

Providing less: Supporting more

Our vision and strategy for communities
 & wellbeing 2016 – 2020



Introduction:



Mr Richard Blunt, County Councillor
Cabinet member for heritage, leisure and arts

Our heritage, libraries and leisure services provide a rich mix of opportunities for individuals, groups and communities to come together to share experiences and learn from each other, using a range of cultural resources for inspiration. This engagement with our culture and heritage services fundamentally enhances people's quality of life.

The County Council recognises the value in enabling children to develop an interest in reading and access educational resources, in bringing older people together to find out more about how to use technology, in enabling local people and visitors to discover the unique history and heritage of Leicestershire and its people, and in helping people feel more confident about lifelong learning in informal and supportive environments. We are encouraging local communities to become more involved in their local libraries and museums, and to shape the community in which they live.

However, our services work in a very competitive and challenging environment, where people are presented with ever wider choices as to how they can spend their leisure time. For example, the internet makes it easy for anyone with the skill and technology to download a book, listen to music or find out information on anything they choose.

All councils now have less money to invest in services and this means that we need to think in different ways about how to deliver or enable access to them.

Currently our services cost £5.7 million per year to operate. However, by 2018 funding will reduce by over 30% to approximately £3.9 million. This will mean that £1.9 million of savings will need to be found. One thing is clear, we can no longer provide the services in the same way that we have been used to.

This will mean that we will provide less services directly but support communities more in how they can use the collections and resources that we hold to greater effect in their communities.

This is why, at this time, we need to have a new strategy for the service. The strategy will be the foundation upon which we reshape our services and ensure that people are supported in working with us to create new cultural and learning opportunities for the future.

This is our plan for 2016-2020. It sets out how we will:

- Build on work with local libraries in supporting communities to manage and make use of the resources and collections that are held by the council.
- Use our resources to strengthen communities and make them more resilient and self-supporting.
- Work with partners to enhance and improve health and social care, economic development, learning and skills.
- Reshape our learning, heritage and cultural services.
- Manage our finances effectively.

Our vision for communities & wellbeing services in Leicestershire



Jon Wilson
Director, Adults and Communities

The communities and wellbeing service is an important part of Leicestershire's leisure and cultural offer. Our services attract over one million visits which are universal and open to all, and attract 5,000 learners each year to our adult learning services. This includes an important contribution in bringing people to the county to visit its attractions, many of which have a heritage focus and therefore support the local economy.

We bring communities together to share in cultural activities, connect through learning, understand local cultures and heritage, and inspire individuals and groups across the county to achieve their potential.

Our libraries, archive, museums, collections, creative industries and learning resources are part of the glue that binds communities together and contributes to making them stronger. They enable people to find out about themselves and where they have come from, explore different worlds through inspirational writing and to build confidence through learning. Above all, they bring people together to share experience, be it through a book group, an exhibition, an event, or through a learning classroom. Our services are vital in terms of enabling people of all ages to be connected, engaged, stay well and therefore live independently for longer.

Libraries, heritage and learning services have always reflected the wider society in which they exist, being shaped by, and in turn helping to shape their communities. As such, they evolve to reflect the economic, social, technological and cultural changes which take place within the wider environment.

Our services are no different; they are changing as the world around them changes. Our focus in the future will be on supporting communities to support themselves, by enabling them to design and develop their own creative activity using the resources that the county council holds; from its collections of books in community managed libraries to working with a range of partners to protect and preserve our heritage, to direct provision of learning in the community and enabling creative industries to develop and grow.

Working together with communities, local councils, businesses and other partners, we will shape our services to target those most in need, particularly children, families and older people. Our partners will include cultural, health, tourism, social care and learning providers. Most importantly we will seek to strengthen our relationship with local communities so that they play a central role in shaping and providing services in the future.

We inspire individuals and groups across the county to achieve their potential.

Our focus in the future will be on supporting communities to support themselves

Our service plays an important role in enabling communities to develop their skills in accessing an increasingly wide range of online services. We will make it easier for people to use our services online, through promotion of downloadable books and magazines and making more of our collections information available online, so that these resources can be available at a time and place that is convenient to our users. We will work collaboratively with partners to ensure that communities are equipped with the necessary digital skills in order to enable them to engage with a wide range of services online.

We will continue to protect and preserve our local heritage by caring for the resources and collections that provide the core of our services: our archives, museum and heritage collections and our book stock, and make these available in a flexible and responsive manner. We will reshape the professional workforce so that it is best placed to manage these resources and enable local communities to connect with them.

