**National Portfolio Organisation (NPO) Activity Outcomes 2023-24. Year 1**

**Culture Leicestershire**

Leicestershire County Council’s Library, Collections and Learning, Heritage and Cultural Participation services come together as **Culture Leicestershire;** a National Portfolio Organisation (NPO) working in partnership with communities, organisations, volunteers and other local authorities.

Our Service Vision is to:

**Create space to spark imagination, celebrate communities and enhance wellbeing.**

We are funded as a service to be an NPO. Activity strands we have committed to work on during 2023-2026 are divided into four. 1) Culture Leicestershire Strategy and Governance 2) Community Curators in Market Town Museums (CCIMTM) 3) Creative Expression In Libraries (CEIL) 4) Culture to You (CTY)

Cumulatively across all strands in year 1 we have achieved:

1661 participants involved in 24 co-created projects.

123 workshops delivered led by Creative Practitioners.

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| Activity | Delivery days | Development days | Total | Target |
| Culture Leicestershire | 152 | 218 | 370 | 200 |
| Community Connectors | 121 | 200 | 321 | 80 |
| Creative Expressions | 57 | 330 | 387 | 74 |
| Culture to You | 55 | 150 | 205 | 155 |

1. **Culture Leicestershire Strategy**

We want to see our service at the heart of Leicestershire’s cultural landscape. This NPO investment and commitment will support individual curators, librarians, participants and creative practitioners to learn, take risks, and flourish in pursuit of improving local people’s lives through culture.

We will re-imagine our cultural commitment post-covid and ensure that our cultural offer is aligned with the needs of residents and visitors to Leicestershire. We will embed our Services within the wider Leicestershire cultural context and shape our ambition for the LCC Culture Hub.

**Total Number of days proposed for activity** - 200.

**Actual** 370

Delivery 152

Development 218

**New governance structure**

Significant investment of time has been directed into developing this fluid process ranging from focussed project groups for all funded activity to the NPO Board. To see the governance structure and membership of all boards and working groups <https://www.cultureleicestershire.co.uk/projects/npo/governance/>

72 staff, 34 participants and volunteers and 19 external partners are involved and engaged in this governance.

**Community Connectors Network** was developed to help us overcome some of the challenges of under-representation and lack of insight into the interests, needs and aspirations of Leicestershire’s diverse communities, support the rationale for innovation and risk-taking, enable us to hear and understand alternative views and break down barriers between ourselves as a cultural provider and people who are marginalised and often excluded from cultural activity. This year 12 Community Connectors have supported us including:

* Focus Group members for Cultural Strategy development
* Cultural Strategy Sharing Day
* Supported Sikh Ladies group to select objects for exhibition at Bosworth
* Supported the pilot for Culture To You
* Consulted on LCC EDI strategy
* Represented network at NPO Board
* Presented to NPO Disabilities Board and LCC Communities Board
* Supported co-ordination of Volunteering Sharing Day
* Supported development of Data Strategy Brief
* Attended Network sessions

**LCC Cultural Strategy** aims to reflect our new approach to community engagement and co-creativity ensuring it is embedded in all that we do; support the regeneration of neighbourhoods, stimulate local economies, attract visitors, and bring people together through culture. To identify LCC’s policy needs in relation to joining up cultural provision, heritage service delivery, and the creative industries under a Cultural Strategy for Leicestershire County Council.

Over 100 people have taken part in:

* Visioning a Creative and Cultural County consultation days
* VCCC Online Sharing Day
* VCCC Summer Project Day at Leics Uni
* Cultural Mapping Exercise
* Cultural Strategy Blueprint

<https://www.cultureleicestershire.co.uk/projects/visioning-a-cultural-and-creative-county-summer-project-day/>

**Cultural Services Data Strategy** with an aim of better understanding our audiences and tailoring our service offer to their needs, both current and future. Understand current uptake of LCC’s cultural provision through initiation of a **cultural data strategy group** that will (a) explore appropriate methodologies for generating baseline visitor data and project participant demographics and (b) launch bespoke evaluation impact tools.

Achievements:

* Data Strategy Working Group set up
* Data Strategy Online Symposium <https://www.cultureleicestershire.co.uk/projects/vcds/>
* Brief for data consultant developed to a) develop processes where service priorities are data driven by all stakeholders b) develop a suite of easily accessible service-wide reporting systems
* c) develop a differentiated evaluation toolkit that responds to service needs d) embed the new data strategy within the new Culture Leicestershire Strategy Museum Access Policy 21-25, and Libraries Roadmap 22-25.

