agreeing the financial, output and delivery timetable for the project being enforced.
Monitoring and evaluation plan prepared and carried out.	Each project must have a monitoring and evaluation plan set out for the delivery stage of the project. We reviewed the provided evidence for its suitability to the project, particularly the financial and output metrics within it.

Our general approach to this stage was to review each section (as listed above) and record if suitable information was provided. Alongside this we also captured general trends to provide context to the scoring about the quality and completeness of the evidence to illustrate the rigour with which evidence had been presented within the files.

Section 4 of this report provides the findings for this stage of work.

3 Project File Review Findings

3.1 Introduction

This stage of the study focuses on reviewing the evidence provided by the LDA for each of the six projects, against the information requested by the Committee. The detailed methodology for this stage is provided in Section 2 of this report.

Appendix 1 contains a detailed summary of each project file, based on our review, including a brief description of the project and a summary of the LDA’s response to the information requested. This section now sets out our findings, and issues we noted, on the five areas covered by the Committee’s request, namely:

- 1 Review of the strategic / business case;
- 2 The proposed delivery partners on the project and the project specification;
- 3 The project delivery timetable, anticipated funding and spend profile;
- 4 The anticipated and actual outputs / outcomes; and
- 5 Details of the monitoring, evaluation and audit processes.

3.2 Findings

3.2.1 Review of the strategic / business case

We reviewed the project files against the type of evidence and documentation that we would expect to see included for a business case, strategic case, project origination and any further documentary evidence we would expect to have seen against the information request to satisfy good project management. The main findings that highlighted areas of weakness within the evidence are as follows.

All the project files contained some information on project origination, although this was not set out in great detail. In most cases the evidence was set out in the general brief at the front of the project files.

No formal documentation has typically been provided to suggest who initiated projects. It appears that all projects were initiated through partner organisations with the LDA then becoming involved as the project developed. The information is not of the quality expected on a project file to provide a rigorous explanation of why the LDA became involved in a project.

There is also no evidence that the six projects were benchmarked against similar pipeline projects that could have received this funding. The quality of the information relating to project initiation is not consistent and has mostly been provided by the LDA in the project files to summarise the final project position.

Inconsistencies were identified in the process from proposal of projects for funding to approval.

Most of the project files did include some history on the project process. However, this was inconsistent across the project files and in varying levels of quality and detail. An area that is also not clearly documented is the decision-making process between project initiation and commitment to proceed with the project.

Some project files provided detail at each stage while others contained one or two of the project appraisal business case processes. This information was of a varying standard.

Changes in the funding requirements of the projects as each project moves through the appraisal and approval process were not clearly documented.

On four of the project files (for the Rich Mix Centre, the Centre for Fashion Enterprise, the Bernie Grant Centre and the Laban Dance Centre) there is some evidence relating to changes to funding requirement or profile as the project moves through the appraisal and approval process. However, the rationale for why these changes have occurred is not always clear. Some project files do contain

more detail than others in specific instances, but this is not commonly found in all instances of change. For example, in the file for the Laban Dance Centre there is evidence explaining a change in the costs due to the project being appraised by a third party after the initial application, resulting in a project cost update.

From our previous experience in this area there are several explanations as to why a project's funding or profile could change as it moves through the appraisal and approval process.

- Costs are refined through challenge / appraisal and benchmarking against previous similar projects.
- Impacts of optimism bias on capital projects can lead to capital costs being initially understated. As the project moves through the appraisal process additional, more realistic costs are often obtained.
- As the project moves through the appraisal process greater certainty develops about the timings for delivery of specific elements (such as costs or outputs).
- The profile is changed to fit with the budgetary limitations of the major funders to ensure that the funding can be delivered to a particular timescale.

These explanations would usually be documented as the changes occur. However, in the case of the reviewed projects there is typically very little documentation on the files to explain why changes have occurred.

There was insufficient evidence for the sign-off of anticipated funding for projects.

The project files provided evidence of final allocated funding sign-off for five of the projects (the file for the Laban Dance Centre not providing any evidence). The information provided appears to be appropriate for the sign-off of approved funds for the projects.

However, it is difficult to determine whether the correct level of sign-off has been authorised without knowing the financial delegations of the personnel involved in the approval process. The quality and consistency of the information differs, with some approvals being documented through electronic sign-off whilst others have hand written sign-off.

Change control procedures that explained changes to funding requirements were not clearly evidenced.

Most of the changes to funding requirements are documented in the project monitoring progress reports but this evidence varies in its completeness / quality and is often difficult to follow.

There is a good example of change control in the LDA's anticipated funding process for the Bernie Grant Centre project; as the funding required from the LDA increased, additional signed approvals were provided. There is also an example of a project (London Fashion Forum) where the funding approved by the LDA is exceeded without any explanation. We would expect to see appropriate funding change approvals to be documented where additional LDA funding is required for a project. The London Fashion Forum highlights a weakness in terms of funding control and approval.

3.2.2 Delivery Partners

For this stage we would expect to see evidence of the names of delivery partners, the funding to be provided by the partners, project specifications, why the LDA sought to co-fund with partners and any further evidence that would illustrate good project management. The review of the project files revealed the following issues.

Names of delivery partners were provided but with weak rationale as to why they were participating in the project.

All six project files do provide some, albeit limited, details of the delivery partners. In most cases the delivery partner is the applicant for the project funding. The files also tend to provide addresses of any partner organisations.

However, we would expect more detail on why each delivery partner was involved in the project and what the LDA's rationale was for joining with each partner. There is very little information in any of the project files as to why the LDA sought to co-fund with other bodies. Four of the projects (the Rich Mix and London Fashion Forum being the files with little evidence) provided varying levels of detail on the question "What is the LDA buying?" It was usually stated within the outputs section of a file that the LDA was aiming to 'buy economic development outputs' with its investment. The files for Rich Mix Centre and London Fashion Forum provided some detail on the value for money of the investment by the LDA in other documentation.

Details of the funding to be provided by partners were limited.

Four of the project files (for the Rich Mix Centre, Bernie Grant Centre, Laban Dance Centre and the West End Theatre Audience Development) provide detail in at least one of the appraisal stages concerning the partners' funding profile. The project files for the Centre for Fashion Enterprise and the London Fashion Forum, list general areas of funding (e.g. public or private funding by financial year). However, we would expect this section of a file to show all of the partners' individual funding profiles to identify each partner's contribution, and where appropriate, support any apportionment of outputs.

The files yield little evidence as to why the funders were providing the level of funding stated. We would expect to see details of why the LDA and its partner(s) had agreed to fund at the levels shown.

Project specification was not always present.

In most of the project files there was an appropriate level of detail on specifications to understand the basic project objectives, although the format and completeness of information was not consistent across the project files.

Specifications were included in various documents such as grant agreements, funding agreements and feasibility studies. However, we would expect the specification to be very clearly stated in the early strategic case documents, as it forms a crucial part of the early appraisal.

There are project descriptions provided in all of the files with information such as outputs and project beneficiaries. We noted that the London Fashion Forum project file did not include a specific identifiable project specification. Without this it is unclear on what basis the project was to be monitored.

3.2.3 Project Delivery Timetable

In this area we were looking to find evidence and documentation concerning project timetable, anticipated funding and spend profile, including itemised breakdowns of the anticipated funding showing the annualised split between capital or revenue expenditure, and administrative or overhead costs per delivery partner.

Project timetables were not present or were inconsistently presented, with varying levels of detail.

For four of the projects (The Rich Mix and London Fashion Forum being exceptions) there was some sort of delivery timetable within their files.

When supplied, timetabling information was inconsistent in terms of detail and how it was presented. We saw evidence of timetabling contained within files, such as delivery plans, or highlighted through setting out project milestones. This inconsistent approach proved difficult to follow and the files lacked the clarity or detail required for rigorous monitoring of project delivery.

Anticipated funding and spend profiles were not consistently presented and lacked clarity around what was the final agreed profile for delivery.

All of the projects contained an anticipated funding profile for the LDA and its funding partners. However, these profiles were not all readily identifiable as the final funding profiles. Five of the project files documented the anticipated funding

approval as the 'approval of investment' whilst one (for West End Theatre Audience Development) provided this in the form of a grant award letter. It was, therefore, not always easy to determine that they were in fact the final approved anticipated funding, with implications for ongoing project monitoring.

Details of actual LDA expenditure were provided in five of the project files. However, for the Bernie Grant Centre it was difficult to determine if this was a mixture of actual expenditure for current and prior years and anticipated expenditure for future years (especially when there had been a re-approval of anticipated funding). In other files (notably for West London Audience Development and the Laban Dance Centre) it was not clear that the expenditure documented was the final approved expenditure.

For five of the projects there were differences between the anticipated expenditure and the actual expenditure on the projects. For the other project (the Bernie Grant Centre) it is difficult to assess due to the reasons outlined above. There are no specific explanations for the deviations from anticipated funding profile, however, some of these issues (particularly on the construction projects such as the Bernie Grant Centre) are partially covered in the monitoring reports. We would expect to see details of why the LDA's actual funding profile differed from that anticipated.

In some cases an itemised breakdown of the anticipated funding (including splits of capital / revenue expenditure and administrative / overhead costs per delivery partner) was not provided.

In terms of the split between capital and revenue all of the project files provide some analysis. The degree of detail behind these costs varies across the project files. All the files do provide a detailed breakdown of costs, however, these are for the whole project and not for each funder's share of cost.

Also project information relating to the breakdown of the funding is not provided on a consistent level e.g. some of the detail that is included at strategic case level is not provided in as much detail in later business case documents. We would expect to see the same level of detail, or more detail, in the later stages of project development.

3.2.4 Outputs and Outcomes

For this section we looked at evidence of several areas to reach our findings on outputs and outcomes. We reviewed files for the initial agreed outputs / outcomes, evidence that files contained regular monitoring of these outputs, and evidence of any comparable LDA benchmarks for outputs.

Initial agreed outputs were not documented within appropriate sections of appraisal documents.

With the exception of the West End Theatre Audience Development project, which stated that it did not generate any LDA related outputs, initial outputs are set out for all projects. These outputs are shown in various project documents, but typically the initial and final business case. We did not, however, see appropriate evidence linking the decision to fund projects (within the strategic and business case sign-offs) with the documented outputs. It could be concluded from this that outputs were not fully evidenced in signed off documents, when the decision to proceed with an investment was made.

There is also evidence on project files of outputs being amended as the projects move through the appraisal process, suggesting dialogue between the delivery organisation and funders around output requirements and funding. However, no clear explanation is usually provided as to the reason for the change in outputs.

We also noted that outputs / outcomes are typically contained in different documents within a file and the information is in different formats across projects. It was often difficult to identify the final outputs / outcomes that funding was agreed against.

Evidence of regular monitoring of outputs and outcomes was not provided in all project files and inconsistencies appeared between anticipated and actual outputs without explanation.

Four of the project files provided evidence that monitoring of outputs had taken place, which resulted in a change in the outputs over what was originally anticipated (the files for the Bernie Grant Centre and Laban Dance Centre did not provide evidence). However, it is difficult to ascertain from the project files whether this monitoring had taken place on a regular basis and the impact this had on the future monitoring of the project.

In one case (for the Laban Dance Centre) the only outputs shown were from March 2003. This raises a question around whether project outputs were measured on a regular basis.

Some of the output updates did not provide the level of detail that had been set out in the initial business case which can be confusing when trying to compare actual outputs against anticipated outputs. Typically we found that the information on output / outcome monitoring was not consistently approached across all six projects (the file for the Bernie Grant Centre provided no details). Additionally, some of the information provided did not appear appropriate or consistent when compared to the outputs identified in the business cases.

Evidence of comparing project outputs to historic LDA benchmarks was not provided.

We saw no evidence of benchmarks being used by the LDA to measure the outputs anticipated for the six projects.

We would expect further details to show if the project outputs were achieved at comparable investment levels to other projects the LDA had supported in the past. We are also aware of information available within agencies, such as English Partnerships, that could have been used for this purpose.

3.2.5 Monitoring, Audit and Evaluation

We were anticipating monitoring, audit and evaluation documentation being provided as evidence of regular reporting, funding in the business plan reconciled to the audit of the project, audit certificates or documents showing that an audit had taken place and an evaluation report. Our findings outlined the following issues.

There was reliance on third parties in the monitoring of projects and the LDA did not undertake its own monitoring on certain projects.

There was evidence on the project files that monitoring was taking place on the majority of projects using several methods including the following.

- Reports by third party project management covering a range of project issues (this was the favoured method on the construction projects including the Bernie Grant Centre).
- Regular updates on projects in the form of a quarterly report from the delivery organisation.

These methods are helpful ways for the LDA's staff to check progress on the projects. It is also worth mentioning that monitoring provided by an independent third party might be more credible than that provided by the project partner. However, the monitoring information provided is not consistent across projects and can be difficult to follow or not conclusive as to whether a project is performing as anticipated.

There is nothing in the files to suggest that any visits were made by LDA staff to the various projects to monitor the projects. We would expect to see further details on the internal monitoring undertaken by the LDA on each project.

There was a lack of evidence of project audits.

The funding documentation does not specifically identify any mechanism for the six projects to be audited. No evidence was provided for the costs of auditing a project within any of the files. Two of the six files (for the Rich Mix Centre and Laban Dance Centre) specifically mention audit of the projects by partners or as part of a wider audit process. However, no conclusive evidence was provided from these audits.

There is evidence on the London Fashion Forum project that a solvency review had been undertaken which highlighted financial problems on the project. There are grant claims on some of the project files that may be considered as part of the audit process, though this is not the correct information to satisfy the audit requirements.

The absence of any formal documentation on the audit of the majority of projects as they progress appears to be an area of weakness in the project evidence presented to us. However, we understand that the LDA informed the Committee that none of the projects had yet been subject to an audit.

Evaluation processes were often set out but were not reported on in sufficient detail.

Although an approach to evaluation is typically set out in project files (usually in the business cases as part of the post project planning process) there is less evidence to show that this has been carried out.

The file for the London Fashion Forum project does not mention project evaluation at all (and this project was subject to a solvency review). The Centre for Fashion Enterprise project file does mention that an independent evaluation has been carried out and the West End Theatre Audience Development file highlights that an evaluation is due on project completion.

It does appear that evaluation is an area of weakness in some of the projects. If some of the evaluations are yet to take place, this places reliance on regular monitoring to identify any project issues. We would expect the project files to state clearly when an evaluation should take place.

3.3 Summary of the Stage

In summary, we have identified the following key trends across the six project files.

- The rationale as to why the LDA has become involved in a project (project origination) is not always evidenced within project files. However, from the information presented it is usually possible to understand the strategic fit and outputs from the project for the LDA once it is involved.
- There is very little evidence on why the LDA co-funded projects with other agencies.
- Project files were not always explicit in why changes to project funding or project outputs had taken place during project appraisal, approval or delivery which made it difficult to identify the key drivers for project changes.
- Evidence for project approvals was not always present in the appropriate form.
- The detail around project timetabling was varied with some project files only evidencing a high level overview and others providing greater detail.

- The LDA did not appear to benchmark any of the projects against past investments it had made.
- Project files did not evidence complete results for any of the monitoring, audit or evaluation processes, which were set out in the early stages of project development.

The findings of this section and above summary should be considered in context of the study limitations set out in paragraph 2.2 of Section 2 of this report.

4 Review of adherence to the LDA’s project guidance

4.1 Introduction

This section of the study provides feedback on whether the LDA is following its own internal guidance for the development, appraisal, approval and monitoring of projects.

