

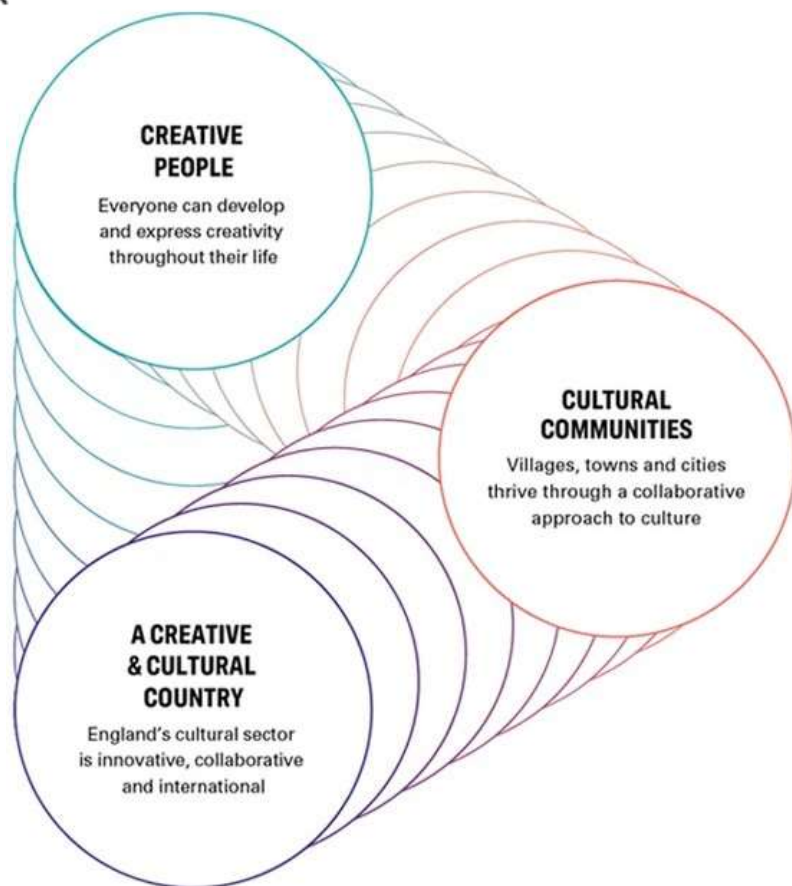
Investment Principle: Dynamism

Audience Data Strategy

To create space to spark imagination, celebrate communities
and enhance wellbeing