**Culture Leicestershire digital portal** planned to offer online signposting to the diverse culture offer of our heritage, library, learning and participation services and those organisations, such as the Creative Leicestershire Partnership alongside a **Culture Leicestershire Digital Communications Strategy**

Achievements:

* New website under construction
* Cultural Services offer mapped
* Online booking portals tested
* Culture Leicestershire social media live

The **Cultural Youth Forum** model was specifically developed to support our work with young people to support development of our collections and nurture the museum and library professionals of the future. <https://www.cultureleicestershire.co.uk/projects/youthforum/>

Young people chose to represent their peers in our Cultural Youth Forum focussing on Climate change and environmental Responsibility. Creative workshops were held in Market Town Museums. They included interactive educational sessions delivered by an LCC Environmental Officer alongside art activity with the site-specific Creative Practitioners.

60 Cultural Youth Forum members

20 workshops in 6 venues

4 Creative Practitioners

195 event participants

200 engaged in insight gathering

**Melton Carnegie Museum**

<https://www.cultureleicestershire.co.uk/projects/youthforum/melton-carnegie-museum/>

**30 young people** attended 8 environmental art workshops from October to December 2023

**Creative Output**- Banners for a peaceful protest, to be displayed in the Museum

**Environmental Takeover Event** attended by 80 people

**Creative Practitioner:** Danielle Vaughan

**Stakeholders:** Wildlife Trust Leicestershire & Rutland

**Partners:** Longfield Academy

**Harborough Museum and Library**

[**https://www.cultureleicestershire.co.uk/projects/youthforum/harborough-museum-library/**](https://www.cultureleicestershire.co.uk/projects/youthforum/harborough-museum-library/)

7 young people attended 8 environmental art workshops from October to December 2023

**Creative Output-** NetZero Zine

**Environmental Takeover Day** attended by 83 people

**Creative Practitioner:** Katy Dynes

**Stakeholders:** Harborough Woodland/Greener Schools

**Charnwood Museum**

[**https://www.cultureleicestershire.co.uk/projects/youthforum/youthforum-charnwood-museum-library/**](https://www.cultureleicestershire.co.uk/projects/youthforum/youthforum-charnwood-museum-library/)

23 young people attended 6 workshops

**Environmental Takeover Day** 28th March

**Creative Output**: Environmental Costumes for fashion show and Museum and Library displays

**Creative Practitioners:** Liga Orlovska & Shelly Smith – Buzzing Roots

**Stakeholders:** Charnwood Forest Geopark and National Forest Company

**Environmental surveys**

The young people chose to gather feedback from their peers by asking how they think individuals and communities could step up to the climate emergency challenge. Their aim was to use the takeover events to get feedback and ideas from hundreds of other young people across the County to help develop Leicestershire County Council’s engagement plan, which is designed to educate and encourage Leicestershire residents to take positive climate action.

**Variations to proposals**

**Archive, Collections and Creative Learning Hub ambition.**

Following scrutiny, this ambition is under review. A working group of staff and members is meeting to explore options.

**Activity 2. Community Curators in Market Town Museums**

Enable community voices to be heard in co-curated cultural projects in Market Town and Independent Community Museums. Showcase these via the Culture Leicestershire digital platform and in our cultural venues. These projects and showcasing opportunities will benefit those who do not currently engage with, or see themselves reflected in, our heritage services.

**Total Number of days proposed for activity** 80

**Actual delivery days** 121

**Development days** 200

**Outputs**

* **7 co-created projects** across our 3 Market Town Museums. (Target 1 in each)
* **One project in Independent Museums.**
* **Digital showcasing** of these projects, both in development and when completed.
* **Creative Practitioners** were commissioned to facilitate these projects managed by Community Participation Workers
* **Outcomes of these creative projects** included exhibitions (physical and digital), film, performance, collections development, gallery interventions, trails and enhanced interpretation of long-term museum displays.

**Charnwood Museum**

6 different projects

38 workshops

3 Creative Practitioners

172 participants

**The Spotlight Project**

A new approach of managing the opportunities for community use of a Museum exhibition case.

* Recruitment and mentoring of a new volunteer panel
* Development of accessible and inclusive processes for marketing, promotion, selection of individuals and groups to make use of the space.