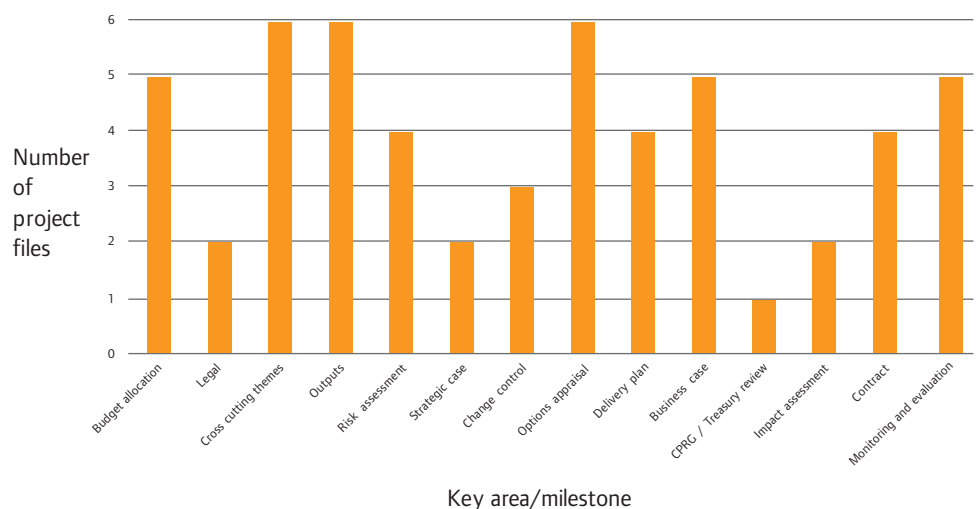
We have identified a number of key areas/milestones within the LDA guidance which represent the key stages of a project’s development and delivery. We have reviewed the files to identify if this information has been provided and comment on any trends within the evidence that suggest the guidance may not have been appropriately followed.

4.2 Findings

4.2.1 Presence of Required Evidence

The graph below summarises the number of project files (out of the total of six) which provided any information for each key area/milestone. Later in this section we consider the extent to which the information provided was appropriate.

Graph 1: Summary of Findings on Presence of Evidence as Required in LDA Project Guidance



In interpreting these results against the findings within Section 3 of this report (File Review Findings), it should be noted that in some areas we found a basic level of information was provided (and hence it was appropriate to score this evidence as present). However, in certain areas, we would have expected further clarity or explanations to better understand issues. Particular examples of this include the following.

- Outputs: all files provided evidence of outputs. However, it was sometimes difficult to understand if these were the final agreed outputs or the reasons for any changes in outputs between appraisal stages.
- Options appraisal: all files provided an options appraisal, however, it was noted that the quality and detail considered varied a lot across the files. This is an example of where the project manager could have documented more detail on file to support the conclusions around the preferred option.
- Monitoring, audit and evaluation: monitoring and evaluation approaches were mentioned in all files. However, our earlier work identified that these was not always rigorously followed up in the delivery of projects. The LDA informed the Committee that none of the projects had been subject to a formal audit and therefore we discounted this element of the scoring equally across each file.

A missing data log on each project file is provided in Appendix 2 of this report to support the findings.

4.2.2 Quality of Evidence Provided

In reviewing the results outlined above and in undertaking the file analysis, we noted the following issues worthy of raising in terms of the quality or appropriateness of the information provided against the LDA's guidance.

The following detail underpins the above results where less than '6' was scored, or where an issue is appropriate to be raised:

Legal - Only the files for the Rich Mix Centre and West End Theatre Audience Development projects evidenced input and sign-off by the in house legal team at the LDA. The guidance requires sign-off by the LDA's legal department at strategic case stage and further input for project changes. A number of projects provided no evidence of a legal review and as such concerns could be raised around certain issues (such as state aid or contracting), which may affect a project.

Risk Assessment - Each project should include a risk assessment that is continually added to and developed as project evaluation and delivery takes place. The files for the 'Bernie Grant Centre' and 'Laban Dance Centre' projects did not provide any substantial form of risk assessment. As such, concerns could be raised

about the quality of evaluation and monitoring undertaken on the projects if all risks were not fully understood, potentially impacting successful delivery by the LDA or its partners.

Strategic Case - Four of the project files reviewed did not provide a fully signed-off strategic case (this was present for the other two projects - the Rich Mix Centre and West End Theatre Audience Development). We frequently saw evidence of a strategic case, but in most instances, no evidence that this was appropriately approved, as per the guidance.

Change Control - The project files for the Laban Dance Centre, Centre for Fashion Enterprise and London Fashion Forum did not provide an appropriate level of evidence to justify changes in the projects throughout their development, implementation and delivery. We noted that, as a general trend, where evidence was provided, this was often difficult to follow and did not easily present a case to the reader for changes. Change control is a necessary part of a project's lifecycle. While some changes to outputs or funding are inevitable, it is important to continue to demonstrate that value for money is being achieved by a project.

Options Appraisal - All the files provided an options appraisal which met the LDA's guidance outlining the minimum options to be considered. It was noted on some projects, however, that other wider options (which could be considered as reasonable approaches to a project) were not considered. We would expect to see more detail on how project options appraisals were developed to ensure all reasonable options were considered.

Business Case - Only the file for the Laban Dance Centre did not provide a fully signed-off business case, which evidenced the decision to make the LDA's investment. Clearly, this is a fundamental requirement for the LDA in its appraisal and investment processes to ensure funding is only directed to priority areas.

CPRG / Treasury Review - The guidance requires that a project manager consider if approval is needed from CPRG or Treasury for the LDA to invest in the project. The LDA has delegated authority to appraise its own investments up to £10m, and we noted that all its investments were below this level. There is also a qualitative assessment to be made, in terms of whether the project is novel, contentious or politically sensitive. If this is felt to be the case, CPRG or Treasury should be consulted. Only the file for the West End Theatre Audience Development project evidenced that this consideration had taken place. It was our expectation (based on a review of project descriptions in the files) that more projects should have provided this evidence.

Impact Assessment - Only two of the files (for the Rich Mix Centre and West End Theatre Audience Development) provided the required assessment by the LDA's

Project Management Office on the financial and economic impacts of projects. This is a fundamental requirement of the guidance and ensures the LDA performs independent internal checks on a project to confirm it is meeting required outputs and strategic targets.

Contract - We recognise that the LDA was not asked to provide the contracts for each project. However, these are a strong source of evidence for a project's implementation and monitoring, and are required by the guidance to set out the terms under which funds are made available. The lack of evidence on files does not necessarily mean a contract was not drawn up in some instances, but further testing would be required to confirm this.

Monitoring and evaluation - Section three of this report contains our core conclusions on this area. We did identify some evidence of monitoring and evaluation on most files (the file for the Bernie Grant Centre provided no substantive evidence). The LDA's guidance allows the project manager to make a judgement on the level of monitoring and evaluation to take place which resulted in a varied approach across all the project files we reviewed. We would suggest a standardised approach would result in a more comprehensive assessment of a project's performance against the criteria set for it when the investment decision was made.

5 Study Conclusions

5.1 Introduction

This final section draws together the key findings of the review and discusses their potential implication in the context of the LDA's investment in cultural projects.

In reviewing the study conclusions, it is important to recognise that our review was restricted to a review of LDA provided evidence for each project. We have not undertaken an audit or validation of the evidence provided and therefore we provide no assurance that the information within the project files is accurate or correct. As a result we do not draw any conclusions on the suitability of the reviewed projects to receive LDA funding.

We have not discussed our findings or conclusions with the LDA or sought additional information.

5.2 Study Conclusions

The following conclusions represent the key findings of our work. These reflect the areas where we would have expected to see greater detail in the information provided by the LDA and they highlight areas of perceived underperformance in the project appraisal and delivery processes outlined in our review methodology.

The conclusions do not represent a complete or exhaustive list of issues raised on the project files, nor should they be viewed as representative conclusions for all LDA projects.

It was not clear from the evidence provided what the finally agreed anticipated outputs were for the projects, whether these were being monitored throughout projects' life spans and whether the anticipated outputs had been realised.

We found the evidence on outputs inconsistently presented and at times incomplete. A key objective of monitoring and evaluation for the LDA is to assess if the outputs anticipated at the appraisal stage are being delivered 'on the ground' to agreed timescales. It was not clear from the evidence presented that this objective had been met and it would require additional information to assess if outputs were being delivered.

Change control documentation was often incomplete and did not provide a clear evidence trail for changes to projects.

We expected to find that, due to practical circumstances, projects would require changes to anticipated funding or outputs during development or delivery. However, we expected the rationale for these changes to be evidenced in change control documentation. This documentation is important to demonstrate that a project still represents value for money or remains an LDA priority if, say, outputs, funding requirements or timescales change.

We noted one file (for the West End Theatre Audience Development project) provided strong evidence in this area. In contrast, the file for the Laban Dance Centre project provided no explanation for an increase in funding.

There was a lack of detailed evidence considering project risks and their impacts.

We noted that four project files provided some evidence of a risk assessment, ranging from an acknowledgement that one had been completed to a fully detailed assessment. Two files provided no evidence of risk assessment. We believe this is a crucial area of project management and, if completed appropriately, should allow the LDA to structure its contracting and monitoring appropriately to mitigate risks.

As the LDA is an economic development agency tasked with addressing market failure and high risk areas in the economy, it should be all the more important to evidence on project files that risks to project funding and outputs are being properly managed.

There was an inconsistent approach to monitoring, evaluation and audit.

The guidance to project managers is flexible and does not prescribe a standard approach on monitoring and evaluation. We would suggest considering the use of a standard approach, as our review indicated a wide range of approaches and quality throughout this stage of a project.

Use of specialist, external or statutory approvals was not evidenced for all projects.

A number of project files did not evidence the required use of certain specialist, external or statutory approvals. Each file must document consideration and/or sign-off by the LDA's Legal team, Land and Property Department, Project Management Office, CPRG or the Treasury. Any of the above could raise valid issues why the LDA should alter its investment decision towards a project.

By way of example, the evidence provided indicated that the West End Theatre Audience Development project was initiated by the Mayor. This could be considered a politically motivated decision and, as such, could have been referred to CPRG for its approval (even though it was an investment under £10 million).

There was a lack of appropriate evidence of internal approvals.

A common theme across all the project files was the lack of appropriate evidence of LDA Director, Corporate Investment Panel or Board approvals. We consider this a fundamental part of the evidence base for demonstrating that the project appraisal has appropriately approved as eligible for LDA funding.

We also noted that key documents, such as the strategic and business cases, were often incomplete where no approval was evidenced.

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Appendix 1 of Deloitte report: Detailed File Review Notes

This appendix contains our detailed working notes on each project file. It is not designed as complete analysis of the files. It is to act as supplementary detail to the findings articulated in the main body of the report. References in brackets are to documents provided by the LDA in the project files.

Rich Mix Centre

A Business Case Review - Short Summary - Whose idea

The idea for the Rich Mix Centre originated in 1995 through the London Borough of Tower Hamlets, evolving through community consultation and discussion amongst community groups. It became known to the LDA through its partners and networking opportunities.

The project involved the purchase, refurbishment and extension of a former leather clothing factory and adjacent office building in Bethnal Green to create a multi-purpose cultural and arts centre for the community. This was to celebrate the historical and contemporary culture and achievement of the migrant communities of London. The project was to help foster inter cultural understanding, inclusiveness and tolerance.

The approved use was for an arts, culture, education, enterprise and entertainment centre to educate the public in art and culture of all types and, in particular, the cultural diversity of migrant communities in London and elsewhere.

The table below summarises the information provided in the project file on the LDA's anticipated funding and outputs for the Rich Mix Centre project at each stage in the project's development. It also includes the latest position on the LDA's actual funding and outputs for the project as reported in the project file.

	Initial business case*	Strategic business case	Full business case	Latest position as reported by the LDA (April 2007)
LDA funding	£3.5 million	£5 million	£5 million**	£5.1 million
LDA output: new jobs	62	62	62	16
LDA output: jobs safeguarded	50	No evidence provided	No evidence provided	No evidence provided
LDA output: floor space refurbished	4,276 m2	3,261 m2	3,261 m2	1,051 m2

* Also referred to as case paper

** Within the strategic case and business case document, the file suggests that the LDA funding of £5 million is net of a £2.7 million contribution from Sustainable Communities.

Funding

Initial Business Case (LDA Case Paper)

	£	£	£	£	£	£
	2000-01	2001-02	2002-03	2003-04	Future	Total
LDA		1,879,414	541,444	1,082,889		3,503,747
Public Sector						
DTLR	2,290,000	10,000				2,300,000
LBTH	700,000		50,000	100,000		850,000
ERDF	820,000	180,000				1,000,000
Lottery		60,000	1,160,000	2,280,000		3,500,000
Total Public	3,810,000	250,000	1,210,000	2,380,000		7,650,000
Private Sector						
NBNS			250,000			250,000
SMCT			500,000			500,000
Fundraising			1,300,000	2,700,000		4,000,000
Total Private			2,050,000	2,700,000	0	4,750,000
Total Funding	3,810,000	2,129,414	3,801,444	6,162,889	0	15,903,747

Strategic Business Case (Part 1 strategic case) -

We have been unable to reconcile this to other evidence presented in the project file.

	£	£	£	£	£	£
	Prior	2004-05	2005-06	2006-07	Future	Total
LDA	2,223,899	1,204,879	1,563,969	11,000		5,003,747
Other Public	5,134,708	8,167,667	3,240,421	20,690		16,563,486
Other Private	106,865	1,346,445	63,204			1,516,514
Total	7,465,472	10,718,991	4,867,594	31,690	0	23,083,747

	£
Change in LDA Funding	1,500,000
Change in Other Public	8,913,486
Change in Other Private	(3,233,486)
Total change from Initial Case	7,180,000

Full Business Case (Section C) -

We have been unable to reconcile this to other evidence presented in the project file.

	£	£	£	£	£	£
	Prior	2004-05	2005-06	2006-07	Future	Total
LDA	2,223,899	3,904,879	1,563,969	11,000		7,703,747
Income*		(2,700,000)				(2,700,000)
Net LDA	2,223,899	1,204,879	1,563,969	11,000	0	5,003,747
Other Public	5,134,708	10,867,667	3,240,421	20,690		19,263,486
Other Private	106,865	1,346,445	63,204			1,516,514
Total	7,465,472	13,418,991	4,867,594	31,690	0	25,783,747

	£
Change in LDA funding	received £2.7m ODPM*
Change in Other Public	11,613,486
Change in Other Private	
Total change from Initial Case	11,613,486

* Sustainable Communities funding towards fit out for the centre.

Monitoring reports	
Progress report 4	anticipated overspend against anticipated funding £603k
Progress report 5	anticipated overspend against anticipated funding £950k
Progress report 6	anticipated overspend against anticipated funding £1204k
Progress report 7	anticipated overspend against anticipated funding £1216k
Progress report 8	anticipated overspend against anticipated funding £2004k
Progress report 9	anticipated overspend against anticipated funding £2016k
Progress report 10	anticipated overspend against anticipated funding £4257k
Progress report 11	anticipated overspend against anticipated funding £4257k anticipated final cost £25,251,355
Progress report 12	anticipated overspend against anticipated funding £4257k
Progress report 13	anticipated overspend against anticipated funding £4251k
Progress report 14/15	anticipated spend £25,998,399 Progress report 20/21 - anticipated spend £27,171,725

The anticipated costs are £27,171,725 at 4th July 2006, an increase of £13,879,978 against the approved anticipated funding. Gleeds final claim July 2006 shows amount expected of £26,650,000, an increase of £866,253 over what was indicated on the project file LDA final share paid appears to be £7,160,000 which is £543,747 less than anticipated at appraisal stage (including the £2.7m ODPM share).

B) Proposed Delivery Partners

The proposed delivery partners for the project were:

- Rich Mix Cultural Foundation
- The Millennium Commission
- London Development Agency
- London Borough of Tower Hamlets
- Arts Council England

Funding by delivery partners

See table above

Why LDA thought to co-fund with other bodies

No detail provided

C) Project

Delivery Timetable - No delivery timetable shown, although the financial and economic appraisal section 2.5 does outline the delivery plan, project management plan, delivery organisation, monitoring plan and communications plan. There is also a mention of monthly project reports.

