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

**Leicestershire County Council**

1. **Culture Leicestershire**

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.

We will 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.

**Outputs, targets and success measures**

* **LCC oversight Team** by May 2023
* **NPO board** by June 2023
* **LCC Culture Strategy** will be developed through partnership working with a new Community Connectors Network, local HE and FE providers, The Creative Leicestershire Network, Leicestershire and Rutland Heritage Forum, representatives of relevant NPO’S and arts and cultural organisations. It will reflect our new approach to community engagement and co-creativity ensuring it is embedded in all that we do. It will support the regeneration of neighbourhoods, stimulate local economies, attract visitors and bring people together through culture. By April 2024
* Develop two bespoke co-production models. (a) to support representatives of local communities currently under-represented in LCC’s culture-based services to embrace a co-curation approach to community participation and (b) creative practitioners to access commissioning opportunities — including a tailored training package to better equip them to apply for freelance funded opportunities. By December 2023
* **Culture Leicestershire digital portal** which will 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.
* **Culture Leicestershire Digital Communications Strategy** May 2024.
* **Cultural Services Data Strategy** to better understand our audiences and tailor our service offer to their needs, both current and future. (By March 2024) 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 (By June 2023) and (b) launch bespoke evaluation impact tools. (By December 2024)
* **Culture Youth Forum** to specifically support our work with other young people, develop our collections and nurture the museum and library professionals of the future. Established by June 2023 and the first cross-county sharing events launched by December 2023.
* **A new Community Connectors Network** 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. Representatives from people who face the most inequality in terms of cultural access and representation. For Leicestershire this includes BAME communities, faith communities, LGBTQ+ people, people with low socio-economic status, those experiencing mental ill health, Children in Care, people with disabilities and those who are digitally and rurally excluded. It will help us to shape our targeted responses and guide the development of the service in terms of the changes that we need to make. It will support the rationale for innovation and risk-taking and embed the necessary new approaches which we will need to embrace. It will 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. Ongoing throughout and beyond the project. To begin April 2023.
* **Archive, Collections and Creative Learning Hub ambition.** Culture Leicestershire will be the umbrella under which LCC’s ambition to create this is met. Community co-design of the engagement spaces of new Culture Hub will be a key principle of its planned development. Engagement by May 2024

**2.Creative Expression in Libraries**

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

**Outputs**

* **Form the Creative Expressions in Libraries Programme Group** including both LCC staff and community members and key stakeholders.
* **10 free LCC- commissioned performances across our library network** by October 23. These will be the catalyst for longer-term activity programmes which are driven by local communities and independent creative practitioners who wish to use our venues for their own performances
* **Appoint a minimum of four 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.
* **'Unlock' our library venues with robust booking procedures**, assessment criteria, risk assessments and shared outcomes for cultural activities. By September 23 and ongoing throughout the programme
* **Explore the potential** of LCC library buildings to be **venues for creative practitioners'** activities including performance, workshops and rehearsal spaces.
* **A toolkit and internal information/skills development/mentoring programme** for other LCC libraries and library network to develop their own cultural activities programme relevant to their venue size, capacity and community.

**Targets and success measures**

* 40% of participants in the long-term activity programme are attending a cultural event in a library for the first time.
* 10% of event attendees will attend 70% of the long-term artist programme,
* 70% of attendees said it improved their wellbeing,
* 60% of attendees have a positive opinion about LCC libraries as cultural venues,
* 50% of attendees who are not current library members join the library and
* 70% stated that it made them feel more connected to their library.
* 100% of LCC Library Supervisors and Librarians and 30% of Library Service Assistants are upskilled to support and develop creative activities in their venues.

**3.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.

**Outputs**

* **Minimum of 3 co-created projects** (one each) across our 3 Market Town Museums (Melton Mowbray, Loughborough and Market Harborough) by March 2024.
* **One project in Independent Museums.**
* **Digital showcasing** of these projects, both in development and when completed.
* **Creative Practitioners** will be commissioned to facilitate these projects managed by Community Participation Workers
* **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**

* 30 new volunteers recruited and trained to support projects.
* 500 people (over two years) who have not previously engaged with local museums visit or engage with the end-product of the project.
* Five opportunities for creative practitioner commissions/ projects.
* Each of the projects will have a creative output and will be led by the participants and the creative practitioners.

**Success Measures:**

* 60% of 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**

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.

**Outputs**

* **A tailor-made offer of culture at home** (both physical and digital) based on an assessment of each participant's likes/interests/needs/requirements and a timeframe for their engagement.
* **Assessments** will be led by the individual themselves, families and friends, professional support workers and health and social care professionals as well as our own staff.
* The assessment will target use of the following cultural assets: original works of art; library books; reminiscence and memory boxes; 'Held in The Hand' and 'Touch Tables' resources; 'Culture bag' and Simply Sounds resources which will all be available for the participants to have in their own homes/spaces.
* **Pilot project** in year one and two in Oadby and Wigston (Levelling Up for Culture place).

**Targets**

* A minimum of 15 new volunteers recruited and trained.
* 25 independent participants in year one. 10 community hubs (care homes, children's centres etc) as partner venues.
* A minimum of 150 'loan packages' across 3 years (40 in year one).
* 10 champions created from professional health and social care organisations including LCC, Third Sector and commercial care companies.

**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. For temporarily housebound people 60% of participants want to access a further cultural service or engage with culture when they are able.
* 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.

**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**

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.

**Skills Development**

We commit to:

* Training 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.
* 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
* 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

**People and Representation**

We will develop:

* An LCC oversight team including representatives from the services of Finance, Legal, Communities, Communications and Policy and Chief Execs
* 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.
* Community Connectors Group - a group of community representatives to support, guide, advocate and benefit from our activities

**Planning**

We will use:

* 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

**Tools and Monitoring**

We plan to:

* Embed the co-curation variable into the participant impact surveys
* Develop a co-creation confidence measure and toolkit for all staff in C&W and relevant volunteers which will be measured in APR's
* 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**

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.

**Skills and Development**

* Nationally Certificated Carbon Literacy training for all relevant Communities and Wellbeing staff, commissioned creative practitioners and key programme volunteers
* Environment Awareness training for NPO Board and Community Connectors Network members
* Action to Reduce Personal Carbon Footprint toolkits for participants 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 teams
* 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

**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**

* LCC staff 'Go Green' environmental impact measures (travel, printing, accommodation/energy consumption and waste) reported quarterly to Departmental Management Team and monitored corporately
* Programme volunteer environmental impact measures (travel) reported to NPO Programme Board and LCC Steering 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**

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

**Skills and Development**

* 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
* 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
* 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.

**People and Representation**

* 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
* 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
* 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

**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**

* Explore the best process for data collection and analysis (including blending LCC internal business intelligence and external providers such as Price Waterhouse etc)
* 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.
* 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**

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.

**Skills and Development**

* 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.
* Source and deliver Governance and Representation training for those on our Delivery Board and amongst or Community Connectors
* Offer development opportunities for creative practitioners to build confidence in working with communities and targeted groups resulting in high quality cultural activity

**People and Representation**

* Our existing staff and volunteers, our network of community partners, community representatives including the elected members of the Council
* 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.
* A team of new employees and volunteers who will deliver the programme alongside existing staff, volunteers and creative practitioners

**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

**Tools and Monitoring**

* 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.
* 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.