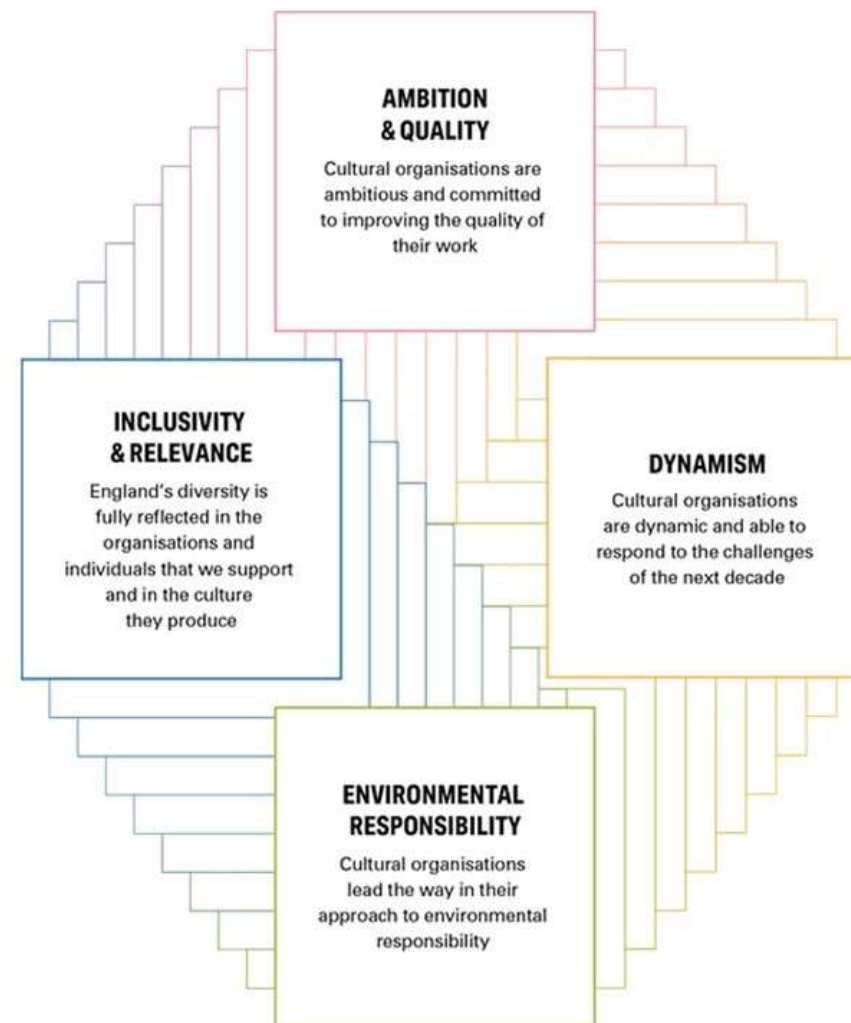


THE OUTCOMES



National Portfolio Organisation:

OUR INVESTMENT PRINCIPLES



Dynamism:

Cultural organisations and individuals are dynamic and able to respond to the challenges and opportunities of the next decade.

www.youtube.com/watch?v=OHiS3IF5KTs

Our 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.

Stage 1 – Strategy & Development

- Develop the ***top-level descriptors and measures*** that reflect what we want to achieve as Culture Leicestershire.
- Agree a broad data framework.
- Assess our current position including strengths, weaknesses and significant gaps.
- Produce a **Strategy & implementation plan** including implications for resources and training.

Stage 2 – Implementation

- Identify and develop the detailed activities that will underpin the ***implementation plan***
- Produce a ***cross-service data capture and processing toolkit***.
- Utilise consultants to advise and assist on a technical and practical level.
- Integrate with existing evaluation and data collection processes.
- Deliver training for key service staff.
- Identify any external useful external data sets.
- Identify benchmarking opportunities and networking partnerships.

Additional considerations

- Recognise current service capacity.
- Differentiate according to the needs of each service area,

Consultants: Flying Geese

Bigger players

- The Forest of Dean District Council
- Harlow Council
- Buckinghamshire County Council
- The New Forest
- Portsmouth City Council Library Service
- East Devon Council
- Gloucester City Council
- Richmond Arts Service

Museums

- Milton Keynes Museum
- Museum of Gloucester
- Museum of Oxford
- West Midlands Police Museum
- Andrew Logan Museum of Sculpture
- Discover Decrypt

Arts organisations

- Animikii
- Of Earth and Sky
- Bristol Zoo Gardens
- Visit Gloucester
- Tobacco Factory Theatres
- Bath Theatre Royal
- Bristol Old Vic Theatre School
- Gloucester History Festival
- Jasmin Vardimon Company
- National Dance Company Wales
- Moving Memory
- Junction Arts
- Plymouth Theatre Royal
- York Theatre Royal
- Sinfonia Viva
- Skinstone Arts
- Stuff and Nonsense

Consortium / Culture trust / LCEP organisations

- Gloucester Culture Trust
- Harlow Creates
- Hampshire Culture Trust
- Creative Playground

National Heritage

- Clifton Suspension Bridge Trust
- John Wesley's New Room
- Canalside Heritage Centre
- Gawthorpe Textiles Collection
- Chatsworth House
- Gloucester History Festival
- Gloucestershire Archives
- Hampshire Culture Trust
- The Conan Doyle Collection, Portsmouth Library Services
- St. Andrew's Deopham



About Beckie

Beckie is a nationally connected, senior strategic arts consultant, experienced in leading organisations through big-impact change, and passionate about bringing cultural organisations closer to their audiences. She specialises in working with organisations where income is tight and targets can be tough, but where relationship-building with audiences and communities provides genuine excitement.

Beckie offers in-depth evaluation and consultancy and offers strategic recommendations for organisational change. Her strategic, big-picture, visionary approach enables her to evaluate the outcomes and legacy of a project against its overarching aims. Her logical, step-by-step approach, breaks down larger projects into individual milestones, allowing scrutiny and assessment to be woven in, in more detail.

Beckie takes a lead on most of our contracts where data maturity is the spine of our work and is a recognised consultant to work with the Data Orchard Data Maturity Assessment and Framework. Beckie is a long standing trainer for the arts and culture sector, delivering many sessions on data maturity for the Arts Marketing Association and other sector support organisations. Beckie was the lead consultant in the Theatre Royal Bath project and Harlow Creates projects. She also led the community research and evaluation of the impact of the first ever Chesterfield Children's Festival.