Anticipated funding profile (as per section 1.8 - Approximate Anticipated funding Requirements)

No attempt has been made to reconcile the anticipated funding and actual expenditure on the project.

	£	£	£	£	£	£
	Prior	2004-05	2005-06	2006-07	Future	Total
LDA	2,223,899	3,904,879	1,563,969	11,000		7,703,747
Income*		(2,700,000)				(2,700,000)
Net LDA	2,223,899	1,204,879	1,563,969	11,000	0	5,003,747
Other Public	5,134,708	10,867,667	3,240,412	20,960		19,263,747
Other Private	106,865	1,346,445	63,204			1,516,514
Total	7,465,472	13,418,991	4,867,585	31,960	0	25,784,008

Actual Profile - LDA actual profile (Total Expenditure Profile via the LDA)

The capital figure does not reconcile to other evidence on the project file.

By funder - The profile is not provided by funder.

D) Outputs / Outcomes

Case paper (section A)

Outputs	2003/04	Later Years	Total
New Jobs created	31	31	62
Jobs safeguarded		50	50
Floor Space Created (metres squared)			
Retail Café Bar	254		254
Leisure - Cinema, gallery, performance area	1,753		1,753
Mixed workspace	1,256		1,256
Training / Education facilities - IT suite CM & AdFed	805		805
Community Businesses - RMCF Offices	91		91
Community facilities / services - lobby / info area	115		115
Total Floor Space	4,274	-	4,274

Monitoring and Evaluation

3rd party reports covering costs and other issues outlined in file

Application stage (original predictions)

Output Type	2005/06	2006/07	Future	Totals
Business Space: metres sq created or refurbished	3,261			3,261
Jobs created	30	32		62

Strategic Business Case - Project Tagging

Output Type	2005/06	2006/07	Future	Totals
Business Space: metres sq created or refurbished	3,261			3,261
Jobs created	30	32		62

Re-profiled (2006)

Output Type	2005/06	2006/07	Future	Totals
Business Space: metres sq created or refurbished		270	2,991	3,261
Jobs created		8	54	62

Compare to actuals (as at April 07) Section D

Output Type	2005/06	2006/07	Future	Totals
Business Space: metres sq created or refurbished		1,051		1,051
Jobs created		16		16

Monitoring, Audit and Evaluation

Business case sets out monitoring plan both during and after project completion to monitor ongoing outputs.

3rd party commissioned progress reports provided focussed on cost monitoring and development risks.

Other information

State Aid signed off in strategic case

Risks covered in strategic case No evidence that Green Book Appraisal done for project costing >£10m and Treasury approval sought.

No evidence of signed documentation on Financial and Economic appraisal.

Project - Centre for Fashion Enterprise

A) *Business Case Review - Short Summary - Whose idea*

The LDA was approached by the London College of Fashion with a request for additional financial support for the project which had funding from the Higher Education Innovation Fund (HEIF) and other sources including the National Endowment for Science, Technology and the Arts (NESTA).

The London College of Fashion programme aims in the long term to safeguard and enhance London's fashion sector through specialist fashion business support. The programme will provide:

- Start up support for new collection design, development and manufacturing for two start-up fashion companies;
- Fashion start-up business advisory support(business planning, strategy and market development);
- Development and publication of fashion industry Market Intelligence Briefs; and
- Launch events and fashion show: marketing and marketing collateral.

The Centre for Fashion Enterprise's vision is to catalyse the creation of London-based fashion start-ups and develop market intelligence for the fashion industry and academia. The aim of the centre is to enable London-based fashion start-ups to become commercially viable, sustainable businesses providing them with access to management expertise, capital, knowledge and resources.

The table below summarises the information provided in the project file on the LDA's anticipated funding and outputs for the Centre for Fashion Enterprise project at each stage in the project's development. It also includes the latest position on the LDA's actual funding and outputs for the project as reported in the project file.

	Initial business case**	Strategic business case***	Full business case****	Latest position as reported by the LDA (March 2007)
LDA funding	£2.7 million	£2.7 million	£2.3 million	£2.0 million
LDA output: new jobs : safeguarded	160 -	160 -	43 135	26.5 13
LDA output: learning opportunities	350	350	320	39
LDA output: businesses attracted / created	102	82	30	17

* Taken from CPE outputs Apr 03 to Mar 07.

** Taken from 'proposal' document

*** Taken from Initial Appraisal

**** Taken from Full Appraisal and budget approval documents - it is not clear from the file which of the documents is the accepted final position for funding.

Funding

Initial Business Case (called original timetable and taken from LDA analysis)

	£	£	£	£	£
	2002-03	2003-04	2004-05	2005-06	Total
LDA	100,000	570,000	493,340	869,180	2,032,520

Note: Initial appraisal document shows a different total project funding of £2.7m. It is not clear from the files which analysis related to the initial business case.

Proposal Business Case (see LDA proposal)

	£	£	£	£	£
	2002-03	2003-04	2004-05	Future	Total
LDA	100,000	1,300,000	1,300,000		2,700,000

Full Business Case (see anticipated funding approval and budget approval)

	£	£	£	£	£
	Previous	2003-04	2004-05	2005-06	Total
LDA		875,000	875,000	560,000	2,310,000
Other Public		384,278	349,458	276,458	1,010,194
Other Private		74,000	455,000	695,000	1,224,000
Total		1,333,278	1,679,458	1,531,458	4,544,194

Project signed off on decision Sheet 30.05.03, anticipated funding approved 25.06.03

B) Proposed Delivery Partners (introduction)

The proposed delivery partners for the project were:

- The London Fashion Forum; and
- University of the Arts London.

Funding by delivery partners

Why LDA thought to co-fund with other bodies

The LDA was approached for additional financial support and funded an initial feasibility study in order to assess the business model for the London College of Fashion. This led to the approval of the core funding and this was further extended in 2006. The LDA is shown to be “buying”:

- Specialist fashion business support;
- Access to fashion product development and manufacture support; and
- Access to brand building, showcase and marketing support.

C) Project

Delivery Timetable - A basic project milestones timetable is outlined in the full appraisal and a detailed list of project milestones is documented (see 2nd table below and document 3.1)

Business case table

October 2003	Develop market intelligence briefings
June 2003	Establish a fashion ‘umbrella label’
Nov 2003	Development of Fashion Ventures Incubator Studio space In Hackney (5 by Nov 2003, other 5 by March 2004)

Detailed list of project milestones

April 2006	Designer Reviews
May 2006	Designer Reviews Review of marketing activities Preparation of 06/07 business plan
June 2006	Development of marketing strategy Complete LDA quarterly claim form Review funding options
July 2006	Meeting with key personnel from LDA Full management steering group meeting Advisory Board meeting Preparation of first funding bid
August 2006	Preparation of other funding options
September 2006	Complete LDA quarterly claim form LFW - marketing activities Fashion Fringe competition - new CFE designed joins portfolio

October 2006	
November 2006	
December 2006	Need to have forward funding secured Complete LDA quarterly claim form
January 2007	
February 2007	LFW - marketing activities
March 2007	Designer reviews Complete LDA final claim form. End of current funding period

Anticipated funding profile (doc 2.5)

No attempt has been made to reconcile the anticipated funding and actual expenditure on the project.

Source	Amount (£)
Arts Council* £2m conditions on redemption of overdraft and £300k match	14,029,366
Ballast damages for period up to 30.12.02	16,201
Bridge House Estate Trust Fund	100,000
Foyle Foundation	25,000
Garfield Weston Foundation	250,000
GR Jarvis Esq	4,500,000
Greenwich / Creekside Renewal Partnership (SRB)	50,000
Miss Hilary Corlett	1,000
Laban (from on reserves)	171,234
Lorn Primrose	2,000
London Borough of Lewisham	490,000
LDA / EP (note shown separately)	3,535,000
Mural Donations	15,015
Rayne Foundation	10,000
Seats Project	10,760
Swiss Government	5,000
Other Donations	518,350
Sale of Church to LA	1,350,000
Total Funding Secured	25,078,926

Actual profile (We have taken this analysis from a separate table provided by the LDA which appears to reflect the actual funding profile.)

	£	£	£	£	£
	2002-03	2003-04	2004-05	2005-06	Total
LDA	100,000	570,000	493,340	869,180	2,032,520

Note: existing approval for £100,000 feasibility study signed as approved 6th January 2003 (document 1.2).

D) Outputs / Outcomes Application stage (Initial Proposal doc 2.1)

	2002/03	2003/04	2004/05	Future Years	Total
Employment Opportunities					
Jobs Created		40	80	40	160
Education and Skills					
Learning Opportunities		100	150	100	350
Business Performance					
Businesses created / attracted		2	20	80	102

Initial Appraisal (document 2.2)

Output	Project Gross	LDA Gross
Employment Opportunities	160	160
Learning Opportunities	350	350
Businesses created	82	82

Full appraisal (document 2.3)

Outputs	LDA Gross
Jobs created	42
Jobs safeguarded	135
Businesses created or attracted	30
Business advice sessions	125
Business support consultancies	15
Research promotion and networking events	10

Anticipated funding Approval (document 2.5)

Core Output	2003/04	2004/05	2005/06	Future Years	Total
New Jobs Created	18	15	10	-	43
Jobs Safeguarded	55	70	10	-	135
Businesses Created / Attracted	10	10	10	-	30
Business Interventions Information sessions	60	90	-	-	150
Business Interventions Advice sessions	25	100	-	-	125
Business Interventions Support Consultancies	5	5	5	-	15
Co-ordination Information Initiatives	20	10	-	-	30

Quarter 1 2006/07

LDA Performance Indicator	Q1 Outputs	Q2 Outputs
Jobs safeguarded	10	1
Businesses supported	8	1
FV's Studios - continued space allocation and support	6	-
BAME Beneficiaries	11 / 13	1
Women Beneficiaries	6 / 13	-

Monitoring, Audit and Evaluation

Regular quarterly updates are provided by the Centre for Fashion Enterprise (CFE).

The financial audit of CFE was undertaken as part of the wider financial audit of London College of fashion by the University of the Arts, London.

Grant Thornton undertook an independent evaluation, which stated that the CFE had successfully met its objectives although recommendations were made and have been taken on by CFE.

Other information

Full appraisal covers the following key points:

- Sustainability;
- Option appraisal; and
- State Aid is covered.

Project - London Fashion Forum

A) *Business Case Review - Short Summary - Whose idea*

There is little information on how the idea for the project was generated, but the suggestion is that it was developed between London Fashion Forum (LFF) and the LDA in response from an approach by LFF.

The London Fashion Forum project involves covering the costs of a full time project manager to develop and manage initiatives, a part-time Chair to lead and promote the Forum, promotional anticipated fundings for events, office costs and the production of a newsletter.

The table below summarises the information provided in the project file on the LDA's anticipated funding and the latest position on the LDA's actual funding. The table also summarises the information provided in the project file on outputs at each stage in the project's development and the latest position on actual outputs. These are outputs for the whole project rather than LDA specific outputs.

	Initial business case*	Strategic business case	Full business case**	Latest position as reported by the LDA (June 2007)
LDA funding	£0.4 million	No evidence provided	£0.4 million	£0.5 million
Project output: new jobs	125	No evidence provided	97	33
Project output: learning opportunities	735	No evidence provided	735	No evidence provided***
Project output: businesses supported	1,809	No evidence provided	1,809	767

* Referred to as business case for single programme assistance

** Referred to as approval of investment in a project

*** Actual outputs in Annex 4 also list Business retention (44) and Skill General (73) as additional outputs to those listed above

Funding

Initial Business Case (see Annex 1)

	£	£	£	£	£	£
	Previous	Year 1	Year 2	Year 3	Future	Total
LDA		158,000	172,000	75,000		405,000
Other		30,000	32,400	151,900		214,300
Total	0	188,000	204,400	226,900	0	619,300

Strategic Business Case The strategic business case expenditure requirement is not shown.

Full Business Case Approval of Investment - (see Appendix 2) The full business case expenditure requirement is not shown; however the approval of investment in a project details the following:

	£	£	£	£	£	£
	Previous	2002-03	2003-04	2004-05	Future	Total
LDA		158,000	172,000	75,000		405,000
Other Public		14,220	15,480	6,750		36,450
Other Private		39,500	43,000	18,750		101,250
	0	211,720	230,480	100,500	0	542,700

Note: This was signed off on 15/07/02.

B) Proposed Delivery Partners

The proposed delivery partner for the project was London Fashion Forum. Partners with an interest are listed in the business case:

- Business Link;
- Trade Partners UK;
- Made in London;
- London College of Fashion;
- Fashionworks;
- Capit B;
- Manufacturers;
- Retailers e.g. Debenhams, Arcadia;
- DTI;
- Mark Anthony;
- Portobello Business Centre;
- Joint Fashion Industry Teams;
- British Shops and Stores Association;
- Skillfast;
- British Design Council; and
- Industry Forum.

Funding by delivery partners

See initial business case

Why the LDA thought to co-fund with other bodies

No detail provided on why the LDA co-funded with other parties.

C) Project Delivery Timetable

No delivery timetable shown

Anticipated funding profile - (taken from annex 2 approval of investment in a project).

No attempt has been made by the LDA to reconcile the anticipated funding and actual expenditure on the project.

	£	£	£	£	£	£
	Previous	2002-03	2003-04	2004-05	Future	Total
LDA		158,000	172,000	75,000		405,000
Other Public		14,220	15,480	6,750		36,450
Other Private		39,500	43,000	18,750		101,250
	0	211,720	230,480	100,500	0	542,700

Actual Profile - LDA actual profile (Annex 3)

	£	£	£	£
	2002-03	2003-04	2004-05	Total
LDA	279,596	175,990	3,807	459,393

This is higher than the original approval and there is no evidence of this being signed as being approved.

By funder - The profile is not provided by funder.

D) Outputs / Outcomes

Business case stage (Annex 1) and approval of investment (Annex 2)

Output Type	Initial	Revised
Gross Project Jobs created	125	-
Gross LDA Jobs created	83	97
Gross Project Learning opportunities created	735	-
Gross LDA Learning opportunities created	485	735
Gross Project businesses supported	1809	-
Gross LDA businesses supported	1194	1809

Profiled at approval stage (Annex 2)

Core Output	Prior Years	2002/03	2003/04	2004/05	2005/06	Later Years	Agency Total
Business Support	-	486	595	728	-	-	1,809
Education & Skills	-	205	262	268	-	-	735
Employment Opportunities	-	14	33	50	-	-	97
Other Public Sector Investment	-	14,220	15,480	6,750	-	-	36,450
Private Sector Investment	-	39,500	43,000	18,750	-	-	101,250

Actual outputs at 12th June 2007 (Annex 4)

Output Type	2004	2005	2006	Total
Jobs created	7	26	0	33
Business Retention	7	37	0	44
Skills (general)	0	73	0	73
BI Portfolio Director	39	728	0	767

Monitoring, Audit and Evaluation

LFF summary of outputs and anticipated budgetary spend as at 17th November 2003 (Annex 5) LFF outputs April 2003 - March 2004 (Annex 6)

No project evaluation built into project.

Other information

Statement of grant expenditure forms currently unavailable. Solvency review conducted by Grant Thornton 7th February 2006 (Annex 7)

Project - West End Theatre Audience Development Project

A) Business Case Review - Short Summary - Whose idea

The project resulted from the previous Mayoral "Get into London Theatre" ticket promotions where it was attempted to integrate audience development into campaigns designed specifically for economic return. This project separates out audience development, a key lesson from the evaluation report on the previous campaigns. The three groups targeted by the project were chosen on industry advice backed by Arts Council's research.

