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**‘Culture Leicestershire Audience Data Strategy’ development project**

**at Leicestershire County Council**

**Brief for Consultant**

**Commissioning organisation**: Culture Leicestershire

**Location**: Leicestershire - Various Leicestershire County Council (LCC) sites across the county

**Team:** Culture Leicestershire Team

**Submission deadline**: **26/4/2024**

# **Why we want to develop an audience data strategy**

***As a cultural service we want to clearly and confidently tell the story of who we are, what we do and how we improve and enrich the lives of all the many audiences we serve.***

**To help us do this we wish to appoint a consultant who can work with us to develop a data strategy and implementation plan that underpins this vision.**

# **Who we are**

Culture Leicestershire is Leicestershire County Council’s Libraries, Museums, Heritage, Collections, Archives, Learning and Participation Services. We have recently been awarded National Portfolio Organisation (NPO) status and funding from Arts Council England to support us to deliver the ‘Let’s Create’ strategy. For more information please visit:

[Arts Council National Portfolio Organisation Investment programme](https://www.artscouncil.org.uk/NationalPortfolio23)

[Culture Leicestershire](https://www.cultureleicestershire.co.uk/)

Culture Leicestershire includes, 16 County Council run libraries, 35 community run libraries, 3 market town museums, Bosworth Battlefield visitor centre, 1620s House and Gardens, a records and archives service, a large museums and archive collections resource, an in-school libraries and culture offer and a participation, outreach and inclusion service.

# **Who we are looking for**

We are now seeking to commission an experienced data consultant to help us develop our strategic goals for data collection and reporting. Following on from this the consultant will work with us to produce a consistent and coherent toolkit/suite of data processing approaches that works for all our diverse service areas. This will include the development of robust mechanisms to collect, analyse, report and act on insightful data. This commission will need to build on the data methodologies already in place to produce a two-year development and implementation plan (see the accompanying appendix that outlines our existing data collection approaches) to realise our data ambitions.

# **Aims for the Culture Leicestershire Audience Data Strategy**

**By the end of the two-year audience data plan and journey we want to:**

* Have a concise number of strategic success measures and a comprehensive data framework that underpins and informs this.
* Demonstrate our performance, value and efficiency to help us influence internal and external stakeholders, at individual activity and service level together with our collective impact as Culture Leicestershire.
* Be in the position to confidently utilise data to inform decisions to improve services, maintain quality and innovate.
* Support and empower our staff, stakeholders, community volunteers and NPO Board to make decisions based on data.
* Be in a better position to make informed connections with our users and non-users who may benefit from our work.
* Understand, measure and share the impact of our work on audiences that engage with our services and activities.
* Be able to describe our achievements of inclusivity and representation in regard to the services we offer and collections we hold.
* Measure and demonstrate our success at embedding collaborative working and co-creation in our approaches to service delivery.
* Align our data strategy with ongoing data collection/evaluation requirements from our NPO funder, Arts Council England, as well as meeting the requirements of Leicestershire County Council, our core funder.

# **What we want the consultant to do**

**Stage 1 – Development tasks**

* In consultation with key stakeholders develop the ***top-level descriptors and measures*** that reflect what we want to achieve as Culture Leicestershire, and which will clearly demonstrate our achievements and areas for future development.
* Agree the broad component datasets and elements (see stage 2 re framework) the service needs to utilise to collectively demonstrate our delivery against the above identified measures.
* In reference to the above, the consultant, utilising baseline data, will assess our current position including strengths, weaknesses and significant gaps and make achievable recommendations for improvements.
* Identify and agree realistic short-term outcomes (that can be accomplished within the financial year 24-25) that will further our ability to meet the above identified success measures.
* Produce a ***two-year development and implementation plan*** which will embed the agreed data approaches including resource implications, training needed, expertise required and realistic timescales. The development plan should be comprehensible to all levels of staff within the organisation and our stakeholders.

**Stage 2 – Implementation tasks**

* From the ***two-year development and implementation plan*** (see stage 1 tasks) produce a detailed data framework that demonstrates how each data activity feeds into the achievement of the agreed top level data goals and success measures
* With Culture Leicestershire staff, identify barriers to data collection and analysis and identify solutions/mitigations where possible
* Produce a ***cross-service data capture and processing toolkit*** including guidelines relevant to Culture Leicestershire and achievable within existing resources.
* Provide advice and assistance on a technical and practical level on how to effectively implement the above toolkit for the full range of data cycle activities i.e. collection, analysis and reporting plus mechanisms to track impact of service improvements.
* Integrate proposed new methodologies with existing evaluation and data submissions processes used by the service, including external funders, professional sector accreditation schemes, legal requirements and internal corporate reporting to ensure a seamless framework of data approaches.
* Work with Culture Leicestershire teams to identify and deliver, where appropriate, training for:
	+ Key service staff (i.e. train the trainer model of staff rollout)
	+ Governance Board and Community Connectors panel (to interrogate data insights)
* Identify any external data sets such as Census data, map data, demographic information/analysis or audience profiling that could integrate into our data toolkit. Supported by Culture Leicestershire staff, review relevant data sources within LCC e.g. public health data. In addition, identify other useful external resources (e.g. Digital Cultural Network).
* Identify benchmarking and sharing opportunities to provide appropriate comparisons with other similar cultural organisations, especially within the local government sector e.g. level of activity as a relationship to public investment and potential audience size.

**Additional considerations**

* The data/evaluation toolkit and approaches should recognise current service capacity and dependencies.
* The data/evaluation toolkit should be differentiated according to the needs of each service area, but have a coherent and consistent reporting structure for Culture Leicestershire as a whole.