[**https://www.cultureleicestershire.co.uk/projects/spotlight-case/**](https://www.cultureleicestershire.co.uk/projects/spotlight-case/)

**Baca -Together We Are Stronger**

* **Creative Practitioner:** Clare Miles
* **Target audiences:** Young unaccompanied asylum seekers from 10 different countries speaking 6 different languages
* **Workshops:** Cookery focussing on making meals from home countries
* **Co-created output(s):** Spotlight Exhibition based on food from respective home countries expressed as a tablecloth **and** Hardcopy recipe book
* **Celebration:** Japanese Drumming

[**https://www.cultureleicestershire.co.uk/projects/spotlight-case/previous-exhibitions/baca/**](https://www.cultureleicestershire.co.uk/projects/spotlight-case/previous-exhibitions/baca/)

**m ‘Other. The O’ther of being a m ’Other**

* **Creative Practitioner:** Khyati Koria Green (3 projects)
* **Target audiences:** 1) Artists who are mothers / Opportunity to showcase their work 2) Mothers from the local community 3) Visitors to the exhibition
* **Co-created output(s):** 1) Interventionalist exhibition within main gallery of 15 pieces of Art 2) Personal responses to the intervention made in art reflective workshops 3) Collaborative Community art piece.

[**https://www.cultureleicestershire.co.uk/projects/mother-we-are-artists/**](https://www.cultureleicestershire.co.uk/projects/mother-we-are-artists/)

**Chilled Charnwood**

* **Creative Practitioner:** Creative Learning Services
* **Target audiences:** Families with children with Special Education Needs
* **Co-created output(s)** Chilled Charnwood Saturday Sessions, Video Tour, Sensory Map, Social story, Quiet Zone, Sensory backpacks

[**https://www.charnwoodmuseum.co.uk/accessibility**](https://www.charnwoodmuseum.co.uk/accessibility)

**Melton Carnegie Museum**

6 workshops

4 events

1 Creative Practitioner

168 participants

**Mapping Melton**

* **Creative Workshops** Melton Culture Hub
* **Audience** Local people living within 1 mile of the Museum (Targeted leafleting) Young people from *Make Your Mark* project, Museum volunteers and 2 open sessions for the public
* **Creative Output** Melton Memory map to feature alongside exhibition

[**https://www.cultureleicestershire.co.uk/projects/mapping-melton-mowbray-project/**](https://www.cultureleicestershire.co.uk/projects/mapping-melton-mowbray-project/)

**Queering The Collections**

* **Creative Practitioner:** John Sleigh
* **Co-created output(s):** Portrait Projectin planning stages

**Market Harborough Museum**

[**https://www.cultureleicestershire.co.uk/projects/we-are-our-home/**](https://www.cultureleicestershire.co.uk/projects/we-are-our-home/)

11 workshops

3 events

3 creative practitioners

162 participants

* **Creative Practitioner:** Danielle Vaughan
* **Target audiences:** Underrepresented Museum audiences / visitors. Targeted groups including Ukrainian refugees, Gypsies and Travellers, young people, adults with learning difficulties
* **Workshops:** Sewing and crafting to contribute personal addition to the shared home
* **Co-created output(s):** A cloth house to be located in the children’s area of the Museum

**Foxton Locks Museum – Foxton Creates**

Creative workshops with schools from Foxton, Market Harborough, Oadby, Wigston and South Wigston to co-produce an interactive, multisensory interpretation of FCM’s existing exhibits. This project will continue into year 2

**Success Measures:**

* 35 Volunteers were recruited and trained to support projects
* 94% of participants state that engagement with the project had improved their wellbeing. (Target 80%)
* 81% of participants state that they had developed new skills and experience. (Target 60%)
* 80% of participants state that they felt that the project made heritage more relevant to them. (Target 60%)
* 100% of creative practitioners state that they feel better equipped to access new opportunities for creative practice in the heritage and cultural sectors. (Target 70%)

**Activity 3. Creative Expression in Libraries (CEIL)**

Unlock our network of library venues for creative practitioners to use for their own activity including rehearsal, workshop and practice spaces. Commission specific creative activities to develop library audiences and make libraries vibrant cultural hubs in communities

**Total Number of days proposed for activity** 74

**Actual Delivery** 57

**Actual Development** 330

**Outputs**

**Formed the Creative Expressions in Libraries Programme Group** including both LCC staff and community members and key stakeholders.

**Appointed Artists in Residence** to lead on creating new longer- term activities for communities in LCC libraries with a focus on Children and Families and Early Years.

[**https://www.cultureleicestershire.co.uk/projects/creative-expressions-in-libraries/**](https://www.cultureleicestershire.co.uk/projects/creative-expressions-in-libraries/)

Libraries Year 1: Birstall, Melton, Shepshed and Oadby. Additional Activity in Coalville, Wigston and Market Harborough.