The West End Theatre Audience Development project was a 3 year project aimed at improving accessibility to, and communicating the diversity of, London theatres to three under represented tourist groups in London theatres:

- Disabled visitors - especially those with sensory disabilities
- Families with children under 16
- Youths

The table below summarises the information provided in the project file on the LDA's anticipated funding and outputs for the West End theatre audience development project at each stage in the project's development. It also includes the latest position on the LDA's actual funding and outputs for the project as reported in the project file.

	Initial business case#	Strategic business case #	Full business case #	Latest position as reported by the LDA (August 2007)
LDA funding	£0.24 million	£0.24 million	£0.24 million	£0.16 million*
LDA outputs***	None listed	None listed	None listed	None listed**

* This figure represents spend to date as the project is ongoing.

** The project file lists a range of beneficial impacts arising from the project. However, these are not specific LDA targets.

*** The project does not generate any outputs for the LDA. Instead the project appears to highlight general beneficiaries as a rationale for funding. # The file provides an overall project summary that appears to cover each of the stages in the table above. This document appears to show similar funding and output details, which we have allocated in the table above based on our reading of the evidence provided.

Funding

Initial Business Case (As set out in project summary section D)

	£	£	£	£
	2005-06	2006-07	Future	Total
LDA	80,000	80,000	80,000	240,000
Arts Council	17,500			17,500
Total	97,500	80,000	80,000	257,500

Strategic Business Case The strategic business case expenditure requirement is provided as per Initial Business case analysis above.

Full Business Case The full business case expenditure requirement is provided as per Initial Business case Analysis above.

Grant Award (D2)

	£	£	£	£
	2005-06	2006-07	2007-08	Total
LDA	80,000	80,000	80,000	240,000

B) Proposed Delivery Partners

The proposed delivery partners for the project were:

- Society of London Theatre (SOLT) (first and second marketing campaigns); and
- Visit London (third campaign).

A number of other partners are listed in relation to the West End Theatre Audience Development:

- Society of London Theatrical Management Association;
- Independent Theatre Council;
- Arts Council;
- Audiences London; and
- Mayor's office.

Funding by delivery partners

A separate public sector funder is shown as the Arts Council who was to provide £17,500.

Why the LDA thought to co-fund with other bodies

No detail is provided on why the LDA co-funded with other parties, although the funding provided by other parties represents a small element of the project. The LDA is reportedly buying a programme of support for three visitor audiences.

- 1 Disabled - audit of current market, seminars, and best practice seminars, support to help assisted performances, collection of information about existing performances, other related schemes, qualitative research into needs of the market.
- 2 Youths - audit of existing audiences, youth communications plan, youth theatre initiatives, attracting young visitors to theatres.
- 3 Families - audit of current market, database of existing performances, family fun day to raise awareness of family theatre amongst visitors, a communications plan.

C) Project

Delivery Timetable - No delivery timetable shown. There is a detailed milestone plan attached to the Project Specification and there is a work plan for targeting the areas of activity:

Year 1

- Audit existing audiences to determine baseline tourist data
- Analyse findings of audit to advise on next steps
- Develop and support initiatives that are already underway to ensure the project delivers actual results for three audiences in year one
- Initiate pilot schemes to test the market
- Generate enthusiasm within the industry for this project

Year 2

The exact programme of work and schedule for year two will be determined upon the findings of the audiences' audit and the initial work carried out in year one.

Year 3

The work programme will be agreed between the LDA and SOLT during the year two work.

Anticipated funding profile - note as per the project summary No attempt has been made to reconcile the anticipated funding and actual expenditure on the project.

	£	£	£	£
	2005-06	2006-07	Future	Total
LDA	80,000	80,000	80,000	240,000
Arts Council	17,500			17,500
Total	97,500	80,000	80,000	257,500

Actual Profile - LDA actual profile

	£	£	£	£	£
	Previous	2005-06	2006-07	Future	Total
LDA		80,000	80,000	Ongoing	160,000
Total	0	80,000	80,000	0	160,000

By funder - The profile for the Arts Council is shown in the table above.

D) Outputs / Outcomes

There are no LDA tier 2 or 3 outputs or outcomes associated with the project, although there is a list of project beneficiaries listed from the project. These are shown below.

Project Beneficiaries
Disabled visitors
Youth visitors
Family visitors
Theatres - in the short term
Theatres - in the long term
Visit London Steering Group Members SOLT

A list of qualitative factors was also shown for the proposed project. These represent the non-monetary costs and benefits of the project. These are shown in the table below:

Qualitative Factor	Weighting	Factor	Proposed
Enhanced visitor experience for disabled visitors	50	8	400
Encourage theatres to proactively become more inclusive	20	8	160
Enhanced visitor experience for youth visitors	20	8	160
Enhanced visitor experience for family audiences	10	8	80

Monitoring, Audit and Evaluation

Quarterly monitoring reports included for 2005/06 and then quarterly reports provided for 2006/07.

Society of London Theatre is required to send an annual statement and certificate of grant expenditure to LDA. The LDA reported that this has yet to be located.

Evaluation documents are included for the previous projects related to the audience development project. Evaluation is due in March 2008 for this project.

Other information

State Aid cleared Risk summary attached Sign-offs at project summary stage Has a lessons learned section Evaluation plan says project will be evaluated on an annual basis No outputs associated with the project

Project - Bernie Grant Centre

A) Business Case Review - Short Summary - Whose idea

The project originated through partners and networking opportunities and the idea was then made known to the LDA.

The objectives of the project are to create a centre dedicated to the performing arts to celebrate the outstanding contribution of Britain's black and minority ethnic community in music, dance and theatre. As part of the project, 24 enterprise units will be created for both training and educational purposes.

The project is 1 of 4 of the Mayor's cultural projects targeted at the black and minority ethnic community and is highlighted in the LDA's corporate plan and economic development strategy.

The table below summarises the information provided in the project file on the LDA's anticipated funding and outputs for the Bernie Grant Centre project at each stage in the project's development. It also includes the latest position on the LDA's actual funding and outputs for the project as reported in the project file.

	Initial business case**	Strategic business case	Full business case***	Latest position as reported by the LDA (November 2006)
LDA funding	£3.1 million	No evidence provided	£4.3 million	No evidence provided
LDA Output: jobs created / safeguarded	23	No evidence provided	28	No evidence provided*
LDA output: Brownfield land remediated	0.4 Ha	No evidence provided	0.8 Ha	No evidence provided*
LDA output: Learning opportunities created	100 per annum	No evidence provided	300	No evidence provided*
LDA output: Businesses created or supported	24	No evidence provided	16	No evidence provided*

- * It is important to note that the last evidence on this project stated that the project was currently ongoing, and additional costs were required to undertake a feasibility study not included in the original / approved anticipated funding. No detail was provided that enabled us to complete this table.
- ** Taken from 'Full Appraisal Document'.
- *** Taken from LDA Change control approval form for full budget profile. There are a number of additional funding approvals documents that increase the funding from £3.1 million to £4.3 million.

Funding

Initial Business Case

	£	£	£	£	£
	2002-03	2003-04	2004-05	Future	Total
LDA - Capital	100,000	2,725,000	125,000	50,000	3,000,000
LDA - Revenue	25,000	50,000	25,000		100,000
Other Public	250,000	7,000,000	1,750,000		9,000,000
Total	375,000	9,775,000	1,900,000	50,000	12,100,000

Strategic Business Case The strategic business case expenditure requirement is not shown.

Full Business Case

	£	£	£	£	£
	2002-03	2003-04	2004-05	Future	Total
LDA - Capital	100,000	2,725,000	125,000	50,000	3,000,000
LDA - Revenue	25,000	50,000	25,000		100,000
Other Public	250,000	7,000,000	1,750,000		9,000,000
Total	375,000	9,775,000	1,900,000	50,000	12,100,000

B) Proposed Delivery Partners

The proposed delivery partners for the project were:

- Bernie Grant Centre Partnership; and
- LDA.

Funding by delivery partners

The original funding by delivery partners outlined for this project was as follows.

	£
Millennium Commission	5,000,000
ERDF	3,000,000
Arts Council	1,000,000
LDA	3,100,000

Why the LDA thought to co-fund with other bodies

No detail is provided on why the LDA co-funded with other parties. However, there is a section in the full appraisal which asks what the LDA is buying with its investment. This outlines bringing back into economic use a Grade II listed building and adjoining buildings / land in a conservation area. The project is 1 of 4 of the Mayor's cultural projects targeted at the black and minority ethnic community and is highlighted in the LDA's corporate plan and economic development strategy.

C) Project

Delivery Timetable

Key Project Milestones	Month	Year
All project funding confirmed	November	2002
Planning application submitted	January	2003
Planning consent obtained	April	2003
Project tendered	April	2003
Construction start date	July	2003
Project completion	September	2004

Anticipated funding profile - note as per initial business case No attempt has been made to reconcile the anticipated funding and actual expenditure on the project.

	Previous	2004-05	2005-06	2006-07	Total
LDA - Capital	144,747	463,525	1,600,000	791,728	3,000,000
LDA - Revenue*	75,000	25,000			100,000
Total	219,747	488,525	1,600,000	791,728	3,100,000

Note as the revenue is not shown in the revised profile it is assumed that the revenue expenditure was spent in line with the original plan.

Amended Anticipated funding Approval Profile - 17th December 2004

	Previous	2004-05	2005-06	2006-07	Total
LDA - Capital	144,747	463,525	1,600,000	1,601,135	3,809,407
LDA - Revenue*	75,000	25,000			100,000
Total	219,747	488,525	1,600,000	1,601,135	3,909,407

The increase in costs was the result of variations to the costs of the works and to the cost / delay of expense claims. Note an LDA change control approval form has been filled in and approved.

Amended Anticipated funding Approval Profile - 24th January 2007

	Previous	2006-07	2007-08	Future	Total
LDA - Capital	930,160	2,341,299	927,948		4,199,407
LDA - Revenue*	100,000				100,000
Total	1,030,160	2,341,299	927,948	0	4,299,407

The amended costs reflect an additional £390,000 for a feasibility study that was not included in the last anticipated funding.

- * Note as the revenue expenditure is not shown in the revised profile it is assumed that the revenue expenditure was spent in line with the original plan.

By funder - The original profile for the additional public sector contributions is shown above. However, the latest monitoring report (19th May 2007) shows the changes since the full business case. This shows LDA funding as different to the latest approved anticipated funding in the file.

Funding Body	Original Offer - Sept 2004	Revised baseline - Mar 2005	Revised Baseline - Jan 2006	Revised Baseline - Nov 2006
Millenium Commission	5,000,000	5,850,000	5,850,000	6,150,000
LDA	3,000,000	3,500,000	3,500,000	3,890,000
GOFL	3,000,000	3,000,000	3,000,000	3,000,000
Arts Council	450,000	950,000	1,150,000	1,505,700
London Borough of Hackney				620,000
Total	11,450,000	13,300,000	13,500,000	15,165,700

D) Outputs / Outcomes

The tier 3 proposed outputs for the full appraisal are shown in the table below (see full appraisal)

Outputs	2003/04	2004/05	2005/06	Future	Total
Employment Opportunities Created and Safeguarded	3	15	5	-	23
Brownfield Land Remediated (Ha)	-	0.4	-	-	0.4
Learning Opportunities Created	-	100	100	100pa	100pa
Businesses Created or Supported	-	24	-	-	24

The tier 3 proposed outputs which were changed for the last approved anticipated funding are shown below (LDA Change control form - dated 23rd November 2006):

Outputs	2006/07	2007/08	2008/09	Future	Total
Employment Opportunities Created and Safeguarded	9	14.5	- 28		
Brownfield Land Remediated (Ha)	0.4	0.4	-	-	0.8
Learning Opportunities Created	-	100	100	100	300
Businesses Created or Supported	-	16	-	-	16

No outputs are shown in the project monitoring report.

Monitoring, Audit and Evaluation

Project monitoring reports included from May 2005 to May 2007. No outputs in these reports included. However, claim information, legal issues, contractual issues, construction, costs, funding, operational issues and risk assessments are covered.

Other information

Full Appraisal includes:

- State Aid;
- Options analysis; and
- Monitoring and Evaluation Plan - Claim forms attached.

Project - Laban Dance Centre

A) *Business Case Review - Short Summary - Whose idea*

The project originated through the Laban Dance Centre approaching English Partnerships (EP) for the capital funding under the Agency's investment programme. Under EP's processes an outline business case was made and following initial approval of the regeneration potential a detailed case was prepared which recommended the capital sum.

The project involves the redevelopment of a former Council waste disposal and recycling depot adjoining Deptford Creek in Lewisham, into a state of the art dance centre for the Laban Centre London (LCL). The new owner-occupier school would support the training of dancers, choreographers and dance scholars, and offer new cultural and community facilities for the area.

The table below summarises the information provided in the project file on the LDA's anticipated funding and outputs for the Laban Dance Centre project at each stage in the project's development. It also includes the latest position on the LDA's actual funding and outputs for the project as reported in the project file.

	Initial business case*	Strategic business case	Full business case**	Latest position reported (June 2007 for expenditure*** March 2003 for outputs)
LDA funding	£2.0 million	No evidence provided	£0.7 million	£3.6 million
LDA Output: jobs created / safeguarded	104	No evidence provided	104	40
LDA output: Brownfield land remediated	0.98 Ha	No evidence provided	0.98 Ha	1.0 Ha
LDA output: Office Floor Space created	2,115m ²	No evidence provided	2,115 m ²	No evidence provided
LDA output: Industrial floor space created	1,269 m ²	No evidence provided	1,269 m ²	No evidence provided

* Taken from English Partnerships development programme case paper

** Taken from later version of Partnerships development programme case paper

*** Taken from 'Actual Expenditure LDA June 2007'

Funding/Costs

Costs	£	£
	Application	Appraisal
Site @ £765,306 Ha	750,000	750,000
Abnormals	1,772,030	643,511
Construction @ £1,536 applicant, £1,650 appraisal	12,597,970	13,530,320
Fitting out costs	1,074,888	1,074,888
Professional Fees @15.15% applicant, 15.15% appraisal	2,176,391	2,147,337
Other fees / costs @ 16.9% applicant, 17.1% appraisal	2,424,812	2,424,812
Non refundable VAT @ 50%	1,790,909	1,771,203
Total Project Cost	22,587,000	22,342,071
Other Funds (Confirmed)		
Creekside SRB	500,000	502,000
Arts Council for England	12,587,000	12,587,000
Private Donations	5,500,000	5,500,000
Fundraising (still to raise)	2,000,000	
Total	20,587,000	18,589,000
Deficit	2,000,000	3,753,071
EP Investment	2,000,000	735,000

Initial Business Case (EP case paper)

	£	£	£	£	£	£
	1998/99	1999/00	2000/01	2001/02	Future	Total
EP		10,000			725,000	735,000
Creekside SRB	502,000					502,000
Lottery	250,000	500,000	800,000	9,500,000	1,537,000	12,587,000
Total Other Public	752,000	500,000	800,000	9,500,000	1,537,000	13,089,000
Private Sector	250,000	250,000	2,500,000	4,000,000	1,518,079	8,518,079
Total	1,002,000	760,000	3,300,000	13,500,000	3,780,079	22,342,079

Capital Funding as per 27th June LDA letter

Source	Amount (£)
Arts Council* £2m conditions on redemption of overdraft and £300k match	14,029,366
Ballast damages for period up to 30.12.02	16,201
Bridge House Estate Trust Fund	100,000
Foyle Foundation	25,000
Garfield Weston Foundation	250,000
GR Jarvis Esq	4,500,000
Greenwich / Creekside Renewal Partnership (SRB)	50,000
Miss Hilary Corlett	1,000
Laban (from on reserves)	171,234

Source	Amount (£)
Lorn Primrose	2,000
London Borough of Lewisham	490,000
LDA / EP (note shown separately)	3,535,000
Mural Donations	15,015
Rayne Foundation	10,000
Seats Project	10,760
Swiss Government	5,000
Other Donations	518,350
Sale of Church to LA	1,350,000
Total Funding Secured	25,078,926

Report 27th June 2003 notes that the capital anticipated funding moved:

	£
Dec 2002	24,295,599 - explained in 27th June 2003 monitoring of deed of variation
June 2003	25,358,167

Ove Arups report March 2000 - £22,587,000 (due to internal layout changes - covered by anonymous donation)

Notes:

25th September 2000 - LDA Strategic Committee - requests further £500k from LDA to cover the shortfall in partnership funding required (£6.8m) by the Arts Council to guarantee their funding (£12.587m).