We will continue to recognise and promote the contribution that our services make to the local economy by providing support for skills and learning, and by supporting activities and events that attract tourism to our county.

We will continue to support communities to manage their own venues and services by offering appropriate training and professional support to the volunteer workforce.

We will continue to support a network of venues that showcase our resources, but we will review the scale of the network and seek to make the most effective use of modern technology to provide best value for money. Where viable, we will seek opportunities to co-locate services with other partners, and possibly reduce the network by closing some venues.

We will ensure that our adult learning provision is aligned so that it contributes effectively to supporting people to develop new skills and find jobs.

We will work in partnership to support the local economy by helping emerging and established creative industries to grow and prosper.

We will ensure that our services provide value for money and manage our finances effectively. This means that we will have to identify new ways of generating income, including charging for some services, alongside being more efficient in the use of our resources within the budget that we have available.

This means that we may have to reduce or cease some of our services in order for us fulfil the ambition of this strategy.

We will continue to support communities to manage their own venues and services by offering appropriate training and support to the volunteer workforce.

OUR MISSION

To build independent and resilient communities across Leicestershire through access to culture and learning

Key design principles

Our future model for services will work to a set of principles which puts the user of services and local communities at the centre of what we do.

These principles are:

The right person/The right community – we will support communities to develop universal services whilst targeting specific services to those who we have identified as having need or benefit of them.

The right time – services will be available at times and in ways which support their continued usage and patronage. For example through venues being open at key times, 24 hour online service offers, a published mobile library service schedule, events and classes at various days/times during the week.

The right place – services can be accessed at an appropriate and cost effective location. This might be remotely via our online service offer, in our venues, or in our partners' premises, through our mobile vehicles or other local community spaces. We will recognise the different communities we support be they geographical, demographic or spiritual and seek to address the needs of individuals and communities within our service offer.

The right support – people and communities will be provided with the right support to access services and are supported to develop the capacity to deliver services for themselves and others. This support will be provided by the right people with the right skills including volunteers, paid staff, commissioned support (specific and time limited) or via online resources. The support provided will focus on enabling individuals and communities to become more resilient, to enhance economic opportunities and to prevent and reduce health and care need.

The right partners – we will work in partnership with other organisations including district and borough councils, public health, learning partners, community managed libraries, other community organisations, independent heritage providers and creative industries, to identify the services that could benefit specific groups and communities and to deliver these in a joined up and cost effective way.



Our Strategic Approach

Our strategic approach is to develop and enable leisure, heritage, learning and creative services through a mix of supporting communities to design and create activity that is relevant to their local area and through access to clearly defined activity.

In addition, we will contribute to the council's key strategies relating to children and families, adult social care, health, economic development, digital access, tourism and skills by working in partnership with other organisations and local communities. We will aim to develop targeted programmes of activity that assist them in achieving their goals and which either are commissioned by them or co-funded.

Enabling and supporting communities

We will transform our service so that it is more clearly focused on supporting communities to support themselves in designing and delivering creative and learning activities. We will do this by building on the work to support communities to manage their local libraries, independent museums and developing creative industries to help provide appropriate venues, locations and opportunities for communities to come together, share experience, and access resources. In this way we will promote the creation of resilient and self-sufficient communities through creative cultural and heritage activity and shared development of future services.

Access to services

We will continue to support the provision of a range of services and expertise with a focus on the promotion and sharing of reading and literacy, access to collections and archives, learning programmes, access to IT and information resources. By doing this people will be able to access resources to improve the quality of their lives, stimulate creative thought, and make connections with each other and their local community. This will be through:

- The Leicestershire, Leicester and Rutland Record Office;
- Leicestershire Adult Learning Service;
- A library network based around a revised number of county funded libraries, community managed libraries, prison library services, a mobile library service, and an online service;
- A museum/heritage service which would support access to the county council's museum collections through facilities operated by the council, for example Bosworth Battlefield, or in partnership with others, for example Harborough Museum, or through loans to other accredited museums;

- An Educational Resource Service (Creative Learning Services) targeting schools on a subscription basis;
- Creative Leicestershire supporting the creative industries sector;
- A greater defined volunteer offer.