# **Skills and Experience needed**

The successful applicant will have a deep understanding of how data can be used and harnessed in the context of cultural organisations. You must have a strong current awareness of the sector. You must be able to translate this knowledge into developing effective working tools and practices that can be used by our services to build a data-led approach. You must be able to communicate your technical knowledge and expertise to a range of audiences. An understanding of local government environments would be an advantage. In addition:

* You should be excellent at building productive relationships with key stakeholders ranging from local communities to councillors.
* You should have good analytical skills in assessing processes and a pragmatic approach to solving logistical issues and other constraints.
* You should possess a good range of technical digital skills in terms of current relevant database and reporting software solutions and how these may be implemented/adapted for the purposes of this project.
* You should demonstrate sound knowledge of Data Protection regulations.
* You must be able to produce clear recommendations that are actionable and measurable.
* You must be able to present practical information that is well structured and that is comprehensible to a variety of stakeholders.

**Project timescales and approaches to commissioning**

It is anticipated that Stage 1 of the project will commence in May 2024 and be completed by end of August 2024 (i.e. 3-4 months duration). Stage 2 duration will be open to negotiation but anticipated to be in the order of 9 months. Payment will be staged by negotiation over the lifetime of the project by milestone or other agreed arrangement. ***Please note that the awarding of the stage 2 work will be conditional upon the successful delivery of stage 1 of the project***.

# **Submission Information**

The applicant should provide a submission that includes the following information:

* Any skills or experience (see above requirements) that demonstrates suitability for this project, including links to any relevant previous work
* A proposal for a programme for the work
* An outline of envisaged work staging and stage duration for both stage1 and stage 2 of the project
* A broad estimate of the extent of the consultancy hours/weeks that you will devote to the project
* A breakdown of how you would use the budget (see budget section below)
* Details of any professional insurance and liability to deliver the proposed project
* Details of previous clients/partners who we may contact as referees
* Any envisaged subcontracting
* **Environmental Responsibility -** We are committed to the Arts Council England’s Investment Principal of Environmental Responsibility and aim to put this at the centre of how we work, where we work and who we work with. You should tell us how you would consider this in your work.

**Support**

 Culture Leicestershire will provide you with a key contact for the duration of this commission. The key contact will provide support, direction, advice and introductions to relevant internal staff, volunteers and audience participants and will assist in managing these interactions. They will be your main contact point. Support will also be available through existing Data Strategy Working Group composed of staff representatives from across our service areas. The nominated officer will support liaison with relevant LCC staff and others beyond Culture Leicestershire and will manage the contract for the project. Support will also be provided regarding payment processes and any logistical or communication issues with LCC.

# **Submission Process**

A team of internal stakeholders will review all submissions against the criteria detailed above.

Submissions should be emailed to:

[Culture@leics.gov.uk](file:///C%3A%5CUsers%5Cbkennedy%5CDesktop%5CNPO%20programme%5CData%20Strategy%5CCulture%40leics.gov.uk)

Please insert **‘Data Strategy Consultant application submission’** into the email subject line and attach your formal submission as a word document or pdf.

Applicants that have been shortlisted will be invited to an informal interview.

Unsuccessful applicants will receive feedback and details will be kept on file (with permission) for future projects.

# **Application Timescales**

Deadline for submission: **26/04/2024**

Interviews will provisionally take place the week beginning **6/05/2024**

# **Budget**

The fee available is up to £15,000 (provisional estimate is £5,000 for stage 1 and £10,000 for stage 2). This should cover all of your time and costs including research, planning, delivery, materials and any additional costs.

Your submission will show a breakdown of costs and clearly demonstrate how the budget will be spent. For example:

* Allocated consultancy hours/weeks
* A broad but realistic allocation for covering resources directly associated with the delivery of the project
* Additional costs- these may include your transportation, administrative costs, technical services and accommodation.

# **Terms and conditions**

• You must abide by Leicestershire County Council’s data protection and GDPR requirements.

• Leicestershire County Council is committed to ensuring that its services, policies and practices are free from discrimination and prejudice and that they meet the needs of all sections of the community. All provision is expected to be in accordance with this principle.

• As a consultant you agree to grant full copyright license and ownership to Leicestershire County Council to use any resources (e.g toolkit) or output generated in the delivery of the project, in any manner they deem appropriate and in perpetuity.

# **Further Information**

**National Portfolio Organisation** - A core part of our NPO programme is the development of a Cultural Strategy that encompasses all our services and defines our relationship with the wider Leicestershire arts, cultural, heritage and creative (industries) sectors. The Cultural Strategy will assert our commitment to all those who use and contribute to our Service. Specifically, the Cultural Strategy will lay out how we intend to extend impactful cultural opportunities to our communities; how we will ensure our work and resources are truly inclusive and representative; and how we will work in a co-productive manner to ensure the aims and voices of our local residents have expression and value.

**Service structure** – Please refer to the ***accompanying PDF*** document that provides a broad outline of our service structure.

**Existing data collection –** Please see the ***accompanying appendix*** that outlines our existing data sets and approaches.

**Business Intelligence Unit** – Leicestershire County Council employs an internal Business Intelligence unit that co-ordinates Council data collection and reporting including a wide ranging suite of data sets and insights accessible via Tableau reports

**For informal enquiries, please contact:**

Brian Kennedy, Audience Development Manager

brian.kennedy@leics.gov.uk

0780 334 0557 available during my working hours 9am – 5pm, Mon-Weds (midday on Weds)