2nd September 2003 - If Laban Centre raises >£25m LDA gets 50p for every £1 over back up to a maximum of £500k.

23rd November 2003 - LDA to establish a regular line of contact with those responsible for finance and funding issues and police the deed of variation, advising where they fall short. The report covered various sections recorded such as fundraising, financial performance, capital project cash flow, anticipated fundings, cash flow, management accounts etc. Concluded that insufficient feedback from Laban to confirm that it was complying with the Deed or whether it is in satisfactory financial and operational health. Mentions provision of financial data has been erratic with a number of inconsistencies. Suggested that a copy of the external report is requested and dependant upon this a limited financial review is completed.

No formal sign-off for increased costs.

B) Proposed Delivery Partners

The proposed delivery partner for the project is the Laban Centre itself.

However, the following partners were the original project funders:

- English Partnerships;
- LDA;
- Heritage Lottery Fund; and
- A number of small contributions from Trusts.

The latest list of funders is shown in the table above.

Funding by delivery partners Proposed capital funding by partners for this project is shown in the above table.

Why LDA thought to co-fund with other bodies This was originally an EP project that has since been taken on by LDA.

C) Project

Delivery Timetable No delivery timetable is outlined in the project file.

Anticipated funding profile There has been no update for the anticipated funding profile so the table below is as per the original case.

No attempt has been made to reconcile the anticipated funding and actual expenditure on the project.

	£	£	£	£	£	£
	1998/99	1999/00	2000/01	2001/02	Future	Total
EP		10,000			725,000	735,000
Creekside SRB	502,000					502,000
Lottery	250,000	500,000	800,000	9,500,000	1,537,000	12,587,000
Total Other Public	752,000	500,000	800,000	9,500,000	1,537,000	13,089,000
Private Sector	250,000	250,000	2,500,000	4,000,000	1,518,079	8,518,079
Total	1,002,000	760,000	3,300,000	13,500,000	3,780,079	22,342,079

Actual Funding Profile - as at 8th June 2007

	£	£	£	£
	2001-02	2002-03	2003-04	Total
Laban Centre	681,640	2,859,007	31,026	3,571,673

D) Outputs / Outcomes

The original outputs for the EP case are shown in the table below.

Outputs	2000/01	Future	Total
Office Floorspace- Indirect (sq m)	-	2,115	2,115
Industrial Factory Floorspace - Indirect (sq m)	-	1,269	1,269
New Jobs Created - Direct	-	104	104
Total Land Cleared - Direct (Ha)	0.98	-	0.98

The outputs that have been reported to date are as follows:

Outputs	March 2003
Office Floorspace- Indirect (sq m)	-
Industrial Factory Floorspace - Indirect (sq m)	-
New Jobs Created - Direct	40
Total Land Cleared - Direct (Ha)	1.0

The centre has opened and has won the Sterling Prize for Architecture in 2006 and created a tourism and creative industries focus on Deptford.

Monitoring, Audit and Evaluation

Quarterly reports by Ove Arup included

- 22nd March 2000 - this includes a change in approved construction anticipated funding of £13,950,000 to £14,100,000
- Monthly Executive Summary May 2002
- Various monitoring reports and monitoring statements

Other information

Laban organisational review report by KPMG 28th April 2004

Appendix 2 of Deloitte report: Missing Data Log

The table below summarises the number of project files (out of the total of six) which provided any information for each key area/milestone. The qualitative review of data provided is included within the second half of section 4 and is not part of the above table.

	Rich Mix	Bernie Grant	Laban	Theatre Audience Development	Centre for Fashion Enterprise	London Fashion Forum	Score out of six
Budget allocation	1	1	0	1	1	1	5
Legal	1	0	0	1	0	0	2
Cross cutting themes	1	1	1	1	1	1	6
Outputs	1	1	1	1 ^{A)}	1	1	6
Risk assessment	1	0	0	1	1	1	4
Strategic case	1	0	0	1	0	0	2
Change control	1	1	0	1	0	0	3
Options appraisal	1	1	1	1	1	1	6
Delivery plan	0 ^{B)}	1	1	1	1	0	4
Business case	1	1	0	1	1	1	5
CPRG/Treasury Review	0	0	0	1	0	0	1
Impact assessment	1	0	0	1	0	0	2
Contract/grant letter	0	1	1	1	0	1	4
Monitoring and evaluation	1	0	1 ^{C)}	1	1	1 ^{C)}	5
Score out of 14	11	8	6	14	8	8	
	79%	57%	43%	100%	57%	57%	

Key: 1 = sufficient evidence provided and 0 = insufficient evidence provided

Note A) The project file provides evidence that clearly states the project does not generate any outputs for the LDA to claim - therefore a score of '1' is appropriate

B) General project documents mention a delivery plan for the project, however no evidence was found of it in the files - therefore a score of '0' is applied

C) Some evidence of monitoring and evaluation was provided for these projects, but not to a level of completeness on other projects scoring '1'

Annex B: List of the LDA's 61 cultural projects

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
1	Rich Mix cultural foundation (includes Rich Mix)	Tower Hamlets	2004-05	£7,764,000	To further economic development and regeneration. To promote business efficiency and competitiveness	Purchase and building refurbishment resulting in a flagship BAME project creating a multi use cultural media and arts centre. This project seeks to capitalize on the diversity of London's cultures; provide an interesting and inspiring venue for people, cultures and communities to meet; provide a focus for arts, culture, music, fashion, food, design, ideas and technology in one building; provide training and skills; and attract tourists and other visitors to a deprived area of London.	Monitored as per LDA procedures	This project was planned to create 62 jobs and over 3000m ² of business space in East London. As of late 2006, the centre was partially opened operating as a Cinema, Arts Centre, Business Centre. It was not totally completed as yet and was in its infancy as a cultural centre. Evaluation to be completed (too early to realistically assess outcome).
2	Completion of Tate Modern	Southwark	2006 – 2012	£7,365,000	To further economic development and regeneration	To enable the Tate to build new galleries and education space; create 390 jobs; deliver community programmes and training, create a new public space, leverage in private sector funds. Regeneration benefits south of the Gallery towards the Elephant and Castle; Increased engagement with the community particularly children and young people. Deliver an improved and effective infrastructure to support London's future growth and development. Deliver healthy, sustainable high quality communities and urban environment.	Monitored as per LDA procedures described in the letter	Project is in early stages. LDA is funding infrastructure work that will complete December 2007 to enable the extension of Tate Modern. Extension to be completed in 2012, when community involvement outputs will be collected.

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
3	Laban Dance Centre	Lewisham	2001 - 2003	£7,000,000	To further economic development and regeneration	Regeneration of former waste depot into modern contemporary dance centre. To deliver a leading dance centre for London; offer improved facilities to local community; offer improved facilities to local community; employment generation; encourage community and educational use; and health benefits through participation in dance. Please note that the LDA was also involved in the purchase of the Old Laban Centre in Deptford.	Monitored as per LDA procedures	Laban won the Stirling Prize for Architecture 2006, bringing tourism and Creative Industries to Deptford. Laban has also become part of Trinity College of Music, enhancing the educational offering in SE London. Dance centre delivered as planned, offering new facilities to local community Feb. 2003; Venue provides 300 seat theatre, 13 dance studios, café, library and teaching space.; 1 ha land reclaimed
4	Business and Estates	Brent	2004 - 2007	£5,899,000	To further economic development and regeneration	This project is not cultural related - it is Enterprise Support. It supports physical developments to enhance business performance within Park Royal and Wembley, with a media and creative focus, and development of the infrastructure to create accessibility for businesses to develop and local residents to get jobs.	Monitored as per LDA procedures described in the letter	Project due for completion in 2007.
5	South Bank Centre Masterplan	Southwark	2001 -02	£150,000	To further economic development	Completion of Masterplan to inform redevelopment.		
6	South Bank Centre Redevelopment	Southwark	2004 -05	£4,000,000	To further economic development	Support the re-development of the South Bank Centre to 2006 to create business spaces and leverage private sector funding	Monitored as per LDA procedures	2782 m ² business spaces and 10m private sector funding leveraged
7	South Bank Public Realm (Includes Royal Festival Hall improvements)	Southwark	2005 - 2007	£450,000	To further economic development and regeneration; to promote business efficiency and competitiveness	Tourism. Public Realm improvement to enhance London's creative South Bank as a major tourist destination. Project to improve London's South Bank. Contract managed by South Bank Employers Group. Range of different sub-projects supported including Lighting for Royal Festival Hall and surrounding areas.	Monitored as per LDA procedures	South Bank Public Realm improved resulting in increased tourism to the South Bank and improvement of the North South Link.

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
8	Bernie Grant Centre	Haringey	2004-05	£3,909,000	To further economic development and regeneration	A centre dedicated to the performing arts to celebrate the outstanding contribution of Britain's BAME Community in popular music dance & theatre. Additionally 24 enterprise units will be created for local arts businesses and facilities will cater for training & educational activities.	Evaluation will be completed in line with LDA procedures.	Project due for completion in 2007.
9	Film London	Pan-London	2003-2006	£3,709,000	To further economic development and regeneration; to promote business efficiency and competitiveness	Film London was set up to promote film making in London and London as a location for shoots. This includes a range of substantial business support programmes, the financing of the Film London Project, support improvements in productivity initiatives through targeted sector interventions.	Monitored as per LDA procedures described in the letter.	Boosted the film industry in London, resulting in 39 jobs created, 363 jobs safeguarded, 144 move to employment, 10 business created/ attracted, 175 jobs changed/ Improved, 75 vocational training, 38 co-ordination initiatives, 142 information initiative: research, 161,987 business information sessions, 4,506 business advice sessions, 989 business support consultancies, 1,951,000 private sector leverage.
10	Eagle Court	Islington	2006	£2,310,000	CIP	To bring forward an incubation centre for both individual training and to develop companies. To retain goldsmith skills in the UK; provide business support to 250 businesses; Technical and training opportunities – 120; Assist in the increase in manufacturing creating 99 jobs over 3 years; Private investment funding £9.75 cap. Knowledge and Enterprise. Technology transfer between Industry and Higher Education Institutes. Creation of business space, Creation of Businesses, Skills & Apprenticeships, Reduced and subsidised workspace for newly created creative jewellery businesses. Business creation Support Education, Manufacturing and Showcasing at Eagle Court. Refurbish Grade II Listed building. Create approximately 100 jobs as well as skills, training and business services outputs.	Monitored as per LDA procedures described in the letter.	Project now in final stages of development.

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
11	University of the Arts (this is London College of Fashion - Centre for Fashion Enterprise)	Pan-London	2002 - 03 ongoing	£2,143,000	To further economic development and regeneration	To encourage and catalyse the creation of London based luxury and High Fashion startups and early stage businesses. It acts as an intervention offering a range of business support to enable London Fashion entrepreneurs to launch and grow new businesses into commercially viable and sustainable businesses. This project was taken forward as part of an investment strategy for the Fashion Sector, designed to increase the value of the Fashion Industry - a key creative sector in London.	Monitored as per LDA procedures Independent evaluation completed by Grant Thornton	The project safeguarded 13 jobs, supported 10 businesses, provided six emerging businesses with space. 11 out of 13 companies were BAME and 6 out of 13 were women.
12	Artsadmin digital media space project	City Fringe	2004 -05	£1,958,000	To enhance the development and application of skills relevant to employment. European Social Fund (ESF)	The grant detailed here is to refurbish business space to enable a second phase. The main aims and objectives of the which will be moving women towards employment in the performing arts. The project will therefore improve women's access to learning and employment in non-traditional areas of the cultural and creative industries by providing 157 women ex-offenders and women with experience of the mental health system from across London with no or low qualifications who wish to re-enter the labour market, with training for employment in the performing arts. A large percentage of beneficiaries will be from BAME communities. Activities will lead to a qualification in Community-based theatre that will support progression to a theatre-based degree course and/or employment in the arts. 75% of beneficiaries are expected to progress to further education/training. 20% will benefit from work experience during their training, that will prepare them for work, enable them to explore career choices, and support them	Monitored as per LDA procedures described in the letter	731m ² space created or refurbished.

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
13	Networking and show-casing programme (various projects under this theme)	Pan-London	2003 - 2007	£1,900,000	Mayor's Commission on the Creative Industries To further economic development and regeneration; to promote business efficiency and competitiveness	To draw together networks, to capacity build them and to support their activities in the areas of business- to-business development and business to industry development. To support networks in emergent creative sectors and those changing through new technology (e.g. digital media). To direct fund creative enterprises to showcase new and emerging talent to industry and other businesses/markets. To work with established organisations to allow them to implement new N&S opportunities. to establish proof of concept for new ideas. To fund N&S activities in hard-to-reach locations by outsourcing to on-the-ground organisations. Support improvements in productivity through targeted sector interventions. Support SMEs to increase survival, productivity and employment potential. The Creative Industries Commission identified that networks and showcasing activities needed to be strengthened, particularly for BME businesses.	Monitored as per LDA procedures	Project not yet completed. Outputs reported to date - employment support 468; Skills (other) 1099; Business Support 1825. Further Outputs Forecast: Skills (other) 160; Business Support 1220
14	University of the arts innovation centre (spend began in 06/07)	Pan-London, North London	2004 -05	£1,699,000	Business and Skills improvement for London To further economic development and regeneration; to promote business efficiency and competitiveness	Innovation Centres exist throughout London, funded by the LDA. At the Central St Martin's centre, the LDA funded works to the property and provision of services at the Innovation Centre. This is a 500sqm space situated at Central St martin's College. Knowledge and Enterprise. Business support sessions and events, Ideas development, knowledge transfer, supporting businesses, provision of training	Monitored as per LDA procedures	Project has created 92 jobs, supported or created 6 businesses, provided four hundred business support sessions and 300 business advice sessions

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
15	Hackney Empire Ltd – Partnership investment prog.	Hackney	2002 - 2004	£1,299,000	Inherited SRB Programme To further economic development and regeneration	Demolition and construction of 1038sqm (11173 sq ft) of new accommodation on five floors. To contribute to the regeneration of Hackney Town Centre and the development of Creative Industries and Cultural Offering to BAME communities in East London. To create jobs and employment through the regenerated Arts complex.	Monitored as per LDA procedures	Hackney Empire has successfully opened (End March 2005), contributing to the regeneration of Hackney Town Centre and the development of Creative Industries and Cultural Offering to BAME communities in East London. 0.40 Derelict Land Reclaimed, 833m ² New Build Floorspace, 28 New Jobs, 16 Safeguarded Jobs
16	Changes Faces / Inter-change Studios	Camden, Islington	2002-2006	£1,160,000	To enhance the development and application of skills relevant to employment	Skills Development of Disadvantaged Young People 18-25. Charitable Training organisation for Music, Creative Sector skills and job search. Catalysing change in areas of opportunity and need. Tackling concentrations of deprivation	Monitored as per LDA procedures described in the letter	The project achieved to the LDA determined standard. Skilled trained workers to NVQ2 level qualifications and jobs created. These were jobs created and people trained. 3 Jobs created, 3 Jobs Safeguarded, 119 Move to Employment, 3 Business Created, 905 Learning opportunities, 20 Space Created/ Refurbished.