The provision of these services may be through direct delivery by the council or through partnerships with other organisations. Whilst the council is committed to ensuring services are accessible to local communities, the existing network of amenities is still large and not affordable within the available budget. We will need to further review the number of venues from which we operate our services and seek to reshape, relocate, share or close some venues.

Targeted Services

We will continue to work with our partners to develop a programme of services and opportunities for specific groups and communities who may be at risk and need higher levels of support both now and in the future. This will focus on supporting individuals and communities to improve their health and wellbeing, achieve their aspirations and become more resilient and in this way prevent and reduce the need to access other key services in the future.

These targeted services may be time limited and the groups targeted and/or the opportunities and services offered may change over time. They will also be linked to specific national or local strategies or agendas and will identify the outcomes they are expected to achieve.

Working in this way may enable bids to be made for alternative funding, partner funding contributions to be sought, individuals to be asked to contribute toward the costs of services or for resources to be combined with other organisations. Without this additional necessary funding it will not be possible to provide these services and we may have to take decisions as to whether some of our existing service provision can continue.

How we plan to achieve our vision

Enabling and supporting communities

How it works now:

- Local communities have support for creative industries and independent museums
- Work is underway to enable local communities to manage their local library
- Communities are used to direct service provision

In four years' time:

- Communities will be empowered to design and create their own cultural activity
- Communities will play a partnership role in developing cultural, creative and information services and activity with the council: co-designed, co-delivered

We will:

- Reshape the service to improve support to communities in order for them to support themselves
- Enable future services to be co-designed and co-developed with local communities and stakeholders



“For our community to take it over is a magnificent opportunity to make the library Barrow’s hub.”

Access to services

How it works now:

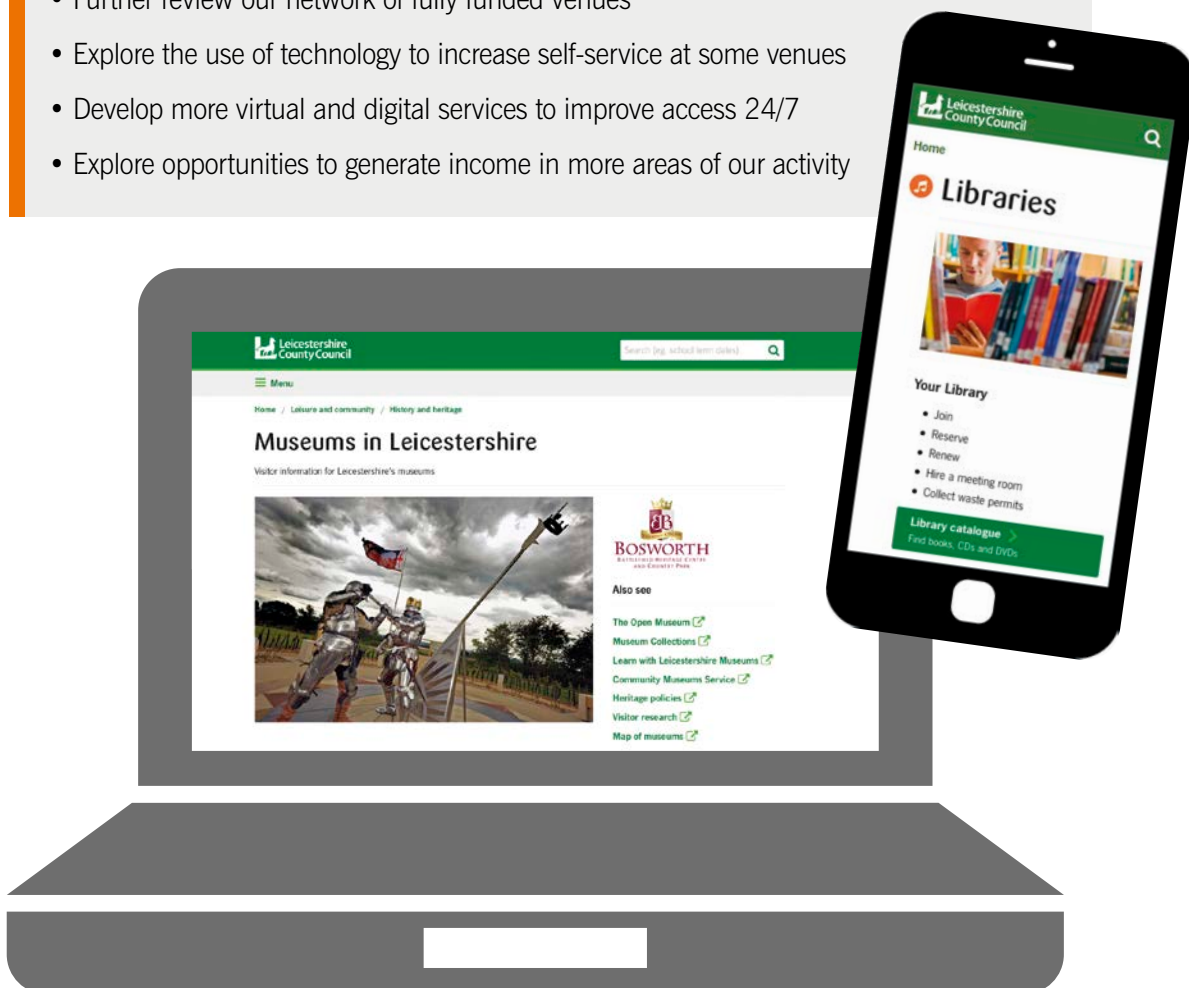
- We have a large network of venues
- People rely on services to be provided for them
- Most services are provided physically and are reliant on staff to maintain opening hours