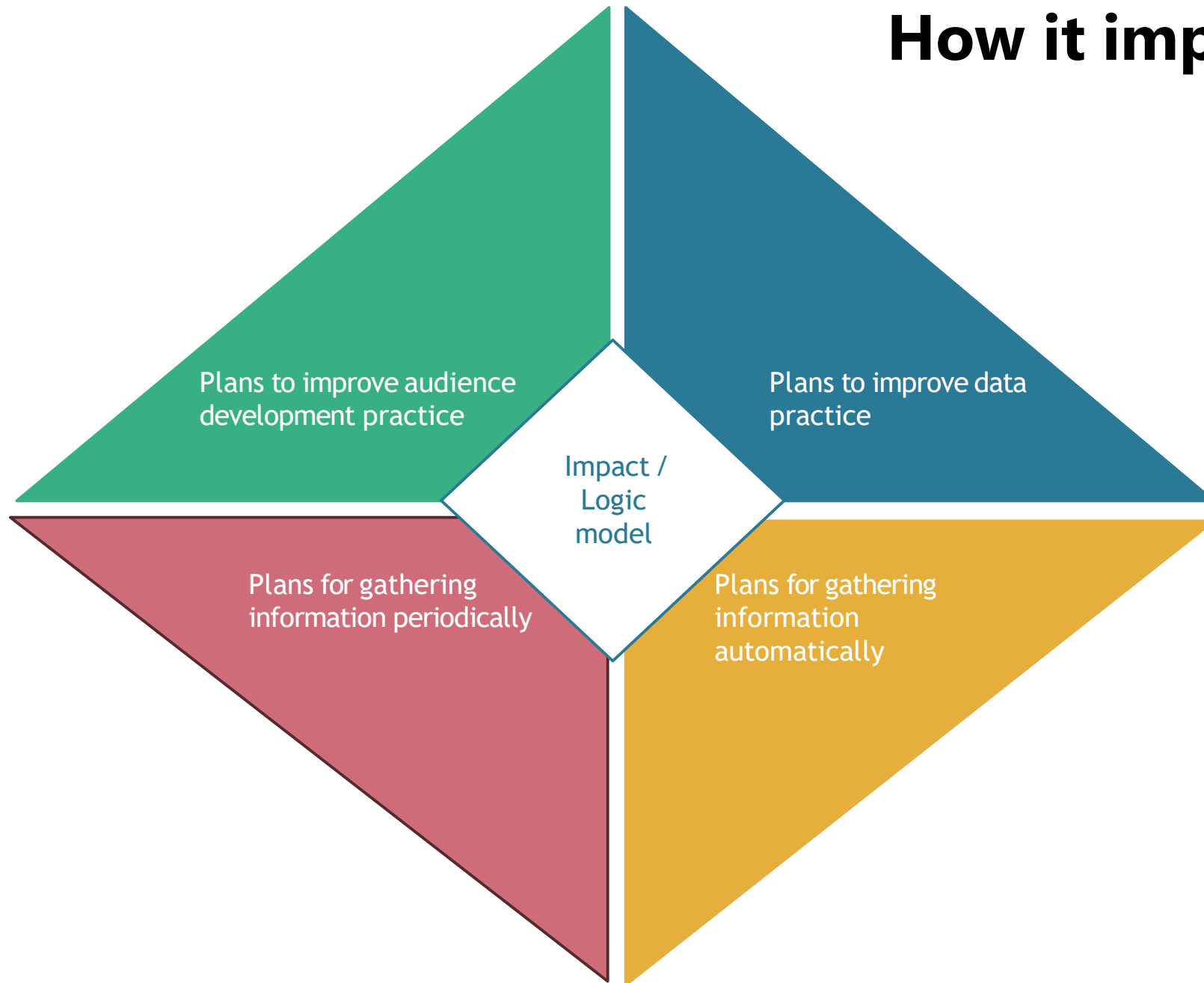
Charity organisations

- Arts 4 Dementia
- Bristol School of Acting
- Family Holiday Charity
- Jasmin Vardimon Company
- National Dance Company Wales