**CEIL Targets and success measures**

* Commissioned 7 CPs across 7 Libraries (Target 4Cp’s Libraries across 4)
* 17 events across 7 libraries (target 10 events)
* 464 participants engaged through projects and /or events
* 100% of people would recommend this activity to others
* 89% of people felt more connected to the venue
* 87% of respondents likely to do this thing again
* 94% of attendees said it improved their wellbeing / made them happier (Target 70%)
* 89% stated that it made them feel more connected to their library. (Target 70%)
* 75% of participants in the long-term activity programme are attending a cultural event in a library for the first time. (Target 40)
* 30% of event attendees attended 70% of the long-term artist programme
* 100% Supervisors and estimated 34% of LSAs received a variety of continuing CPD c

**Birstall Library**

[**https://www.cultureleicestershire.co.uk/projects/creative-expressions-in-libraries/birstall-library/**](https://www.cultureleicestershire.co.uk/projects/creative-expressions-in-libraries/birstall-library/)

* 2 projects
* 2 Creative Practitioners
* 7 community events
* 18 workshops
* 216 participants
* Key stakeholder: Hallam Fields Primary School. This school was identified as a target audience by library site team due to lack of previous engagement with the library and the Summer Reading Challenge

**Comic book project.**

* **Creative Practitioner:** Jessica Hartshorne, illustrator.
* **Target audiences:** (A) Hallam Fields Primary School, year 4 class. (B)Local families invited to join a 5 week after school comic book club (ages from 6-12 and parents)
* **Workshops** sessions inspired by local heroes, the heritage of the local area and Phoenix Comics. Participants learnt how to develop characters, illustrate backgrounds, create stories, and develop their drawing skills.
* **Co-created output(s):** A comic book featuring participants stories and characters along with and an interactive magnetic comic book wall in display in the library.
* **Community celebration event:** 9th March 24. 63 participants in attendance

**Puppet Theatre Project.**

* **Creative Practitioner**: Lori Hopkins, professional puppeteer.
* **Target audience** ages 2-7yrs incl. Hallam Fields Primary School, 1x reception class and 1x year 2 class (B) Local families
* **Workshop** sessions introduced participants to puppetry (with a focus on shadow puppetry) and focused on storytelling, play and creation of own puppet characters
* **Co-created outputs**: A moveable puppet theatre, featuring participants puppet creations.
* **Community Celebration** event: 23rd March 2024.

**Melton Library** [**https://www.cultureleicestershire.co.uk/projects/creative-expressions-in-libraries/melton-library/**](https://www.cultureleicestershire.co.uk/projects/creative-expressions-in-libraries/melton-library/)

* 2 projects
* 2 Creative Practitioners
* 6 workshops (to date)
* 25 participants (to date)
* Project focus: Exploring individuals’ connections to the heritage of Melton. Libraries Local Studies collections utilised by CP to explore the heritage of the area and inspire project direction. Developing connections between the library and Melton Carnegie Museum

**Melton in Our Times, Through Our Lens.**

* **Creative Practitioner:** Paul Lewis from Lewis Photography
* **Stakeholder** Maplewell Hall School post 16 programme (Class of 16–19-year-olds)
* **Workshops** introduced participants to technical aspects of photography and encouraged them to practice their new skills by capturing the local history of the area
* **Co-created output**: Photography exhibition: Melton in Our Times, Through Our Lens. The photos (which have been created into a film) will also be shared across our SM site and will be added into the libraries local studies collection
* **Celebration Event**: 21st March 2024

**The Un-Naturalist’s (2nd project)** This is an ongoing project in partnership with the organisation ‘The Un-naturalists’. Live street theatre performance showcasing Melton’s Marvelous stories taking place Saturday 1st June https://www.cultureleicestershire.co.uk/projects/creative-expressions-in-libraries/local-studies/street-theatre-project/

**Shepshed Library** [**https://www.cultureleicestershire.co.uk/projects/creative-expressions-in-libraries/shepshed-library/**](https://www.cultureleicestershire.co.uk/projects/creative-expressions-in-libraries/shepshed-library/)

* 2 Projects
* 2 Creative Practitioners
* 10 workshops
* 3 Community events
* 68 participants

**#Booktok project.**

* **Creative Practitioner:** Creative Underground. Organisation who specialises in engaging children/ teens through music creative writing and media workshops
* Stakeholder: Iveshead School. Students aged 13-16
* **Workshops** included dance, music and spoken word to inspire the creation of Booktok videos (young people promoting /sharing their favourite reads.)
* **Co-curated output(s)** Booktoks created to be used on our social media platforms. Promotional film, by young people for young people, that promotes reading and libraires and encourages them to get involved with the #Booktok trend

