**National Portfolio Organisation (NPO)**

**Year 2 Activity and Investment Principal Plan 2024-25**

**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)

1. **Culture Leicestershire**

Re-imagine our cultural offer and commitment post-covid as a newly structured, combined Library and Museum Service with a new team focussed on Audience Development. Ensure that our cultural offer is aligned with the needs of residents and visitors to Leicestershire. Embed our Services within the wider Leicestershire cultural context. Create a new governance to ensure our approach and work is co-produced where possible with staff, stakeholders, partners, volunteers, participants.

**Outputs**

1. Develop the Visioning a Creative and Cultural County strategy blueprint into a working strategy document (Q4)

2. Continue development of an Audience Data Strategy for the service (Q1-Q4)

3. Review and evaluate the new Cultural Youth Forum model whilst continuing to provide local young people with opportunities to help shape our cultural offer (Ongoing)

4. Support plans for re-location of collections and learning resources including input into opportunities for co-design of any new spaces (Ongoing)

5. Sustain and strengthen the new service-wide governance structure (Ongoing)

6. Pilot and launch the new interactive CuL website (including event booking availability, online exhibitions) (Q2)

**Targets and success measures linked to above outputs**

1. Cultural Strategy

a) VCCC group to review blueprint and feedback to Nottingham University (Q1)

b) Approach to include audience data strategy considerations (Q3)

c) Blueprint translated into document and shared with stakeholders (Q4)

2. Data

a) Commission external consultant to fulfil audience data brief (Q1)

b) Mapping of data (Q1)

c)Interviews and focus groups (Q2 -3)

d) Draft toolkit (Q4)

e) Additional funding to support process (Ongoing)

3. Cultural Youth Forum

a) Finalise plans for localised activity (Q1)

b) Share and evaluate survey feedback and explore legacy (Q1)

c) Review locality / museum -library model v County-wide model (Q2)

d) Launch new CYF activity involving existing young people and new cohorts (Q2/3)

e) Ensure young people are involved with Community Connectors and Board (Q2)

4. Be available to support Cultural Hub working group where needed through governance structure and participant / volunteer engagement (Ongoing)

5. Governance - Review working group membership in-line with each new project strand

6. Website

a) Template to be agreed (Q1)

b) Content finalised (Q2)

c) Baseline visitor information recorded Q1

**2. Creative Expression in Libraries (CEIL)**

Commission specific creative activities to develop library audiences and support libraries to be vibrant cultural hubs in communities including an events programme, co-created projects and the development of an enhanced early years offer. Enrich our network of library venues for creative practitioners, community groups and other organisations to use for their own creative and cultural activity including rehearsal, workshop and practice spaces.

**Outputs**

* 10 LCC commissioned events/ performance/ activity that will be delivered in libraries which took part in Year 1 activity. This legacy will allow for continued engagement of these new audiences.
* 12 LCC commissioned events/ performances/activity across our library network to enhance the existing Leicestershire Libraries events programme, in particular with a focus on under 5s. This will align with the development of an ongoing early years offer and Libraries Connected universal calendar spike offer
* Appoint a minimum of four Creative Practitioners to develop and facilitate participatory projects that have a co-created outcome with the local community.
* Explore the potential of LCC library buildings to be venues for Creative Practitioners' activities including performance, workshops and rehearsal spaces. Map and assess the current library offer for hosting Creative practitioners and community groups including identifying policies, procedures and resources that are already in place. Building on this exercise develop a staged plan to maximise opportunities for cultural hosting for a range of appropriate library venues
* Blend new cultural activities toolkit with both the service wide training and development and the creative practitioner framework
* Undertake a staff baseline skills and knowledge survey with all library assistants and supervisors
* Research and consultation into understanding the need of families with under 5s (with local families and partners) with the view of developing an early year’s library offer in year 3

**Targets and success measures**

* Appoint a minimum of 4 Creative Practitioners for co-created project activity across 4 library venues
* Develop site working groups for the co-curated projects (to include staff at all levels)
* 22 Cultural events/ activities/ performance across all 16 of LCC libraries
* 40% of participants in participatory activity co-curate a project in the library for the first time.
* 70% of attendees said it improved their (or their child’s) wellbeing and/ or made them feel happier
* 65% of attendees have a positive opinion about LCC libraries as cultural venues
* 50% of participants are more likely to use the library on a more regular basis in the future