In four years' time:

- Technology will be used more flexibly to improve access
- More services will be available digitally and online, and people will be helped to access them
- Local communities will manage, sustain and control smaller venues

We will:

- Further review our network of fully funded venues
- Explore the use of technology to increase self-service at some venues
- Develop more virtual and digital services to improve access 24/7
- Explore opportunities to generate income in more areas of our activity



Targeted Services

How it works now:

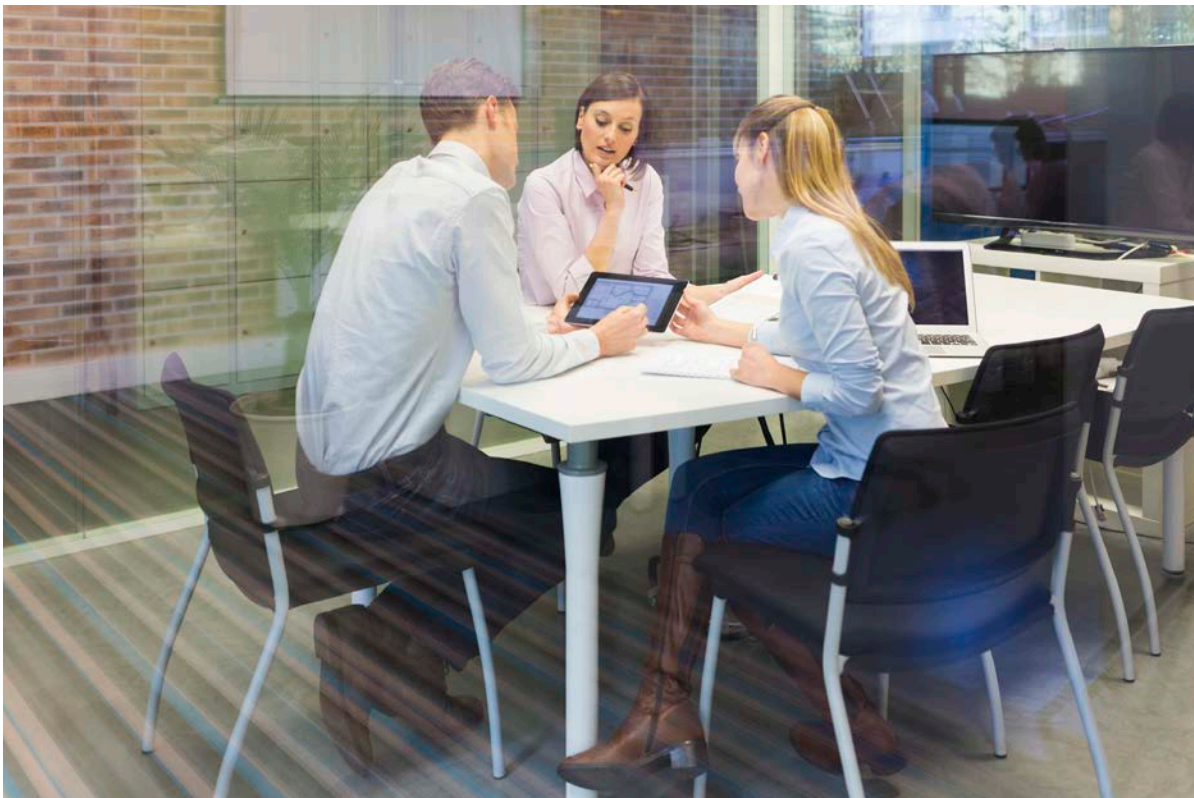
- We provide a wide range of activities without always providing clear evidence of their value
- The service fully funds the majority of activities
- The service responds to most requests for activity/support
- Activities become part of business as usual