**Street Art Project.**

* **Creative Practitioner:** Graffwerk.
* **Stakeholders**: Local Community (through 2 x Community event) and Passion- Local youth organisation (5-week project)
* **The aim** (for the 5-week project) was to target young people with a view to help tackle and challenge some anti-social behaviour that is currently an issue in the environs around the site. Consultation took place with local PCSOs and other local youth orientated organisations
* **Workshops** included tips and learning techniques of street art (including the opportunity to try spray painting and Posca pens). Participants created artwork inspired by their connections to the town and to their favourite books/ characters
* **Co-curated output(s):** 3 x co-curated artworks. One to feature on the outside of the building and will include the artwork of participants who attended the community events. Second to feature inside the library in the teens section and will include the artwork produced by the young people who engaged on the project. Third piece will sit in Passions community hub, linking the two venues together. (Graffwerk to finalise the co-produced outputs by May 24. Expected celebration event to take place May/June time)
* **23 staff members** received Youth Anti-social Behaviour Awareness training. Training identified by site working group in response to this Shepshed project.

**Oadby** <https://www.cultureleicestershire.co.uk/projects/creative-expressions-in-libraries/oadby-library-multi-sensory-project-for-0-4s/>

* 2 projects (one ongoing)
* Target audience: Families with children aged 0-4
* 3 Taster events
* 8 workshops
* 152 participants
* Key stakeholder: Children and Families Service Oadby, Wigston and Blaby
* **Creative Practitioner,** Sophie Mahon. Project has needed to be postponed until May/June 2024. The multi-sensory workshops planned will explore sound, light, touch and storytelling.
* 3 x Taster events took place in November which 38 participants attended. Event doubled as a taster opportunity for families as well as an informal consultation. Conversations Sophie had with the families, as well as how the children interacted with the activities, will be used to help shape the workshop delivery.
* Additional activity commissioned with Creative Practitioner, Morgan Stockton from Open Play, an organisation which specialise in Early Years play and engagement. This was to ensure continued engagement with those 38 families who attended the taster events in November 23. Delivery of 8 workshops (mix of bookable and drop in) aimed at early year audiences across end of March.

**Upskilling, opportunities for professional development and /or formal training for Library Staff:**

* **100% Supervisors** and estimated 34% of LSAs received some level of formal training, or informal upskilling/ professional development
* **47 library staff** attended formal training (cultural events activity, anti-social behaviour awareness, Nature Connectedness, Volunteer Managers training and Gypsy Traveller Awareness Training)
* **30 library staff** had opportunities for upskilling and professional development through participating in the working groups / process. This included supporting development of creative, cultural activity and the recruitment / working alongside creative practitioners in line with good practice procedures.

**Unlocking our Libraries**

* Brief developed and shared for consultant to work with Libraries to map and assess current position in terms of supporting Creative Practitioners and community groups to utilise our space effectively. Recruitment is expected to take place in April/May with recommendations by the end of Quarter 3. A plan to pilot new ways of working, to introduce recommended changes and source staff training will then be produced.

**Activity 4. Culture to You**

**A range of cultural assets for individuals and groups with different access challenges to choose and use where they live, work and play. A cultural menu (including Art, Museum Objects, Library Books, Memory Boxes and Digital Resources) for people who currently feel unable to use our services because they are restricted in their opportunities to leave their own homes or places of care/wellbeing. These will be made available as loans for people to have in their homes, care environments, specialist centres and places of work.**

**Total Number of days proposed for activity** 155

**Actual** Development 150

Location Oadby and Wigston

**Recruitment, April – June 2023.** Cultural Outreach Manager and Culture to You Project Officer posts in place by beginning of July 2023

**A tailor-made offer of culture at home in Oadby and Wigston (both physical and digital) based on an assessment of each participant's likes/interests/needs/requirements and a timeframe for their engagement.**

There are now three different options that can be chosen from:

**Art to You**, **Activity to You, Reminiscence to You and Home Library**

Significant research and development prioritised before launch of pilot based on consultation with CTY partners (Champions) and Community Connectors. Activity focussed on:

* **Review of collections** resulting in a shortlist of over one hundred pieces of artwork.
* **Artwork themed** including nature, abstract, mixed media, landscape, seaside, working life, portrait, spiritual and fantasy.
* **Cataloguing and professional photographing** of each piece
* **10 artworks identified** for pilot
* **Re-framing and conservation** of additional 12.
* **Resource Box and Held in Hand collections** identified as suitable for use in this offer. Suitability based on weight, size.
* **Rationalisation** **of Memory Box** collection completed
* **Creative and cultural engagement activities** developed to compliment the artwork/objects that can be borrowed based on social and health care consultation and advice.
* **Self-led** arts/crafts, creative writing and history and learning activities developed
* **In-house and external training**: Object Handling and Bag Books Sensory Story Training (CLS) Volunteer Management training and Reminiscence workshop training through Memory Plus Project
* **Policies and procedures** for CTY pilot developed including assessment criteria
* **Volunteer role descriptions** developed, and soft launch of volunteer recruitment campaign completed. Volunteer welcome pack designed, and training developed
* **CTY logo designed**, and Community Connectors group consulted on options
* **CTY leaflet** designed for ‘at home’ offer
* **Website space** on CuL developed, whilst microsite being explored
* **16 Community Champions:** partnerships ongoing with key local and social care/health partners including Local Area Coordinator (LAC) team, Social Prescribers team, Oadby and Wigston Library, Memphys, LCC Adult Learning Service, Shared Lives team, First Contact Plus, The Lawns Care Home, Shared Reading groups, Care Commissioning Team, Musical Memory Box, 3 x local community hubs (places of worship/ village halls)

**Variation to commitment**

Due to the extensive focus on preparation, development, and consultation as per above, the Year 1 loan and volunteer recruitment targets will be incorporated into Year 2-3. See Year 2 Activity Plan.

<https://www.artscouncil.org.uk/blog/time-to-think>

**Year 2 2024-25** Activity Plan can be found here <https://www.cultureleicestershire.co.uk/projects/npo/briefings/>

**The investment principal commitments** [**https://www.artscouncil.org.uk/lets-create/investment-principles**](https://www.artscouncil.org.uk/lets-create/investment-principles)

**Please note Investment Principles are a 3-year journey and many ambitions are still in progress.**

**Ambition and Quality**

**3-year ambition**

Be a responsive, reflective, dynamic culture service with community co-creation embedded in all we do. Our measure of success will be physical and digital spaces where people engage with our collections, resources and services and shape their future development, accessibility and interpretation.

**12-month ambition**

Full engagement with participants and creative practitioners to develop the four activity strands embedding co-creative practices in our daily work and service development and delivery. Appoint the team, create the Community Connectors group, formalise the NPO Delivery Board, launch the Cultural Youth Forum.

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| **Skills Development** | **Progress** |
| Train staff at their relevant level to confidently engage with co-creation especially with under-presented communities as being at the heart of how we work. | 4 x service wide online briefings held, recorded, digitised and shared online <https://www.cultureleicestershire.co.uk/projects/npo/briefings/>  Activity models and case studies are regularly captured and shared via online space for all staff to access. Content includes case studies, blogs, film, presentations. <https://www.cultureleicestershire.co.uk/projects/npo/>  Relevant staff involved in project working groups to facilitate deeper understanding of co-creation.  Co-creation L&D planned for year 2 |
| Connect our corporate leadership with our NPO board and community connectors group through sharing events, digital and in-person engagement to explore the beneficial impact of culture | New governance structure agreed and in place. <https://www.cultureleicestershire.co.uk/projects/npo/governance/>  5 Focus groups and 1-2-1 interviews facilitated by Nott Uni with 80 participants to explore cultural strategy.  Visioning A Creative and Cultural County (VCCC) project day held 11 July to explore approach for strategy. Attended by over 70 participants. (Cultural Delivery staff, CP’s Volunteers, strategic leaders)  <https://www.cultureleicestershire.co.uk/projects/visioning-a-cultural-and-creative-county-summer-project-day/> |
| Empower our Community Connectors to voice their expectations of us as a lead in culture and provide reciprocal benefits for engaging with the programme to meet their own needs and ambitions | Community Connectors Panel model developed and launched.  Group co-created their own role description.  Community Connectors now represented at Board.  Data strategy brief developed to include method for Community Connectors to influence decisions. |
| **People and Representation** | **Progress** |
| An LCC oversight team including representatives from the services of Finance, Legal, Communities, Communications and Policy and Chief Execs | Team established and meet quarterly.  Meetings align with Board meetings. Terms Of Reference written and agreed.  Oversight Team and relevant working groups held an engagement sessions to ensure IP's can be embedded across appropriate service areas and maximum potential is realised. Process has informed IP’s for Y2  Evaluation of Oversight functions and impact planned for May 2024 |
| NPO Project Board of LCC officers, Community Connectors, Participants, Creative Practitioners, Community Heritage/Community Managed Libraries and The Youth Forum to guide the programme and ensure project focus. | NPO board established.  New representation as the programme matures.  <https://www.cultureleicestershire.co.uk/projects/npo/governance/> |
| Community Connectors Group - a group of community representatives to support, guide, advocate and benefit from our activities | As the Cultural Youth Forum develops the youth voice is represented |
| **Planning** | Leicestershire County Council Museums Access Policy 2021-25  Leicestershire County Council Equality Strategy and Action Plan 2020-24 |
| **Tools and Monitoring** | **Progress** |
| Embed the co-curation variable into the participant impact surveys | New variable added for all activity from July 23 |
| Develop a co-creation confidence measure and toolkit for all staff in C&W and relevant volunteers which will be measured in APR's | Oversight Group reviewing best approach for this  Alternative, varied and tailored options for co-curation understanding and awareness being developed bespoke to teams and roles (E.g., online training, films etc) |
| Programme reported, directed and developed on a quarterly basis by NPO Delivery Board. Outputs, achievements and financials monitored by LCC oversight board. | Achieved as above |