**3.Community Curators in Market Town Museums (CCIMTM)**

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

**Outputs**

* Minimum of 1 project in each of our 3 Market Town Museums and minimum 1 project in an Independent Museum during Y2
* Creative Practitioners will be commissioned to run the projects
* Activity (Project identification, brief development, CP recruitment, creative activity etc) will start in Q1 and continue throughout the year.
* Outcomes of these creative projects might include exhibitions (physical and digital), film, performance, collections development, gallery interventions, trails and enhanced interpretation of long-term museum displays.

**Targets**

* Minimum 15 new volunteers recruited and trained to support projects.
* Minimum 40 participants from targeted groups engage
* Min 250 people who have not previously engaged with local museums visit or engage with the end product of the project.
* Min 3’000 people have the opportunity to engage with the creative output
* Minimum 4 opportunities for creative practitioner commissions.

**Success Measures:**

* 60% of project participants are new to engaging with co-curated cultural projects.
* 80% of participants state that engagement with the project had improved their wellbeing.
* 60% of participants state that they had developed new skills and experience.
* 60% of participants state that they felt that the project made heritage more relevant to them.
* 70% of creative practitioners state that they feel better equipped to access new opportunities for creative practice in the heritage and cultural sectors.

**4.Culture to You (CTY)**

A range of cultural assets for individuals and groups with different access challenges to choose and use where they live, work and play. A tailored selection of 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 or have transport challenges. A pilot will be undertaken to fully understand and test audience potential, logistical arrangements, the most appropriate form of packages, delivery models and internal procedures required. Following the pilot, a suitable and appropriate loan offer will be made available for people to experience in their homes, care environments, specialist centres, local community venues and places of work.

**Outputs**

**•** Following the research and development of the offer in year one, next phase will be to pilot this across year 2 with a focus in Oadby and Wigston (Levelling Up for Culture place). (Q1-4)

• Volunteer training and development pilot complete and CTY volunteer opportunity launched to the public (Q1-2)

• Cultural assets refreshed and reviewed including original works of art; library books; reminiscence and memory boxes; 'Held in The Hand' and 'Touch Tables' resources; 'Culture bag' and Simply Sounds resources (Q1-4)

• Evaluation of pilot conducted by external consultant to ensure lessons learned / recommendations / different ways of working are implemented for year 3 (Q2-4)

• Method of data collection and validation designed and implemented as a result of the ongoing data strategy ‘Dynamism’ investment principal activity. (Q2-4)

**Targets**

• Ambition of 15 new volunteers recruited and in post dependent upon needs of CTY participants (Q2)

• Pilot the CTY offer with a minimum of 50 participants

• 15 community events/ activities/ workshops held in local venues (care homes, children's centres etc)

• Ambition of 50 loan packages (Q1-4)

• Continue engagement of CTY champions from professional health and social care organisations including LCC, Third Sector and commercial care companies. Maintain 10 existing and increase by 50%

**Success measures**

• 30% of participants referred from colleagues linked to care pathways such as LAC workers, social prescribers, Adult Learning Teams, doctor’s surgeries, The Virtual School, Charities etc. 60% express an intention to engage in further cultural opportunities and programmes.

• 80% of participants stated that 'Culture to You' had improved their wellbeing.

• 70% stated that they felt more connected to others.

• 85% of the volunteers feel that they are making a difference.

• 15 community events/ activities/ workshops held in local venues (care homes, children's centres etc)

• Ambition of 50 loan packages (Q1-4)

• Continue engagement of CTY champions from professional health and social care organisations including LCC, Third Sector and commercial care companies. Maintain 10 existing and increase by 50%

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

**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**

Assess the levels of understanding and experience of staff, volunteers, participants Creative Practitioners, stakeholders and governance groups of the principals co-creation (Co-production, Co-design, Co-delivery) and develop tailored training and development opportunities in response to this.