www.flyinggeese.co.uk

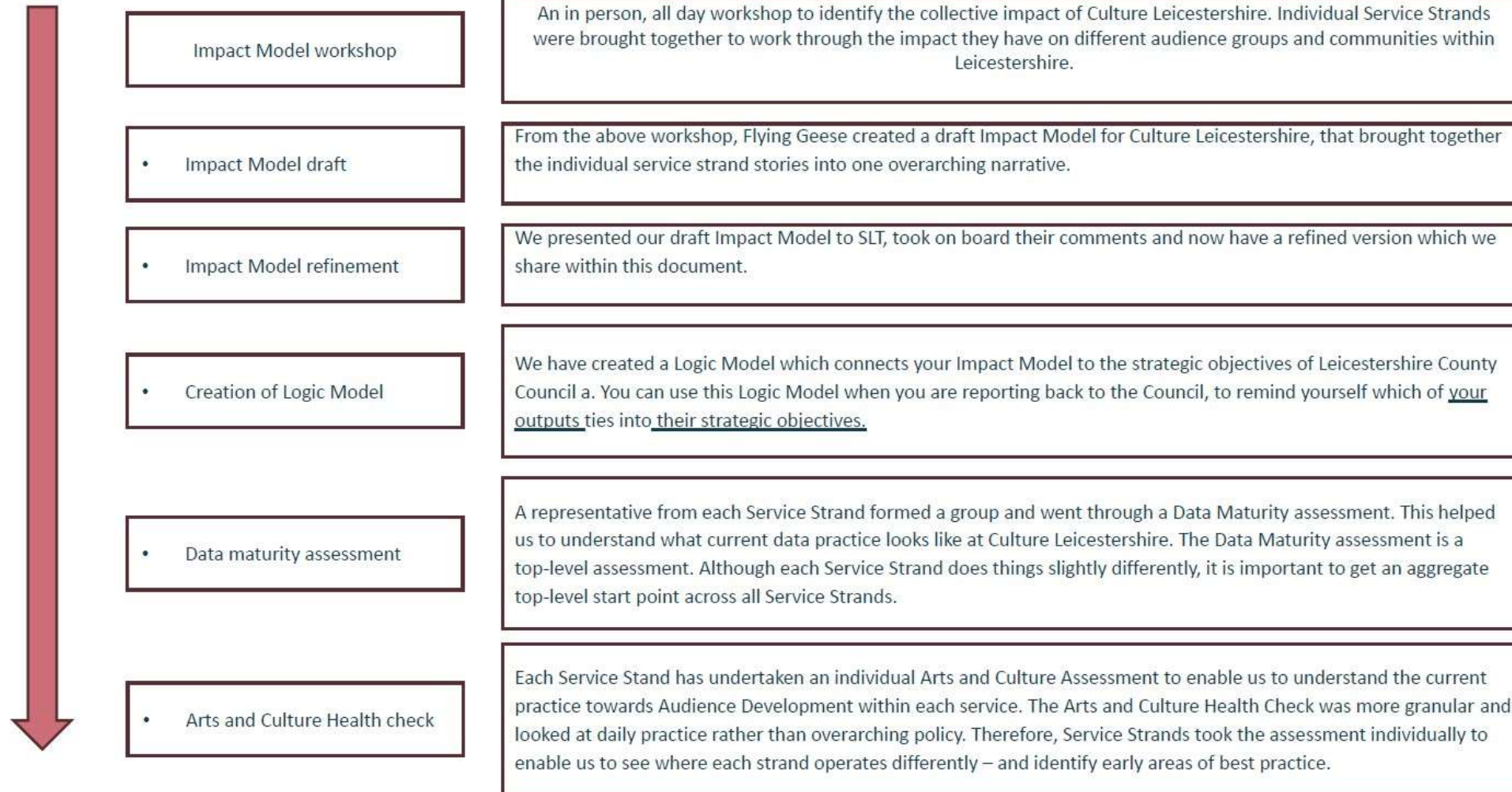


How it impacts our service:



Outputs so far:

Outputs



Our Impact Model:

Impact Model

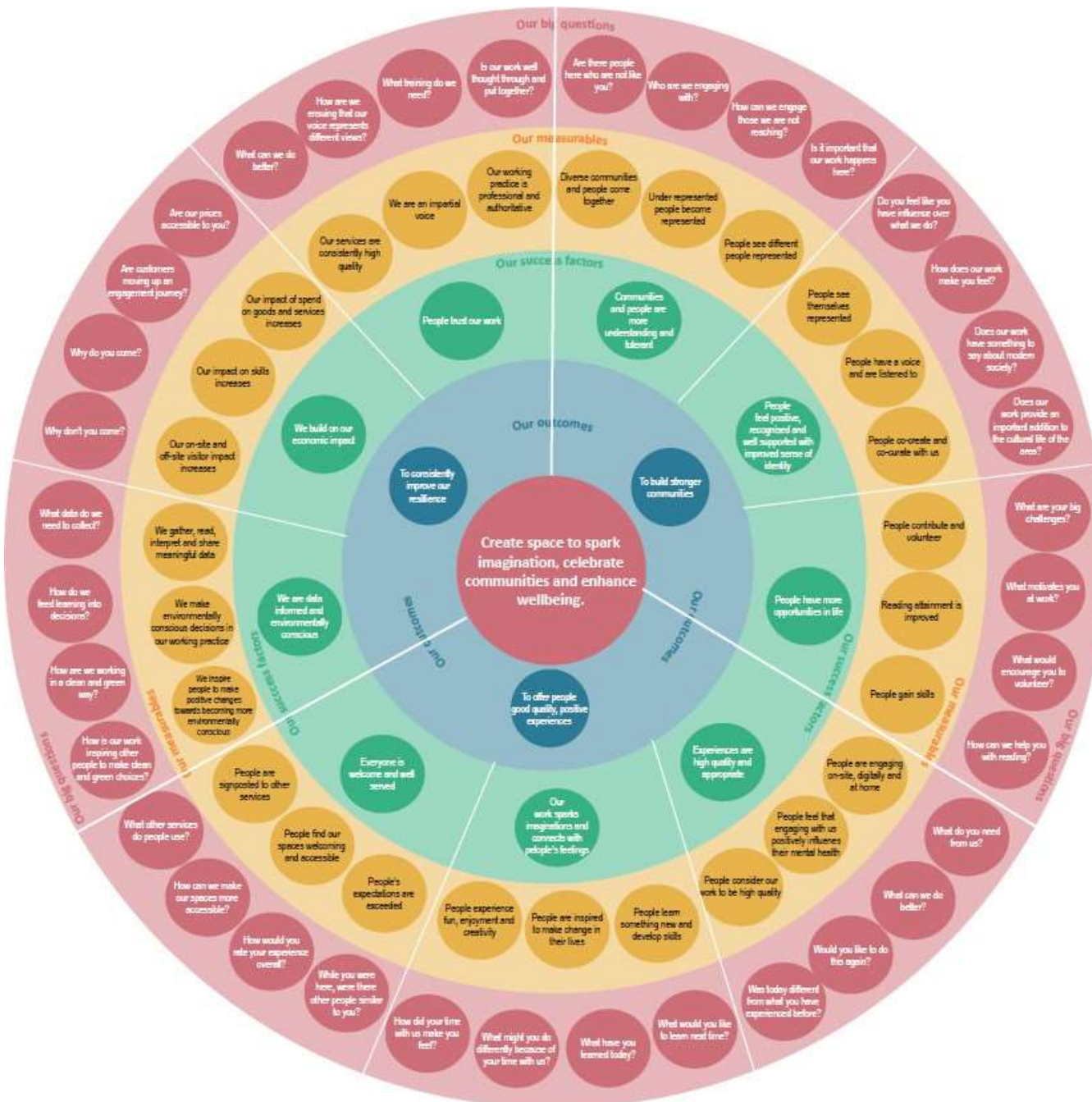
Our Impact Model demonstrates our vision, outcomes, success factors and our measurables.

It also details the big questions that we need to ask in order to ensure we remain relevant to, reflective of and accessible to our audiences and communities.

Individual Service Strands are likely to be more aligned to some elements of the Impact Model than others. That's ok and expected.

This Impact Model aims to celebrate our collective success and impact

This model is a celebration of the impact that we have on our world around us, the people and communities that we serve and the sector that we work within.