**Environmental Responsibility**

**3-year ambition**

The Council has declared a Climate Emergency and its intention to be a net zero council by 2030. We will embed the Environment and the Net Zero Strategies and Plans in our operating model and ensure that staff, Creative Practitioners, participants and volunteers are enabled to make their contribution

**12-month ambition**

Work with our Environment and Sustainable Transport teams to create appropriate 'Green Toolkits' for staff, volunteers, participants and creative practitioners and establish corporate Go Green Champions in each Activity area.

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| **Skills Development Commitment** | **Achievements** |
| Nationally Certificated Carbon Literacy training for all relevant Communities and Wellbeing staff, commissioned creative practitioners and key programme volunteers | Commissioned Museums Development East Midlands. (MDEM) Nominations from all service areas received. Offer reviewed and alternative approach in development for year 2. |
| Environment Awareness training for NPO Board and Community Connectors Network members | Youth Forum have decided to focus on environmental awareness for year 1 and 2 and will inform this. <https://www.cultureleicestershire.co.uk/projects/youthforum/> |
| Action to Reduce Personal Carbon Footprint toolkits for participants including awareness of existing schemes such as the LCC mileage payment for cycle usage scheme. | Volunteering team leading on this linked to Cultural Youth Forum Activity  Insight gathered through cocreated survey with Carbon Reduction team with up to 300 young people. Will inform Net Zero Strategy for the County. |
| **People and Representation** | Supported CYF survey and project workshops.  Existing Heritage and Library Service 'Go Green Champions' and the Corporate 'Go Green' network  Culture Leicestershire Climate Change Champions - formed from the staff, volunteers, participants and Creative practitioners to champion green agendas across the programme. Ongoing plans into Y2. |
| Leicestershire County Council Environment and Sustainable Transport teams |
| **Planning** | Leicestershire County Council Environment Strategy 2018-2030  Leicestershire County Council Net Zero Strategy and Action Plan  NPO Project Environmental Impact Plan and Measures |
| **Tools and Monitoring** | **Progress** |
| LCC staff 'Go Green' environmental impact measures (travel, printing, accommodation/energy consumption and waste) reported quarterly to DMT and monitored corporately | Ongoing |
| Programme volunteer environmental impact measures (travel) reported to NPO Programme Board and LCC Steering Group on a quarterly basis | Ongoing |
| Build environmental impact considerations into project plans. Report these to the Board and the Steering Group to develop case studies to inform future service delivery and the Culture Leicestershire Strategy | New commissioning expectations agreed for CP's  Application forms for CP's been re-written to have a clear focus on this. Learning shared through working groups and in service-wide teams. |

**Dynamism**

**3-year ambition**

To develop a data strategy across all Museum and Library sites and services to enable us to identify information about our current and potential visitors. Once baselines have been collected, ensure that there are active and regular targeted responses based on that data.

**12-month ambition**

Data gathering and evaluation methodologies appropriate to each site and service which will allow for comparative analysis and inform future business models.