**Skills Development**

* Embed a formal and informal varied and flexible menu of training and development options focussed on co-creation for staff, volunteers, Board, working groups and Creative Practitioners to engage with. Digital and in-person. This will include films, e-learning, workshops, mentoring and shadowing and sharing sessions.
* Develop clear routes both formally (Governance) and informally (Participation) for our Community Connectors (CC) and Cultural Youth Forum (CYF) to contribute and help shape the vision for the service and activities within it. Continue to develop processes to ensure their emotional labour and time spent in consultation is reciprocated either financially or developmentally.
* Co-creation sharing including approaches and impact for a) workforce, including leadership and governance and creative practitioners b) stakeholders including participants, volunteers and partners

**People and Representation**

* Each strand of activity (Community Curators In Market Town Museums / Creative Expression In Libraries / Culture To You) will have its own working groups. Each project within the strands will also have a working group. The representatives will include stakeholders within the project. These groups will help develop, shape and action the activity, support its development and manage risk.
* NPO Project Board of LCC officers, Museum Development East Midland's, Creative Leicestershire, Community Connectors, Creative Practitioners, - guide and advise, manage risk, advocate and champion.
* The Cultural Youth Forum (CYF) and Community Connectors Group (CC)

**Planning**

* Co-production parameters framework to be developed in partnership with the Civic Office and agreed to support partnerships with participants / groups
* Vision and Creative and Cultural County-Cultural Plan, Audience Data Strategy

Relevant Corporate and Service Policies including renewal of the Museums Access Policy (renewal due 2025) Archives Access Policy (2023-28) Strategic Service Plan (2024-27) Leicestershire County Council Strategic Plan (and outcomes) 2022-26

**Tools and Monitoring**

* Creative Practitioner evaluation / feedback proforma
* Co-creation confidence measure review for relevant staff. Longitudinal impact survey-before and after development and training
* Programme reported, directed and developed on a quarterly basis by NPO Delivery Board. Outputs, achievements and financials monitored by LCC Oversight board.

**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**

Progress promoting and giving a platform to green champions. Plan and implement service wide opportunities to share environmentally friendly practices such as recycling ideas, shared resources, etc. Celebrate and share the impact of change, initially through inviting green champions to SLT and then with service wide updates. Support stakeholders to embed environmental concerns within their work.

**Skills and Development**

* Plan and implement service wide initiative to share environmentally friendly practices such as recycling ideas, shared resources, etc. Celebrate and share the impact of change. ER working group to decide approach
* Continue to work with our Environment and Sustainable Transport teams to create appropriate 'Green Toolkits' for staff, volunteers, participants and Creative Practitioners and to share good practice
* Action to Reduce Personal Carbon Footprint toolkits for workforce, participants and volunteers including awareness of existing schemes such as the LCC mileage payment for cycle usage scheme.

**People and Representation**

* Leicestershire County Council Environment and Sustainable Transport team, Net Zero Team, Climate Action group, Existing Heritage and Library Service 'Go Green Champions'
* Cultural Youth Forum (Make use of the CYF Environmental survey and associated projects)
* Museum Development. Julie's Bicycle. Environment and Transport Volunteers e.g (Love Food Hate Waste)

**Planning**

* Add ER to the SLT agenda to ensure regular discussion and visibility of ER issues by management team
* Leicestershire County Council Net Zero Strategy and Action Plan and Leicestershire County Council Environment Strategy 2018-2030
* Include SMART ER actions in the annual service plan, under corporate outcome "Clean and Green"

**Tools and Monitoring**

* LCC staff 'Go Green' environmental impact measures (travel, printing, accommodation/energy consumption and waste) reported quarterly to Departmental Management Team and monitored corporately
* Environmental impact measures of programme activity (e.g travel, use of recycled materials) reported to NPO Programme Board and LCC Oversight Group on a quarterly basis
* 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

**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**

Appoint a specialist consultant to assist in setting strategic top level success measures and to develop a framework/ladder of data components that will give expression to these measures.

Additionally assess the current position of the service in terms of the presence or absence of the required data components.