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
17	Creative Hubs Pilot Phase	Pan-London	2004-05	£1,100,000	Mayor's Commission on the Creative Industries To further economic development and regeneration; to promote business efficiency and competitiveness	Support improvements in productivity initiatives through targeted sector interventions. This initiative stems from the findings of the Creative Industries Commission and is referenced in the Creative Industries PIP. The hubs will ensure that resources are targeted in a locally tailored and needs-driven way to support creative economies and local communities. Providing access to workspace, exhibition / showcasing and networking facilities, the hubs will ensure that the creative sector in London have access to high quality advice, training recognised by appropriate industries and support for businesses. The hubs will be networked to each other, and to industry partners, and will be complemented by "satellite" agencies and resources, delivering services across a whole area	Monitored as per LDA procedures. Independent evaluation commissioned by Creative London.	Development of Paddington Development Trust; Creative Lewisham Agencies; West London Business; Create KX; Four Greens. Development of investment plans. Satisfactory evaluation report and continuation to phase 1. An evaluation report can be provided if required.
18	WAC Creative Hub - not included in Creative Hubs Pilot Phase entry	Camden, Islington	2003-04	£23,000	To further economic development and regeneration	Statutory role. Area based investment. Feasibility study to investigate the development opportunities of WAC performing arts and media college/Interchange Trust with possible re-location to Kings Cross. Catalysing change in areas of opportunity and need.	Monitored as per LDA procedures	Results of feasibility study fed into LDA Creative team discussions over the development of a Creative Hub for the Kings Cross area.
19	British Library Business and Intellectual Property Centre	Camden	2005-06	£1,090,000	To promote Business Efficiency and competitiveness	The Business & IP Centre at the British Library (BL) will provide a single access point to support entrepreneurs and SMEs in London gain access to and exploit existing and new business and IP information, and other relevant content and data, guided by impartial Library information experts.	Monitored as per LDA procedures described in the letter	Project due for completion in December 2007. 2,242 Business Advice sessions, 1,343,260 Private Sector Leverage
20	Collage Arts - Creative Excellence for Wealth and Jobs	Haringey, Enfield, Waltham Forest	2004-05	£1,000,000	To further economic development and regeneration; To promote business efficiency and competitiveness	Achieving economic growth in the cultural industries sector in North London through business support, training and employment interventions. Through business advice, training seminars and workshops and events, marketing and workplace brokerage expenditure to build on the continued development of Collage Arts as the creative hub in North London.	Monitored as per LDA procedures described in the letter	Project due for completion end March 2007. To date the project has achieved the following outputs:

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
21	West End Theatre audience development project (SOLT) (includes West End theatre managers regional innovation fund)	Westminster	2002-03	£850,000	To further economic development and regeneration; to promote business efficiency and competitiveness	To make London theatre more accessible to three specific groups of tourists who are under represented in London's theatres. It coordinates and builds upon existing audience development work and provides the relevant information to Visit London for promotion to tourists. The project has resulted from the previous Mayoral "Get into London Theatre" ticket promotions, where it was attempted to integrate audience development into campaigns designed purely for economic return. A steering group led by the GLA developed the project. Theatre is a big draw for tourists, and the associated spend in the surrounding cafes, restaurants and shops means that ultimately businesses in the surrounding visitor area grows.	Monitored as per LDA procedures. Independently evaluated as well.	The project beneficiaries are tourists in each of the three target groups, as well as London residents. [need further info on the what was achieved as a result of the campaigns]. The project has been evaluated on a regular basis with a variety of high level reports being produced for the Tourism team.
22	West End Theatre Managers - audience development	Westminster	2005-06	£240,000	To further economic development and regeneration; to promote business efficiency and competitiveness	Monitored as per LDA procedures. Evaluation to take place end of 07/08	Actual impact to be assessed at end of project cycle	To coordinate and build on existing theatre audience development initiatives aimed at improving accessibility to three under represented groups - disabled visitors, especially those with sensory disabilities, families with children under 16 and youth.
23	Chocolate Factory 2	Haringey, Enfield, Waltham Forest	2005 - 2007	£797,000	To further economic development and regeneration; to promote business efficiency and competitiveness.	To complete the refurbishment of the 'Chocolate Factory 2' building. Refurbishment of first floor enabled space to be fully utilised. In addition to this an external fire escape staircase considered unsafe was replaced. Other refurbishments such as the replacement of a passenger lift and windows also carried out. The refurbished business space to be let out to business incubators/ managed workspace for creative industries. Supports delivery of the London Plan by ensuring adequate supply of appropriate workspace to meet the capital's needs	Monitored as per LDA procedures described in the letter	Completed refurbishment of building and delivered 3,766 sq m of refurbished Business Space.

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
24	London Fashion Week	Pan-London	2004-05	£680,000	To further economic development and regeneration	Knowledge and Enterprise. To enable emerging London fashion designers to showcase at London Fashion Week, the vast majority of which are SMEs and often without the financial standing of their international competitors. This project enables the provision of world class facilities, profile and acts as a promotional platform of London Fashion Week to be brought to Fashion Designers at an affordable cost. Visitors to LFW including International Buyers also benefit. LDA supports the staging of 6 London Fashion Week events (two a year in September & March over 3 years) in the form of a grant to the event organisers (British Fashion Council) to offer:- a number of New Generation Designer exhibition stands than they could otherwise offer; reduced price show schedule listings to designers; and enhanced show facilities/ reduced costs in the BFC show venues. The event will inform businesses, SMEs and encourage collaborations and networking, as well as profiling Creative London and the Hubs.	Monitored as per LDA procedures	The LDA continues to fund the Fashion sector as a priority sector in London. It expects to intensify and increase its support of London Fashion Week over the next three years. The impact of the Fashion sector on London's image abroad and as an employer is critical to economic growth and sustainability. Discussions and negotiations with British Fashion Council and other interested parties are ongoing.
25	Freeform Arts Trust - partnership investment program	Hackney	2002-03	£662,000	To further economic development and regeneration	New build studios and refurbished railway arches for workspace. On 0.154 hectares to provide 1356m ² managed studio space and training suites + 3 live work units.	Monitored in accordance with programme guidelines.	Studios complete and operational providing workspace for Artists in Hackney and additional community benefits. 0.10 DLR Derelict Land Reclaimed, 600 NBF New Building Floorspace, 7 Safeguarded Jobs, 0.10 Underused Land Treated

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
26	City Showcase Ltd - creative industries	Pan-London	2003 - 2006	£648,000	To further economic development and regeneration; to promote business efficiency and competitiveness	To maintain and grow London's reputation as the world's premier city for the development of, investment in and support of creative talent. To create new markets and new audiences for London's diversity of creative talent in order to encourage investment and drive economic growth. To create new collaborations - creative and business relationships - in order to enhance and develop creativity, promote the wealth of creativity and talent in London and to stimulate wealth. To guide new talent and steer creators towards training opportunities, business support and investment. To be a sustainable respected "nursery" and centre of excellence for London's new and emerging talent. To provide an opportunity for creators to gain experience in a public arena and to build their know-how and business acumen through workshops and industry partners. The project supports the strategic objectives of the LDA through: Focus on competitiveness and enterprise, Provide a future for music and fashion industries in London, Provide op	Monitored as per LDA procedures	The project delivered the following outputs: 15 Businesses created, 21 information initiatives, 1340 business advice sessions and 19 business support consultancies. The project has maintained sustainability beyond LDA funding.
27	University of arts - Creative London Intellectual Property Advisory Service (Own It)	Pan-London	2004 - 05	£642,000	Followed directly from the Mayor's Commission on the Creative Industries, which identified IP as a major issue for creative businesses, and the need to improve levels of awareness and understanding. To further economic development and regeneration; to promote business efficiency and competitiveness	Support start-ups and SMEs with targeted business support around skills needs, innovation potential and commercial growth (i) Assist creative enterprises to protect their IP and develop new ways to exploit it; (ii) help enterprises to work their assets harder and become more productive; (iii) help SME's who cannot normally afford to access specialist IP advice.	Monitored as per LDA procedures.	The IP advice service (known as Own It) has assisted thousands of businesses, and has a membership in excess of 9000 individuals. It has been praised by government ministers and other funding bodies are interested in a national programme

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
28	Albany Theatre Deptford (Gateway to Lewisham)	Lewisham	2004-05	£634,000	To further economic development and regeneration	The regeneration of the site and bringing back into effective use. Creation of business space, creation of jobs, reopening of theatre and Art of Regeneration Skills programme (creating jobs and regenerating Deptford as a centre and Gateway to Lewisham).	Monitored as per LDA procedures described in the letter	Creation of business space, creation of jobs, reopening of theatre and Art of Regeneration Skills programme (creating jobs and regenerating Deptford as a centre and gateway to Lewisham).
29	Art Services Grants Ltd (Space Studios offset)	Hackney	2002-03	£581,000	To further economic development and regeneration.	Monitored as per LDA procedures described in the letter	Space refurbished and operating successfully as a centre for Creative Business and Artist Studio/Exhibition complex in Hackney. 3,344 New Build Floor Space, 13 New Business Incubators	The project will fund the conversion of 6857 square feet of disused premises adjoining a successful existing workspace site into dedicated workspace units for CCI SMEs concentrating on designer-making in the furniture sector. Project based in Mare Street Hackney
30	Young Vic	Southwark	2005-2009	£500,000	Skills training To further economic development and regeneration; To enhance the development and application of skills relevant to employment	This is all part of the South Bank regeneration programme. Elements of the project include: delivering customer service training (with a lead on accessibility) to theatre front of house and back stage staff; providing a clash diary for assisted theatre performance; subsidising 14 assisted performances; coordinating assisted performances information to allow promotion through Visit London; using existing channels of communication with disabled groups to promote the performances; a central database of patrons with sensory disabilities that can be used for marketing; developed theatre-related activities for children and adults with disabilities; develop a theatre element with Visit London	Monitored as per LDA procedures	6 Jobs created, 30 Jobs Safeguarded, 3,155m2 Space Created.

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
31	Clean Break - access to creative industries project within Co-Financing Objective 3 program	Pan-London	2003 -04	£496,000	ESF To enhance the development and application of skills relevant to employment	To improve the skills of the workforce and address the impact of the concentration of disadvantage.	Monitored as per LDA procedures described in the letter	Skills training and employment provision - 10x level 3's achieved; 7x level 1's achieved; 5x Full Time employment; 6 x P/T employment; 21 x Progression to FE or Training; 99 learning opportunities.
32	Collage Arts - Creatives on-line	Haringey, Enfield, Waltham Forest	2002 - 03	£488,000	To further economic development and regeneration; To promote business efficiency and competitiveness	Refurbishment of 3717 sq m of industrial premises on Coburg Road, Haringey for incubator and production space for creative industries	Monitored as per LDA procedures described in the letter	1189 x refurbished floorspace
33	Events Strategy and Partnership for London (includes BBC VE Day 60th anniversary concert)	Pan-London	2003 - 2006	£485,000	To further economic development and regeneration	Marketing and Promoting London. The LDA is charged with developing a Pan-London Events Strategy through its delegated responsibility for the implementation of Visit London - The Mayor's Plan for Tourism. The LDA has developed a three year Tourism Action Plan that relies on the ongoing commitment, co-operation and contributions from a number of partners (both public and private sector). The LDA is the delivery lead under the product development theme (Action 4.10) for the development of a "Cogent London Events Strategy and Partnership" (actions 4.10.1 - 4.10.6 refer).	Monitored as per LDA procedures described in the letter.	Strategy developed and implemented
34	London Fashion Forum - creative industries	Pan-London	2003 -04	£459,000	To further economic development and regeneration	To develop a website and forum for Fashion industry people to increase awareness, knowledge and business acumen.	Monitored as per LDA procedures.	Website developed and support for London Fashion Forum provided. Private sector funding not realised and Forum liquidated in 2006. It achieved 33 jobs and 840 business information sessions. Actual expenditure was £459,393.
35	Skillset - millennium awards and project	Pan-London	2005 - 06	£420,000	ESF To promote employment; to enhance skills	Getting Londoners into work. Progression Routes. Skills development	Monitored as per LDA procedures	Beneficiaries trained 24 Learning Opps based on 30hr minimum training

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
36	Collage Arts - REI (skills)	Haringey, Enfield, Waltham Forest (?)	2003 -04	£400,000	ESF To enhance the development and application of skills relevant to employment	Creative industries training for 13-17 year olds excluded/at risk of exclusion from mainstream education, 75% from BME/refugee groups, through a new virtual learning network. Improve skills of 13-17 year olds (including NEET) through delivery of Learning Opportunities and encourage return to education or progression to FE	Quarterly monitoring by GLE (initial visits) and LDA against agreed monitoring template, to view qualitative information (systems etc) and quantitative data and evidence (outputs/finance)	360 starters receiving 154 Learning Opportunities resulting in 107 positive progressions (return to education or FE)
37	Hamden Trust (this is the trading name used by Interchange Studios Camden)	Camden	2003 -04	£369,000	To further economic development and regeneration; to promote business efficiency and competitiveness	To fund the refurbishment of the 4000 ft.sq. basement of a significant Town Hall.	Monitored as per LDA procedures	Basement studios were refurbished and have allowed various skills programmes to run from this venue.
38	London Design Initiative (mazorca)	Pan-London	2004 -05	£363,000	To further economic development and regeneration	This project was intended to promote and grow designer makers from London Universities and elsewhere, gain international and national exposure through the Hidden Art project run by Mazorca Projects. Activities will include: provision of expert advice and mentoring, access for designers to manufacturers and vice versa, supervision and help in this process, access to specialist facilities to help with the creation of prototypes and production methods, help with showing work at major exhibitions such as the international furniture/interior design show in Milan and 100% Design in London.	Monitored as per LDA procedures	Overachieved its outputs significantly. LDA support for Mazorca initiatives is ongoing.
39	Enfield Arts Partnership - Artzone Phase 1	Enfield	2002 -03	£355,000	Inherited from English Partnerships To further economic development and regeneration	Refurbishment and renovation of existing building for community uses, including exhibition and studio space for art related projects. This is related to Enfield Arts Partnership Upper Lea Project. In addition, this supports delivery of the London Plan by ensuring adequate supply of appropriate workspace to meet the needs of London.	Inherited from English Partnerships.	Project drew down ERDF match funding. Due to discovery of asbestos on the premises preventing completion, Phase 2 was commissioned to resolve the asbestos issue to ensure benefit from investment.
40	Artzone Phase 2	Enfield	2003 -04	£90,000	Inherited from English Partnerships To further economic development and regeneration	This further sum was required to rectify the discovery of asbestos on the premises and part of a 2nd phase of works. Extra funds to continue the refurbishment begun in Artzone Phase 1	Final phase evaluation based on completion of Phase 1 and 2.	Refurbishment of building completed and workspace provided.