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| **Skills Development Commitment** | **Achievements** |
| Bi-annual training for all staff to ensure they understand the plans, process and purpose and their role within the data strategy so that they are able to embed and embrace this new direction as a part of their work | Briefing on this commitment delivered to Oversight Group. Data Strategy Group mapping leads and responsibilities.  Model of training being developed in line with data strategy |
| Develop training, support and mentoring for members of the NPO board and Community Connectors Group so they are able to make recommendations for priority activity based on the data collected and presented | As above |
| Develop a framework for staff to inform observation and feedback which will add richer and more rounded ground-based insights to visitor data and be included in activity planning decisions. | Being built into brief for consultant |
| **People and Representation** | **Progress** |
| Set-up a working group of professionals with relevant skills within the organisation to develop the methodologies of data collection. Commission external cultural data expertise | Data strategy group established.  National Audience data Strategy Symposium initiated and hosted.  Brief developed.  <https://www.cultureleicestershire.co.uk/projects/vcds/>  Recruitment expected May 2024  Ongoing liaison with Cultural strategy consultants to align both plans |
| The Community Connectors group will be supported and empowered to co-produce the data collection framework and pilot with the public, especially focussed on those with most challenges to data collection | Within brief |
| Recruit, train and support a new team of volunteers across sites to support face to face data gathering to maximise the potential for engagements with audiences | Within brief |
| **Planning** | Embed the new data strategy within the new Culture Leicestershire Strategy, Museum Access Policy 21-25 and Libraries Roadmap 22-25.  Information and Data Governance Policy Feb 22, Information and Data Access and Use Policy Feb 22. Information and Data Retention and Disposal Policy  Embed the use of data driven targets in all staff's Annual Performance Reviews and linked to the performance management framework. |
| **Tools and Monitoring** | **Progress** |
| Explore the best process for data collection and analysis (including blending LCC internal business intelligence and external providers such as Price Waterhouse etc) | Within brief |
| Develop a process where decisions about NPO activity strand focus is linked to analysis of the data gathered by year 2 and this will be agreed at both Community Connector Group and board level. | Ongoing |
| Ensure that appropriate data is embedded in service-wide reporting systems which can be viewed within the monthly corporate interactive activity and performance dashboard-Tableau | Ongoing  <https://tableau.leics.gov.uk/#/views/ACParticipation-EvaluationForm_16401086010220/EvaluationFormOverview?:iid=1> |

**Inclusivity and Relevance**

**3-year ambition**

To confidently embed the practice of community collaboration, co-design and delivery throughout what we produce, present and collect, so by the end of the programme we have made positive steps to address gaps in representation and have a clear plan for how to continue that work, or make sustainable, going forward.

**12 -month ambition**

Consult with communities and practitioners to create the Community Connectors Network representing the diversity of the people of Leicestershire (especially those not reflected in our governance, leaders or workforce) who will support, advise, challenge and advocate for our activities.

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| **Skills Development Commitment** | **Achievements** |
| Assess the skills and expertise across the services, our volunteers and within the Authority needed to achieve our ambition and develop a training programme to meet any needs. | Activity / service specific training identified and delivered. Ongoing.  Review of L&D portal |
| Source and deliver Governance and Representation training for those on our Delivery Board and amongst or Community Connectors | Ongoing |
| Offer development opportunities for creative practitioners to build confidence in working with communities and targeted groups resulting in high quality cultural activity | CP working group in place.  CP focus group facilitated by Nottingham Uni June 23.  Workshops to develop CP framework July 23 facilitated by Creative L'shire.  ‘Working with CP’ training for staff to devise behaviour and values model. Process in ongoing development and review. |
| **People and Representation** | **Progress** |
| Our existing staff and volunteers, our network of community partners, community representatives including the elected members of the Council | Governance map is in place and is a live, flexible model. |
| Creative practitioners - including those at the start of their careers at local Universities - who will lead, develop and respond to the projects which form the four activities of our programme. | Co-curated a new application process with CP's.  Successfully developed and recruited to 20 new CP opportunities resulting in 123 workshops involving 1661 participants. |
| A team of new employees and volunteers who will deliver the programme alongside existing staff, volunteers and creative practitioners | All of paid staff recruitment completed by June 23  New volunteers, working group and board members each quarter. |
| **Planning** | Leicestershire County Council Museums Access Policy 2021-25  Leicestershire County Council Equality Strategy and Action Plan 2020-24  The Communities and Wellbeing Audience Development Plan to be replaced by Cultural Plan and Audience Data plans |
| Leicestershire County Council Museums Access Policy 2021-25 |
| **Tools and Monitoring** | Data collection methods have been amended to inform NPO commitments |
| LCC Central Business Intelligence Team who analyse data collected by the Services including Project Participant information. This will be shared with the NPO Board on a quarterly basis. |
| Cultural Engagement Impact Survey. Analyses the responses of participants in our cultural projects. This will be shared with the NPO board on a quarterly basis. | Exploring how to blend illuminate needs with existing impact survey data which is needed for the % milestones attached to this bid  Data strategy group have completed a service-wide data mapping exercise with a view to agreeing on a new toolkit of options for staff to use.  Now projects are more mature, data shared is more meaningful and impactful and able to inform work |
| Gap analyses to understand current and potential audiences, participants and those who are under-represented in our service delivery to inform the targeted delivery of the project activities. | Data Strategy group have agreed to commission external support for this. Will work in conjunction with existing Business Intelligence Team.  Additional funding stream are being explored to maximise the potential for this. |