Produce a 3–5-year audience data development plan and identify achievable improvements to current data collection, analysis and reporting and develop data toolkit

**Skills and Development**

* Identify training, support and mentoring opportunities for members of the Community Connectors Group, NPO board and appropriate project working groups so the service is better equipped to make robust data informed decisions
* Support staff and volunteer teams to use personal insight and experience to inform audience gap analysis / non-visitor reporting methodologies
* Ensure staff at all levels understand their role in relation to our data processes and how the service will use data to demonstrate the impact of our activity and make decisions, to ensure a consistent and robust approach across all service areas.

**People and Representation**

* Members of the Community Connectors group will be supported and empowered to co-produce the data collection framework especially focussing on audiences with most challenges to data collection. They will support in setting top level strategic success measures to ensure they are relevant and representative of the aims of our communities
* Work with the Internal Business Intelligence team to maximise integration of existing systems and methodologies (E.G tableau, Mosaic, Assemble, Library Management System)
* Recruit, train and support a new team of volunteers to support face to face data gathering across sites and during activity delivery to maximise the potential for engagements with audiences

**Planning**

* Review and update service wide strategic success measures and embed the new data strategy within the Culture Leicestershire Strategy, Annual Service plan and all other key plans and policies.
* Information and Data Governance Policy Feb 22, Information and Data Access and Use Policy Feb 22. Information and Data Retention and Disposal Policy.
* Establish a 3-5 year audience data development plan to provide a roadmap for priorities and actions that embed the working processes and procedures needed to meet the requirements of the top level strategic success measures.

**Tools and Monitoring**

* Utilise the Data Strategy Group to monitor developments and improvements in data related activities and measure against the Data Development Plan once this is in place. Provide regular traffic light overviews of activity in relation to the Data Development Plan to the to Oversight Group and at appropriate intervals to the NPO board.
* Tools and resources

Work with the consultant to explore best fit. Make use of Year 1 Symposium Insight from all partners involved. Work with Digital Culture Network.

* Reporting

Quarterly reporting to all within Governance structure using Illuminate, Snap impact survey, Assemble and all new methods.

* 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

**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**

Continue to develop the awareness, skills and confidence of our teams, volunteers, creative practitioners and governance groups to ensure that our services are better able to support, advise, challenge and advocate for equality and diversity and embed these principles in our services and workplace culture. We will achieve this by understanding what skills we have already; where we need to be more confident and by connecting with people who can help us realise our ambition and help us to improve.

**Skills and Development**

* Establish a service-wide team to lead on Equality, Diversity and Inclusion and workshop our needs to create the Development Plan 2024-27 (Gap Analysis).
* Identify opportunities to empower Community Connector representatives and Cultural Youth Forum representatives to support their peers to contribute to shaping the EDI plan.
* Deliver a 'Diversity in Cultural Services Seminar' for staff, volunteers and stakeholders to reflect challenges, experiences and case studies from across the service.

**People and Representation**

* Community Connectors, Participants in co-created projects, volunteers, Cultural Youth Forum, Creative Practitioners, Working Groups.
* LCC Workers groups (LGBTQ+ network, Disabled Workers Group, Black, Asian and Multi ethnic network) and targeted representative organisations as identified in the Development Plan.
* A&C Workforce Board, Learning & Development and Communities Team. Corporate Equalities Board, Departmental Equalities Group.

**Planning**

* Leicestershire County Council Museums Access Policy 2021-25
* Relevant Corporate and Service Policies including Annual Service Plan, Museums Access Policy (renewal due 2025) Archives Access Policy (2023-28) Strategic Service Plan (2024-27) Leicestershire County Council Strategic Plan (and outcomes) 2022-26.
* The agreed ACE funded Culture Leicestershire programme of activity including the Queering The Collections programme, the development of the Culture Leicestershire Strategy and the Audience Data Strategy.

**Tools and Monitoring**

* Audience Data Strategy / Governance Groups.
* Staff APRs, personal information disclosure information, volunteer audits, cultural practitioner feedback and the Cultural Engagement Impact Survey.
* ACE Toolkits including; The Existing and Desired Communities tool; Community Baseline tool; and the Visioning tool.