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
41	Whitechapel Art Gallery Extension	Tower Hamlets	2006	£350,000	Business Start up and Creation. To further economic development and regeneration; to promote business efficiency and competitiveness; to enhance the development and application of skills relevant to employment	Regeneration of Whitechapel High Street Frontage, Support of Community Arts/ Cultural organisations and facilities including creation of jobs – to be quantified; Improving the quality of the area; Creation of community linked training programmes aimed at disadvantaged groups; Provision of business services to 800 small creative sector businesses over 2 years; Skills development - 240 over 2 years; Creation of business space 984m ² ; Regeneration of Whitechapel High Street; Increased engagement with disadvantaged groups in the community and development of micro artistic businesses.	Monitored as per LDA procedures	Building work has commenced and project due for completion in 2009.
42	Skillset - audio-visual industries employee training programme	Pan-London	2005-06	£330,000	ESF To further economic development and regeneration; To enhance the development and application of skills relevant to employment	ESF skills base level upgrade for Londoners	Monitored as per LDA procedures.	ESF skills base level upgrade for Londoners. Project ongoing and will be monitored/evaluated with ESF project.
43	Collage Arts - LDA2 Creative Clusters	Haringey, Enfield, Waltham Forest	2003-2006	£327,000	To enhance the development and application of skills relevant to employment	Providing support for creative industries in the Upper Lea Valley - skills training, advice and guidance to small businesses for business development (specifically individual and combined marketing strategies). Prevention of business failure. Supporting local community with a focus on disadvantaged groups. Improve the skills of the workforce and address barriers to start-up work and competitiveness improve the skills of the workforce and address barriers to start-up work and competitiveness	GLE managed project and conducted monitoring visits and output/expenditure verification on behalf of the LDA. LDA Officer assisted in monitoring visits.	Project achieved the following lifetime targets.

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
44	Pathways to Jobs - Bespoke Media Skills VET	City Fringe	2003 - 2006	£273,000	To further economic development and regeneration; To promote business efficiency and competitiveness; To promote enhance the development and application of skills relevant to employment	Pathways to Jobs was a City Fringe programme which operated to get people into work, between 2003 and 2006. A total of 19 projects were supported across all target sectors. This project targeted the Creative Industries, this project will provide 80 beneficiaries with high quality bespoke media skills training focused on employer priorities. Through applicant 'Training Needs Analysis' a programme of technical training, industry business skills training and paid work placements will be honed to fit both the employers' and the beneficiaries' needs. To provide demand led training to the beneficiaries that is relevant to the industry	Monitored as per LDA procedure- sEvaluated as part of Pathways to Jobs program. Both desk based and in the field research to measure impact.	Delivered industry standard training, linked to the sector skills council. This is a key aspect of many of the providers that are successful they are demanded. This project delivered above its contracted outputs - plus the outcomes for the beneficiaries were very positive in relation to work, career development and Higher level training. 32 Move to Employment, 83 Job Changed/ Improved, 6 Vocational Training
45	Freeform Arts Trust - RIF funding stream	Hackney	2002 -03	£270,000	To further economic development and regeneration	Additional to PIP funding to facilitate new build studios and refurbished railway arches for workspace. Specifically to deliver 100 m ² of new build floorspace, 162 m ² of refurbished floorspace and 2 new business incubators	Monitored in line with program guidelines.	Pending clarification to avoid double counting with PIP Funding stream
46	Pathways for Jobs - Media Skills Intervention	City Fringe	2003 - 2006	£261,000	To further economic development and regeneration; To promote business efficiency and competitiveness; To enhance the development and application of skills relevant to employment	Area based investment. Media skills intervention comprises of a series of vocational video workshops with 14/15 year olds. They run out of school hours and are for real clients. The students are also given long term support to help them enhance their learning and subsequent careers. The projects will also work closely with the participating schools and help them develop their vocational training. Improve the retention rate of young people in schools and improve the number of young people who reach level 2 qualifications.	Monitored as per LDA procedure- sEvaluated as part of the Pathways to Jobs program. Both desk based and field research	This was one of 2 schools project funded under Pathways to Jobs in the City Fringe and they played a key part in keeping young people engaged in learning. So that they achieve Government level 2 (5 GCSEs) . Delivered over the contracted outputs - outcome for this project for 14/15 increased engagement in education.

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
47	Pathways to Jobs - Camden Arts	Camden	2003 - 2006	£252,000	To further economic development and regeneration; To promote enhance the development and application of skills relevant to employment	Area based investment. The project seeks to develop the capacity of Camden Arts Business Consortium, a business-led and funded partnership body of music and new media organisations (public and private sector) in LB Camden, creating training and employment opportunities for young people, increasing engagement with the private sector and offering professional development for those employed in the sector. Bring together key partners in the sector to provide customized training to the beneficiaries	Monitored as per LDA procedures	This was a new innovative project and it did very well in bringing together a wide range of skills in the creative sector. The project delivered its outputs as contracted, the outcomes were also very positive in relation to work, career development and higher level training. 7 Move to Employment, 34 Job Changed/Improved, 130 Vocational Training.
48	London Carnival Development Programme	Pan-London (delivered in Kensington & Chelsea and Westminster)	2004 -2008	£250,000	Mayoral Project - A Strategic Review and LDA Impact assessment concluded that the Notting Hill Carnival was a major economic contributor to the London economy and as such should be supported both politically and financially. To further economic development and regeneration	Feasibility to assess how the recommendations from the review should be implemented.	Monitored as per LDA procedures	Feasibility Study completed.
49	Carnival London - Hyde Park 2005	Pan-London (delivered in Kensington & Chelsea and Westminster)	2005-2006	£200,000	Mayoral Project - Infrastructure development. To further economic development and regeneration	Delivery of a stand alone event in Hyde Park with the long term aspiration to increase the footprint of Carnival and support growth of the event.	Independent evaluation of attendance levels and sponsorship.	Well supported and received by the audience.

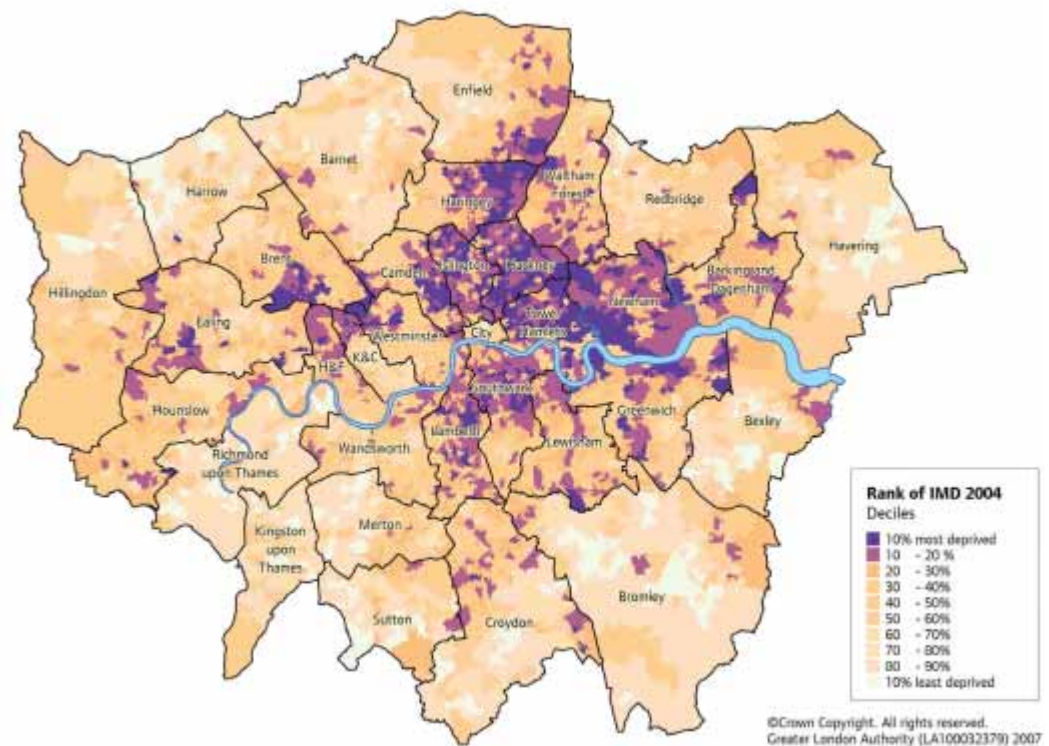
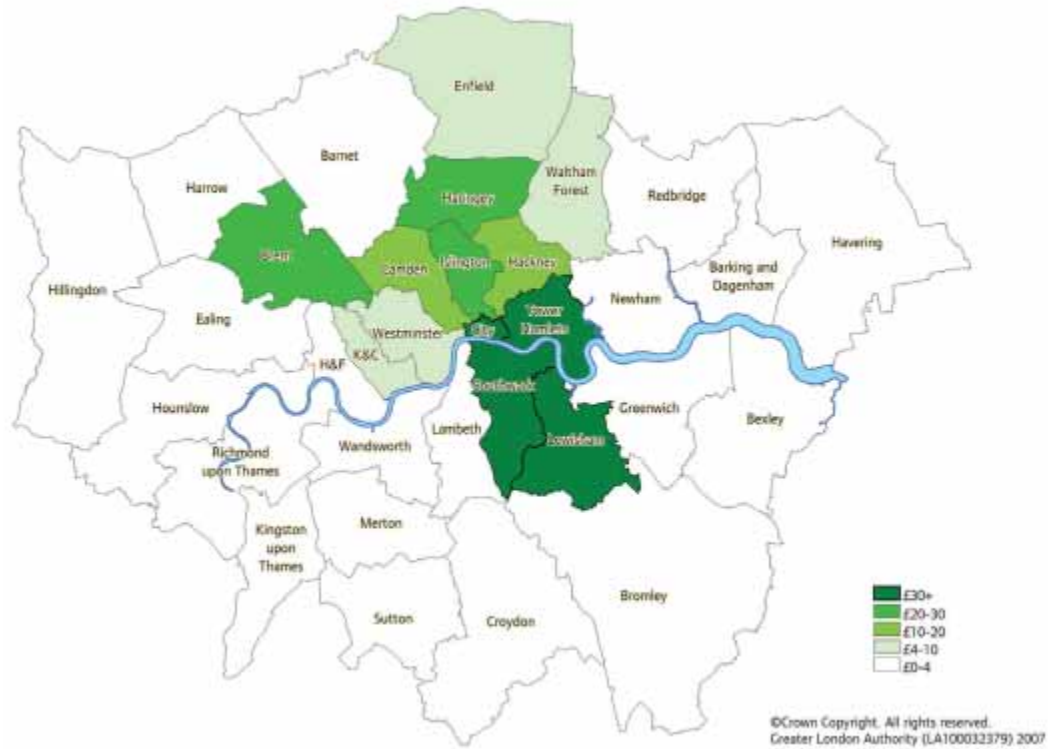
	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
50	Mangrove Y2K	Pan-London (delivered in Kensington & Chelsea and Westminster)	2003-2005	£35,000	To further economic development and regeneration; to promote business efficiency and competitiveness	Over the period 2001 to 2003 (the project finally closed in 2005), the LDA funded three small projects related to Carnival development with Mangrove Community Trust. The main purposes were to enhance the management capacity of Carnival and to deliver a robust business plan for a key organisation within the Carnival Community. This was used as part of a pilot to test viability of a business support framework to be implemented across the Carnival Business Community	Monitored as per LDA procedures	4 Business Support Consultancies and production of business plan. Production of a sensible achievable business plan was the primary objective of this piece of work.
51	LB Camden - jewellery development worker project.	Camden	2004-05	£219,000	To further economic development and regeneration	Funding was given to pay for a project manager to develop the Investment Plan for the Jewellery sector and a partnership in LB Camden (Hatton Garden).	Monitored as per LDA procedures	The output was the investment plan. This was a strategic project which helped to influence the LDA policy for the Jewellery Sector. The findings of this plan have resulted in an on-going programme of support for the Jewellery sector.
52	Skillset - AVSAP First Post project	Pan-London	2005-06	£200,000	To promote employment; to enhance skills	Skills upgrade for employees. tackle barriers to employment, improve the skills of the workforce. Getting Londoners into work	Monitored as per LDA procedures.	All employed at start
53	YCTV foundation (Changing Faces)	Kensington & Chelsea	2002 - 2004	£200,000	Skills training To promote employment; to enhance skills	Youth Culture Television is awarded 200000K for an exciting project working with key media broadcasters such as the BBC and Channel 4 to develop the skills of socially excluded and disadvantaged youth. Skills training in the TV industry through the creation and provision of a Youth television programme/ station. Tackle Barriers to Employment, Skills uplift. Getting Londoners into work	Monitored as per LDA procedures	YCTV created 3 jobs, trained 135 students, mentored 12 people and advised 215 people on work with media industry companies.
54	Lyric Theatre Hammersmith Wembley/ Park Royal	Brent	2003-04	£174,000	To further economic development and regeneration; To promote business efficiency and competitiveness	The Lyric Hammersmith is requesting LDA support to assist in the renovation works that will expand and modernise the theatre. Facilitate and sustain a network to support cultural and creative industries. Support a successful cluster of creative industries	Monitored as per LDA procedures	This project created 5 jobs, safeguarded 10 jobs, provided 120 business information sessions and provided skills to 101 people.

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
55	Royal College of Art	Pan-London	2003-04	£150,000	To further economic development and regeneration; To promote business efficiency and competitiveness	This was an industrial prototyping support project to purchase a state of the art rapid prototyping facility particularly aimed at the creative and manufacturing sectors.	Monitored as per LDA procedures	Equipment purchased.
56	Creative Industries Event Programme	Pan London	2004-05	£125,000	To further economic development and regeneration; to promote business efficiency and competitiveness	This project is about encouraging networking and collaboration in the Creative Sector and the promotion of Creative London. Businesses will directly benefit from improved business intelligence, information sharing and collaboration.	Monitored as per LDA procedures	This to be confirmed by reviewing the individual elements of the programme but no core outputs were intended
57	Cultural Industries Development Agency - Innovation jumpstart inspire project: cultural lifestyle innovations	Pan-London	2005-06	£100,000	To further economic development and regeneration; To promote business efficiency and competitiveness	The Cultural Lifestyle Innovations project will raise awareness and support e-commerce and innovation development of 30 London based BAME businesses creating cultural lifestyle digital products. The project will tackle constraints to the establishment, survival and growth of new and existing minority-led businesses through developing the capacity of the 30 businesses to exploit their IP and products into growing digital download mass markets and circulate the financial return into their own companies, providing new and continuing opportunities for employment and the creation of higher value jobs.	Monitored as per LDA procedures described in the letter.	Output figures for 30 beneficiaries achieved.
58	Open TV Media Skills training	Camden, Islington	2003-04	£98,000	To further economic development and regeneration To promote employment	Deliver a pilot programme of TV media training to post 16 unemployed in LB Camden and LB Islington residents. Catalysing change in areas of opportunity and need. Area Programme Intervention. Catalysing change in areas of opportunity and need. Tackling concentrations of deprivation	Monitored as per LDA procedures Evaluated as part of the Pathways to Jobs program. Both desk based and field research	The pilot programme was successful in providing training to assist people towards employment in the world of media. It has improved the capacity of the provider Platform 1 and helped to develop links with the media industry. 3 Move to Employment, 36 Vocational Training. Pilot project influenced future delivery in area programme.