Our Logic Model:

Our vision: To create space to spark imagination, celebrate communities and enhance wellbeing				
CL Outcomes	CL measurables	Success Factors / Impact	Aligned LCC strategic Outcomes (measurables)	Aligned LCC Strategic Objectives
To build stronger communities	Diverse communities and people come together	Communities and people are more understanding and tolerant	Diversity is celebrated and people feel welcome and included	Great communities
	Under represented people become represented			
	People see different people represented			
	People see themselves represented	People feel positive, recognised and well supported with improved sense of identity	People participate in service design and delivery	
	People have a voice and are listened to			
	People co-create and co-curate with us			
	People contribute and volunteer	People have more opportunities in life	Everybody has access to a good education	Improved opportunities
	Reading attainment is improved		Families are self sufficient and able to be resilient	
	People gain skills			
CL Outcomes	CL measurables	Success Factors / Impact	Aligned LCC strategic Outcomes (measurables)	Aligned LCC Strategic Objectives
To offer people good quality, positive experiences	People are engaging on-site, digitally and at home	Experiences are high quality and appropriate	There is close alignment between skill, supply and demand	Strong economy, transport and infrastructure
	People feel that engaging with us positively influences their mental health		People enjoy long lives in good health	Safe and well
	People consider our work to be high quality		Cultural and historical heritage are enjoyed and conserved	Great communities
	People experience fun, enjoyment and creativity	Our work sparks imaginations and connects with people's feelings	Families are self sufficient and enabled to be resilient	Improved opportunities
	People are inspired to make change in their lives		Young people and adults are able to aim high and reach their full potential	
	People learn something new and develop skills		Everyone is welcome and well served	Carers and people with care needs are supported to live active, independent and fulfilling lives
	People are signposted to other services	People are safe in their daily lives		
	People find our spaces welcoming and accessible	People enjoy long lives in good health		
	People's expectations are exceeded			
CL Outcomes	CL measurables	Success Factors / Impact	Aligned LCC strategic Outcomes (measurables)	Aligned LCC Strategic Objectives
To consistently improve our resilience	We inspire people to make positive changes towards becoming more environmentally conscious	We are data informed and environmentally conscious	People act now to tackle climate change	Clean and Green
	We make environmentally conscious decisions in our working practice		People act now to tackle climate change / Resources and used in an environmentally sustainable way	
	We gather, read, interpret and share meaningful data		Leicestershire has the infrastructure for strong economic growth	
	Our on-site and off-site visitor impact increases	We build on our economic impact	Economic growth delivers increased prosperity for all	
	Our impact on skills increases			
	Our impact of spend on goods and services increases			
	Our working practice is professional and authoritative	People trust our work	Leicestershire is an attractive place where businesses invest and flourish	
	We are an impartial voice			
	Our serices are consistently high quality			

Next Steps

Data Mapping

Sept

An in person, all day workshop where Service Strands will work in their teams to identify the different data sets that you might have already, that align with the measurables (on the Impact Model). For example, the measurable of “Visitor numbers increase”, a likely data set would be “Box office data / Library borrowing data”.

One to ones with each service strand

Oct

These online sessions enable us to dig deep into how each service strand operates. We will take the data mapping workshop as a start point, and then better understand how you gather each bit of data, how often, what you do with it once it is collected, any challenges you face, or other things you think we need to know.

Critical analysis of where we are now

Nov

A critical analysis report of “The lay of the land to date.” It brings together learning and insight from the assessments (taken already) and existing data sets. It will also identify where data is missing. This will be a positive report that celebrates how strong your existing Audience Data foundations already are. Any progress made owing to the Audience Data Strategy will demonstrate growth against this (benchmark) critical analysis report.

Recommendations

Nov

From the critical analysis report, we will generate a series of initial recommendations that will start to steer the future Audience Data Strategy.

Strengths and Challenges survey

Dec

We encourage team members to complete a strengths and challenges survey. Understanding where your team strengths are will enable us to build an Audience Data Strategy that is well aligned to your strengths. (We don’t need to take the hard route, if we don’t have to!). It will also ensure that we build a strategy that supports any challenges that you currently face, either through training or by using different approaches completely. It will help Flying Geese understand the nuances of each Service Strand and how different you are – but it will also enable us to see where there are cross over points that we can play with.

Shaping the Strategy

Jan

We start shaping your Audience Data Strategy in January. We do this collaboratively to ensure you feed into it.

Takeaways:

- Culture Leicestershire will have a Data Audience Strategy which will help us achieve our vision for the service.
- Everyone will contribute to a more coherent and evidence-based programme.
- More consistent data approach across all our teams as we embrace our Culture Leicestershire service model.
- Help to demonstrate our impact to all our stakeholders.
- We need your help and we are committed to making our data work harder for us and recognise we are at the start of this journey.