In four years' time:

- Services will be targeted at specific groups and communities
- The council will co-commission time limited services depending on evidenced need
- Communities will be supported in deciding what services are offered
- The outcomes of the services will be reviewed to ensure that they contribute to wider strategic aims and objectives.

We will:

- Work with strategic partners to identify/evidence key commissioning areas
- Consult with communities about the service offer.
- Review and reduce our current targeted service provision that is currently funded solely by the council.



Key activities to deliver the model

We will need to take various actions to help us deliver what we have set out

Workforce development

We will develop our staff to ensure that people have the right skills and knowledge. This could include information provision, experience of working with targeted groups or community outreach work. The service may employ staff directly or commission the right professional support to deliver a specific piece of work for a certain period of time.

We will also continue to support and develop our current volunteers and identify new volunteering opportunities within the service.

Details of how we will do this will be included in our Workforce Development Plan.

New ways of working

To support our staff to deliver services and to make sure people can get the most out of the services available to them we will need to develop new ways of working. This will include increasing the use of technology and developing more online services alongside “traditional” ways of delivering services.

We will also need to develop new practices and new procedures to support these services. These will be simple, transparent, consistently used and easy for staff and users to understand.

Consultation & engagement

We will engage with users of our services and the wider community to understand what is important to them, what types of services or activities they would like to see and which services are successful in meeting people's needs.

This feedback, together with other relevant information, will be used to help us to develop services, manage our performance and make decisions.

Partnership working

We will work in partnership with a range of other organisations including local communities to co-ordinate our work, to minimise duplication and make the most of our available resources.

Financial systems

We will maintain robust financial systems to make clear who is accountable, to ensure services deliver value for money and that all available sources of income are maximised.

Detailed action plan

We will develop a detailed action plan for the service which will be regularly reviewed, updated and used to identify our next steps.

Monitoring our performance

Our progress will continue to be monitored and reviewed regularly. We will also be required to report to the Council's Scrutiny Committee and Cabinet when key decisions need to be made.

In addition, some services are subject to external inspection or accreditation. For example Leicestershire's Adult Learning Service has recently been assessed as "good" by Ofsted, who are responsible for inspecting and regulating services providing education and skills for learners of all ages.

Community & Wellbeing Venues

Libraries

- Ashby de la Zouch Library, North Street, Ashby de la Zouch, Leicestershire, LE65 1HU
- Birstall Library, Wanlip Lane, Birstall, Leicester, LE4 4JU
- Blaby Library, Lutterworth Road, Blaby, Leicestershire, LE8 4DW
- Broughton Astley Library, Main Street, Broughton Astley, Leicestershire, LE9 6RD
- Coalville Library, High Street, Coalville, Leicestershire, LE67 3EA
- Earl Shilton Library, Wood Street, Earl Shilton, Leicestershire, LE9 7NE
- Glenfield Library, Sandown Court, Glenfield, Leicester, LE3 8BT
- Hinckley Library, Lancaster Road, Hinckley, Leicestershire, LE10 0AT
- Loughborough Library, Granby Street, Loughborough, Leicestershire, LE11 3DZ
- Lutterworth Library, George Street, Lutterworth, Leicestershire, LE17 4ED
- Market Harborough Library, Leicestershire County Council, The Symington Building, Adam and Eve Street, Market Harborough LE16 7LT
- Melton Mowbray Library, Wilton Road, Melton Mowbray, Leicestershire, LE13 0UJ
- Oadby Library, 10 The Parade, Oadby, Leicester, LE2 5BF
- Shepshed Library, Hall Croft, Shepshed, Leicestershire, LE12 9AN
- Syston Library, Upper Church Street, Syston, Leicestershire, LE7 1HR
- Wigston Library & Learning Centre, Bull Head Street, Wigston, Leicestershire, LE18 1PA

Community Libraries

Work is currently taking place to enable local community organisations to run libraries at the following locations:

- Anstey Library, Paper Mill Close, Anstey, Leicester, LE7 7AU
- Barrow Upon Soar Library, North Street, Barrow Upon Soar, Leicestershire, LE12 8PZ
- Barwell Library, George Ward Centre, Church Lane, Barwell, Leicestershire, LE9 8DG
- Braunstone Town Library, Braunstone Civic Centre, Kingsway, Braunstone Town, Leicester, LE3 2PP
- Bottesford Library, Old Primary School, Grantham Road, Bottesford, Nottingham, NG13 0DF
- Burbage Library, Church Street, Burbage, Hinckley, Leicestershire, LE10 2DA
- Castle Donington Library, Delven Lane, Castle Donington, Derbyshire DE74 2LJ
- Cosby Library, Park Road, Cosby, Leicestershire, LE9 1RN
- Countesthorpe Library, Station Road, Countesthorpe, Leicestershire, LE8 5TB
- Desford Library, Main Street, Desford, Leicestershire, LE9 9JP

- East Goscote Library, 20 Ling Dale, East Goscote, Leicestershire, LE7 3XW
- Enderby Library, Townsend Road, Enderby, Leicestershire, LE19 4PG
- Fleckney Library, School Street, Fleckney, Leicestershire, LE8 8AS
- Glenhills Library, Glen Parva Parish Hall, Dorothy Avenue, Leicester, LE2 9JD
- Great Glen Library, Ruperts Way, Great Glen, Leicestershire, LE8 9GR
- Groby Library, Leicester Road, Groby, Leicestershire, LE6 0DQ
- Hathern Library, Greenhill, Hathern, Loughborough, Leicestershire, LE12 5LF
- Ibstock Library, Community College, Central Avenue, Ibstock, Leicestershire, LE67 6NE
- Kegworth Library, High Street, Kegworth, Derbyshire, DE74 2DA
- Kibworth Library, Paget Street, Kibworth, Leicestershire, LE8 0HW
- Kirby Muxloe Library, Station Road, Kirby Muxloe, Leicestershire, LE9 2EN
- Leicester Forest East Library, 76 Rushmere Walk, Leicester, LE3 3PD
- Market Bosworth Library, Station Road, Market Bosworth, Nuneaton, Warwickshire, CV13 ONP
- Markfield Library, Oakfield Avenue, Markfield, Leicestershire, LE67 9WG
- Measham Library, Thorpe Road, Measham, DE12 7HR.
- Mountsorrel Library, Church House, The Green, Mountsorrel, Leicestershire, LE12 7AF
- Narborough Library, Station Road, Narborough, Leicestershire, LE19 2HR
- Newbold Verdon Library, Sparkenhoe, Main Street, Newbold Verdon, Leicestershire, LE9 9NP
- Quorn Library, Rawlins Academy, Loughborough Road, Quorn, Leicestershire, LE12 8DY
- Ratby Library, Main Street, Ratby, Leicestershire, LE6 0LN
- Rothley Library, Mountsorrel Lane, Rothley, Leicestershire, LE7 7PS
- Sapcote Library, Church Street, Sapcote, Leicestershire, LE9 4FG
- Sileby Library, Cossington Road, Sileby, Loughborough, Leicestershire, LE12 7RS
- Stoney Stanton Library, St Michaels Court, Stoney Stanton, Leicestershire, LE9 4TH
- South Wigston Library, Bassett Street, South Wigston, Leicester, LE18 4PE
- Thurmaston Library, Church Hill Road, Thurmaston, Leicestershire, LE4 8DE

Museums & Heritage Sites

- Bosworth Battlefield, Heritage Site and Country Park, Sutton Cheney, Nuneaton, Warwickshire, CV13 0AD
- Century Theatre, Ashby Road, Coalville, Leicestershire, LE67 3LN
- Charnwood Museum, Granby Street, Loughborough, Leicestershire, LE11 3DU
- Donington le Heath Manor House, Manor Road, Coalville, Leicestershire, LE67 2FW
- Harborough Museum, Leicestershire County Council, The Symington Building, Adam and Eve Street, Market Harborough LE16 7LT
- Melton Carnegie Museum, Thorpe End, Melton Mowbray, Leicestershire, LE13 1RB

Records Office

- Records Office of Leicestershire, Leicester and Rutland, Long Street, Wigston Magna, Leicestershire, LE18 2AH