	Name of project	Location	Year of LDA grant	Amount of LDA grant	Basis for LDA funding (statutory objectives)	Project objectives as reported by the LDA	Evaluation method as reported by the LDA	Actual impact as reported by the LDA
59	Business From Creativity	Hackney, Tower Hamlets	2003 -05	£97,000	To promote business efficiency and competitiveness	Delivery of Business support, training and mentoring. Pilot - provision of business support, training and mentoring to artists enabling them to manage their 'art' as a business. The 'Business from Creativity' pilot projects aims to contribute to the potential long-term survival of 40 artists based in the City Fringe area. This will be achieved by providing them with the skills and knowledge to manage their art as a business.	Monitored as per LDA procedures described in the letter	Increased the number of 'viable' BAME-owned businesses in City Fringe within the art sector.
60	Hidden Art Mazorca Projects Ltd - City Fringe	City Fringe	2002 - 2004	£96,000	To further economic development and regeneration To promote business efficiency and competitiveness	LDA has funded a number of early inter-connected Hidden Art Projects/Mazorca projects/London Design Initiative Projects. These projects were initially City Fringe but have since become so successful that they have led to Pan London initiatives, e.g. Hidden Art, 100% East, Design into Manufacture. Creating opportunities for design makers, improving access to information and offering a platform for design makers to exhibit and sell works, products and designs to key markets.	Monitored as per LDA procedures	Hidden Art, the trading name of Mazorca Projects, has become a well established trading body by internet, trade show and other methods, for Designer makers in London and throughout the UK. This is high-lighting emerging UK Design talent.
61	LDA2 Strand 3 Kings Cross Hub	Camden	2003 - 2005	£93,000	To further economic development and regeneration	Facilitate and sustain a network to support cultural and creative industries. Support a successful cluster of creative industries.	Monitored as per LDA procedures	Development of an organisation / network (Create KX) to support creative industries and take forward the development of a Creative Hub. 12 Jobs Created, 10 Jobs Safeguarded, 5 Business Created/ Attracted, 5 Move to Employment, 30 Business Info. sessions
	TOTAL			£70.187 m				

Annex C

Maps showing the geographical spread of the LDA's funding of 61 cultural projects and the areas of deprivation in London



Annex D

Terms of reference for the investigation:

- to identify what grants are being made by the LDA to cultural projects;
- to examine how the LDA ensures that the grants it makes to cultural projects conform to its strategies and objectives;
- to examine the LDA's mechanism for accepting and rejecting grants;
- to examine the openness, transparency and accountability of the LDA's processes for making grants to cultural projects, and how policies such as equalities and environmental policies are applied to grant applications;
- to examine how effective, in terms of LDA objectives, are the cultural projects funded by LDA grants and to examine how the LDA evaluates and ensures this effectiveness before, during and after the projects; and
- to consider the role of the Mayor's office in LDA grants to cultural projects.

Information requested from the LDA by the Committee

On 22 June 2006, the Chair of the Committee wrote to Manny Lewis, Chief Executive of the LDA, for the following.

- Information about the LDA's strategy and objectives in funding cultural organisations and projects, showing how this relates to the Economic Development Strategy and the LDA's corporate plan.
- A list of all cultural projects / organisations that have been provided with funding by the LDA, showing the following information about each project / organisation:
 - a How much funding was provided, and from which LDA budget line?
 - b What was the basis for the funding, in terms of either the LDA's statutory role, any powers, duties or responsibilities delegated to the LDA by the Mayor, or any Mayoral direction or guidance?
 - c What were the objectives of the project / organisation?
 - d What was the intended impact of the project in relation to the LDA's corporate plan and objectives?
 - e How was the project evaluated?
 - f What was the impact of the project?

On 22 May 2007, the Chair of the Committee wrote to Manny Lewis, Chief Executive of the LDA, for the following information for each of the following six cultural projects: Rich Mix Centre, the Laban dance centre, the Bernie Grant Centre, the West End Theatre audience development project, the Centre for Fashion Enterprise; and the London Fashion Forum.

This request was based on the project stages / documents referred to in the LDA's 'Guide on How to Run Single Programme projects' (June 2005) so it was assumed that the LDA already had this information or, where projects pre-dated June 2005, something similar.

- a the strategic case⁶³ and business case⁶⁴ including details of whether the project was an LDA generated idea or a suggestion from a partner;
- b details of all delivery partner(s) and the project specification agreed with them;
- c the original timetable, budget and spend profile and the actual timetable, budget and spend profile including an itemised breakdown of the budget showing the split between capital and revenue expenditure including administrative/overhead costs per delivery partner;
- d the anticipated measurable outputs and outcomes and the actual measurable outputs and outcomes including how these compare to any LDA benchmarks for outputs;
- e details of the monitoring process and copies of all monitoring reports produced;
- f details of the audit process and copies of all audit reports produced; and
- g details of the evaluation process and copies of all evaluation reports produced.

The text of the full letter of 22 May is set out below:

Dear Manny,

Thank you for the response provided by the LDA to matters raised by Members at the meeting on 17 April 2007.

Since our meeting we have decided on some changes to our work on LDA grants. Originally we planned to follow our current review on LDA funding of cultural projects with a second review on LDA economic development grants later in the year. It has now been identified that the overlap between these two reviews is larger than initially thought, and the scope of the economic development grants remit is unmanageably large. At the same time, it is also apparent, after the meeting in April, that there are issues in relation to grant-making that might be looked into in more depth. In light of this we have decided not to undertake a review of LDA economic development grants but instead extend our current review.

This will involve using our next meeting on 19 June to look again at grant-making issues. We want to build on our previous work so will use this meeting to have a wider discussion with representatives of other relevant organisations to identify good practice in grant-making. We will ask them about their processes and practices including how they identify potential grant applicants particularly from hard-to-reach groups, assist potential applicants, and then work with grant recipients to ensure that grants deliver measurable outcomes. We also hope to hear from potential or actual grant recipients about what works well and what could be improved. This should broaden our range of evidence, enabling us to offer

informed and useful recommendations to the LDA in our scrutiny report, to be produced in the autumn. If you would like to provide any further information on these specific issues, please do so. The Committee would also like to obtain more information in respect of the following cultural projects:

- Rich Mix cultural foundation;
- the Laban dance centre;
- the Bernie Grant Centre;
- the West End Theatre audience development project (SOLT) and West End Theatre Managers - audience development;
- the University of the Arts/London College of Fashion - Centre for Fashion Enterprise; and
- the London Fashion Forum.

We recognise that the LDA has already provided information in relation to these projects but we would like to obtain full details. Our request is based on the project stages /documents referred to in the LDA's 'Guide on How to Run Single Programme projects' (June 2005) so it is assumed that the LDA already has this information or, where projects pre-date June 2005, something similar. For each of the projects referred to above, please could the LDA provide the following: a) the strategic case and business case including details of whether the project was an LDA generated idea or a suggestion from a partner; b) details of all delivery partner(s) and the project specification agreed with them; c) the original timetable, budget and spend profile and the actual timetable, budget and spend profile including an itemised breakdown of the budget showing the split between capital and revenue expenditure including administrative/overhead costs per delivery partner; d) the anticipated measurable outputs and outcomes and the actual measurable outputs and outcomes including how these compare to any LDA benchmarks for outputs; e) details of the monitoring process and copies of all monitoring reports produced; f) details of the audit process and copies of all audit reports produced; and g) details of the evaluation process and copies of all evaluation reports produced.

We hope that it will be possible to receive the above information, and any further information that the LDA wishes to submit, by no later than Friday 8 June so we have time to consider it before our meeting on 19 June. If there are some pieces of information that cannot be provided within the time indicated, please do not delay the whole response. Please respond as far as possible by Friday 8 June and, for any questions or elements of questions that will take longer, please say how long you will need to respond and why.

We look forward to receiving your response.

Yours sincerely,

Dee Doocey AM Chair of the Committee

Annex E

Principles Of London Assembly Scrutiny

An aim for action

An Assembly scrutiny is not an end in itself. It aims for action to achieve improvement.

Independence

An Assembly scrutiny is conducted with objectivity; nothing should be done that could impair the independence of the process.

Holding the Mayor to account

The Assembly rigorously examines all aspects of the Mayor's strategies.

Inclusiveness

An Assembly scrutiny consults widely, having regard to issues of timeliness and cost.

Constructiveness

The Assembly conducts its scrutinies and investigations in a positive manner, recognising the need to work with stakeholders and the Mayor to achieve improvement.

Value for money

When conducting a scrutiny the Assembly is conscious of the need to spend public money effectively.

Annex F

Orders And Translations

How to Order

For further information on this report or to order a copy, please contact Laura Warren, Scrutiny Manager, on 020 7983 4507 email at laura.warren@london.gov.uk

See it for Free on our Website

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<http://www.london.gov.uk/assembly/reports>

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If you, or someone you know, needs a copy of this report in large print or Braille, or a copy of the summary and main findings in another language, then please call us on 020 7983 4100 or email to the address above.

Chinese

如您需要这份文件的简介的翻译本，
请电话联系或按上面所提供的邮寄地址或
Email 与我们联系。

Hindi

यदि आपको इस दस्तावेज़ का सारांश अपनी भाषा में चाहिए तो ऊपर दिये हुए नंबर पर फोन करें या ऊपर दिये गये डाक पते या ई-मेल पते पर हम से संपर्क करें।

Vietnamese

Nếu ông (bà) muốn nội dung văn bản này được dịch sang tiếng Việt, xin vui lòng liên hệ với chúng tôi bằng điện thoại, thư hoặc thư điện tử theo địa chỉ ở trên.

Bengali

আপনি যদি এই মসলেকের একটি সারাংশ নিজের ভাষায় পেতে চান, তাহলে পরা কয়ে ঘে করলেম অথবা উল্লিখিত ডাক ঠিকনায় বা ই-মেইল ঠিকনায় আমাদের সঙ্গে যোগাযোগ করলেম।

Greek

Εάν επιθυμείτε περίληψη αυτού του κειμένου στην γλώσσα σας, παρακαλώ καλέστε τον αριθμό ή επικοινωνήστε μαζί μας στην ανωτέρω ταχυδρομική ή την ηλεκτρονική διεύθυνση.

Urdu

اگر آپ کو اس دستاویز کا خلاصہ اپنی زبان میں درکار ہو تو، براہ کرم نمبر پر فون کریں یا منکورہ بالا ڈاک کے پتے یا ای میل پتے پر ہم سے رابطہ کریں۔

Turkish

Bu belgenin kendi dilinize çevrilmiş bir özetiini okumak isterseniz, lütfen yukarıdaki telefon numarasını arayın, veya posta ya da e-posta adresi aracılığıyla bizimle temasa geçin.

Arabic

لإحصلون على ملخص لهذا المبرتن بل عتكم، فرجاه الاتصال برقم الهاتف أو الاتصال على العنوان البريدي أو على العنوان الإلكتروني لإلحتمرونى أعلم.

Punjabi

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸੰਖੇਪ ਅਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਛੋਟਾ ਚਾਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਇਸ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਉਪਰ ਦਿੱਤੇ ਡਾਕ ਜਾਂ ਈਮੇਲ ਪਤੇ 'ਤੇ ਸਾਨੂੰ ਸੰਪਰਕ ਕਰੋ।

Gujarati

જો તમારે આ દસ્તાવેજનો સાર તમારી ભાષામાં જોઈતો હોય તો ઉપર આપેલ નંબર પર ફોન કરો અથવા ઉપર આપેલ ટપાલ અથવા ઈ-મેઇલ સરનામા પર અમારી સંપર્ક કરો.

Endnotes

- 1 <http://www.london.gov.uk/mayor/economic2unit/docs/wp2222creative.pdf>
- 2 The LDA's net budget for 2001/02-2005/06 was around £1.45 billion.
- 3 The LDA reported to the Committee that it funded this project to the value of £7.7 million (see table at Annex B of this report). Deloitte identified LDA funding of £5 million plus a contribution of £2.7 million from the Government's Sustainable Communities fund.
- 4 These figures are taken from Deloitte's report at Annex A of this report
- 5 Full details of the request can be found in part two of this report
- 6 LDA's 'Guide on How to run Single Programme projects' (version 4.2, June 2005)
- 7 The LDA's budgeted expenditure each year has been as follows: 2001/02 - £253 million, 2002/03 - £308 million, 2002/03 - £300.2 million, 2003/04 - £337.8 million, 2004/05 - £343 million, 2005/06 - £392 million, 2006/07 - £422.5 million and 2007/08 - £418 million. (These figures are taken from the Mayor's annual budget documents).
- 8 LDA's 'Guide on How to run Single Programme projects' (version 4.2, June 2005)
- 9 Transcript of Committee meeting on 17 April 2007, page 2
- 10 Transcript of Committee meeting on 17 April 2007
- 11 Transcript of Committee meeting on 17 April 2007, page 4. These are also detailed in the LDA's 'Guide on How to Run Single Programme projects', Version 4.2, June 2005, pages 4 - 8
- 12 Annex A of this report, Deloitte's report, page 8
- 13 Transcript of Committee meeting on 17 April 2007, page 5
- 14 Annex A of this report, Deloitte's report, page 20
- 15 Annex A of this report, Deloitte's report, page 19
- 16 See letter of 22 May 2007 at Annex E of this report

- 17 Press release from London Borough of Haringey , 24 September 2007 - <http://www.haringey.gov.uk/haringey2welcomes2bernie2grant2arts2centre.htm>
- 18 Annex A of this report, Deloitte's report, page 4
- 19 Annex A of this report, Deloitte's report, page 5
- 20 Annex A of this report, Deloitte's report, page 19
- 21 Annex A of this report, Deloitte's report, pages 12 and 13
- 22 Annex A of this report, Deloitte's report, page 13
- 23 Annex A of this report, Deloitte's report, page 13
- 24 Annex A of this report, Deloitte's report, pages 22-48
- 25 Transcript of Committee meeting on 17 April 2007, page 19
- 26 Transcript of Committee meeting on 17 April 2007, page 12
- 27 Transcript of Committee meeting on 17 April 2007, page 12
- 28 Transcript of Committee meeting on 17 April 2007, page 14
- 29 This is the information provided to explain any changes in a project's funding and outputs. The LDA's project guidance provides for a specific change control process including the completion of a change control form in certain instances.
- 30 Annex A of this report, Deloitte's report, page 19
- 31 Annex A of this report, Deloitte's report, page 18
- 32 Annex A of this report, Deloitte's report, page 18
- 33 Annex A of this report, Deloitte's report, page 10
- 34 Annex A of this report, Deloitte's report, page 20
- 35 Annex A of this report, Deloitte's report, page 19
- 36 Annex A of this report, Deloitte's report, page 19

- 37 Annex A of this report, Deloitte's report, page 17
- 38 Annex A of this report, Deloitte's report, page 20
- 39 Transcript of Committee meeting on 17 April 2007, page 17
- 40 Transcript of Committee meeting on 17 April 2007, page 15
- 41 Transcript of Committee meeting on 17 April 2007, page 16
- 42 Annex A of this report, Deloitte's report, page 19
- 43 Annex A of this report, Deloitte's report, page 14
- 44 Annex A of this report, Deloitte's report, page 14
- 45 Annex A of this report, Deloitte's report, page 15
- 46 Annex A of this report, Deloitte's report, page 14
- 47 Transcript of Committee meeting on 17 April 2007, page 20
- 48 Transcript of Committee meeting on 17 April 2007, page 12
- 49 Annex A of this report, Deloitte's report, page 18
- 50 Annex A of this report, Deloitte's report, page 19
- 51 Annex A of this report, Deloitte's report, page 20
- 52 Transcript of Committee meeting on 17 April 2007, page 7
- 53 The LDA's Opportunities Fund 2007/10 contained £28.5 million of funding for locally delivered projects which make a real impact on London's economic development. The funding has been allocated through an open and competitive two stage bidding process. Grants between £150,000 and £500,000 have been awarded to 70 projects under four different themes. Further details can be found at: <http://www.lda.gov.uk/server/show/ConWebDoc.1231>
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- 55 Transcript of Committee meeting on 17 April 2007, page 8
- 56 The LDA provided £1.85 million to Project Synergy which was a programme that aimed to improve the way in which the London Voluntary Service Council delivered support services to London's voluntary and community sector. It ran from January 2004 to March 2007.
- 57 Transcript of Committee meeting on 19 June 2007, page 12
- 58 Transcript of Committee meeting on 19 June 2007, page 2
- 59 Transcript of Committee meeting on 17 April 2007, page 3
- 60 Transcript of Committee meeting on 17 April 2007, page 4
- 61 Transcript of Committee meeting on 17 April 2007, page 10
- 62 Transcript of Committee meeting on 17 April 2007, page 10
- 63 According to the LDA's project guidance, the strategic case should provide an overview of the level of strategic fit and risk associated with the project.
- 64 According to the LDA's project guidance, the business case should provide detailed information on the strategic fit, need/demand, costs/benefits, and risks associated with the project so that an assessment of the project's value for money can be assessed.

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