

14 June 2018**Agenda Item: 6****REPORT OF THE SERVICE DIRECTOR, PLACE AND COMMUNITIES****CULTURE, LEARNING AND LIBRARIES – INSPIRE: DEVELOPMENT UPDATE
AND FIRST YEAR REVIEW****Purpose of the Report**

1. To monitor the development of Inspire in the delivery of cultural, learning and library services across Nottinghamshire and report its achievements in the second year of operation.

Information**Context**

2. Inspire – Culture, Learning and Libraries (Midlands) was established as an independent Community Benefit Society with charitable status in June 2015 and commenced the delivery a range of cultural and learning services on behalf of the County Council from 1st April 2016. The change in operating model was part of the Council's 'Redefining Your Council' strategic vision and identified as part of the 'Strategy for Nottinghamshire's Libraries' approved by full council in December 2011
3. Inspire has a contractual arrangement with the Council which outlines the scope and range of services to be delivered on the council's behalf. A detailed services specification and performance mechanism has been established and is reviewed and reported on between the Council and Inspire monthly.
4. The high level of service deliver has been maintained and further developed since April 2016.
5. Staff transferred to Inspire on 1st April 2016 and are members of the new Society, and have an elected staff member on the Inspire board.
6. In addition to the smooth transfer of staff, senior staff of Inspire have established systems and policies to enable the new organisation to be financially robust, be compliant with legislation, maintain its charitable status, ensure it can meet its contractual agreements and agreed levels of performance.
8. This report and an accompanying presentation by the Chief Executive Officer of Inspire will inform the Committee of progress since April 2017.

Review of Year Two

Performance and Quality Assurance

9. Inspire has met the range of performance requirements laid out within the service specification (attached as **Appendix 1**).
10. Inspire has also achieved several external accreditations and awards to validate its performance. These include:
 - **Customer Service Excellence (CSE)** – Inspire wide accreditation
 - **Family Arts Campaign** – Winner of the Best Family Welcome Award 2018
 - **First Arts Awards** – Winner of the Best Partner award 2017
 - **MATRIX** – Inspire wide accreditation to the national Information, Advice and Guidance (IAG) standard.
 - **OfSTED** – Inspire Learning Services inspected to be a Good provider
 - **OHSAS** – Inspire inspection by the British Standards Institution met the ISO 18001 health and safety standard.

Finance

11. Inspire achieved £1m savings as it went live in April 2016 including £500,000 from the change to charitable status of the new organisation. Further savings of £250,000 are programmed to be made by March 2019.

In addition, Inspire has also made a number of savings and efficiencies within the contract price which reduces the financial burden on Council funding. This includes costs of pay awards, changes in National Insurance, the apprentice levy, VAT liabilities and one-off pressures that if the services were within the Council would present a financial burden to the Council. It is estimated to amount to £230,000 in 2017/2018.

12. Inspire as an independent organisation and employer can drive through greater efficiencies, and is currently flexible enough to manage financial pressures.

Entrepreneurial Dividend / Grants / Continuous Improvement

13. During its first year Inspire has started to develop its approach to attaining greater sustainability to meet the reductions in Council funding, to enable it to deliver and develop services on behalf of the Council.
14. Staff teams are focussed on cost efficiency and generating new streams of income. Reductions in running costs and smarter procurement have been successful. Further work to enhance and promote meeting space hire across the whole estate is underway. Through interviews with Inspire staff customer service excellence inspectors identified that the new operating model had empowered and motivated staff in new ways.
15. Inspire applied to the Arts Council England (ACE) to become a National Portfolio Organisation (NPO) to deliver cultural programmes through the library network aimed

at children and young people. Inspire was awarded £1M between 2018 – 2022. Inspire is one of only 6 library based organisations to be awarded NPO status.

16. Bidding for further grants will be pursued within the framework of the strategic aims of the organisation and where greatest impact can be made. The following additional funding amounts have been awarded £150,000 to arts, library and heritage projects and £250,000 to learning projects during the last year.
 1. Circuit Drawing and The Big Draw in Nottinghamshire (Sept 2016 to May 2017)
 2. Library Landscape - a myriorama for Nottinghamshire (Nov 2016 to Oct 2017)
 3. Inspire Poetry Festival 2017
 4. Smile: Theatrical Chamber Music for Children
 5. Artsmark Supporter Research and Development Project
 6. Research on public libraries contributing to Equality and Diversity
 7. Visual Stories
 8. Mansfield and Ashfield Cultural Education Partnership development
 9. Able Orchestra (Jan 2018 to May 2018)
 10. Black Cultural Heritage of Nottingham
 11. Flexible Learning Fund (Carers into Caring) Project (Jan 2018 to July 2019)

Governance

17. The independent Inspire board has been operating since April 2016 and is now fully established. The board has established sub-committees to support the development of the organisation. These include: Music; Culture and Heritage; Learning and Skills; Finance and Audit; Staffing and Standards and Development.
18. Inspire will continue to gain from the wide-ranging skills and experience of board members.

Achievements / Highlights

19. These are as follows:
 - Able orchestra featured by BBC on national music day
 - Big Draw enhanced with grant funding to reach 1,500 people and 22 organisations
 - Bookstart – 96% gifting rate, amounting to a value of £213,170
 - Christmas celebration 2017, 350 Nottinghamshire young singers performed to an audience of over 850 at the Royal Concert Hall Nottingham
 - Commissioned rural touring 'Village Ventures' and 'Earth and Fire' ceramics fair
 - Course guide published for the first time covering the expanded learning offer
 - Established 9 supported community partnership libraries
 - Grant funding to deliver children's theatre in libraries, including award winning SMILE production
 - Inspire Awards launched to celebrate achievements
 - Inspire delivered 2 Fun Palaces at Worksop and Beeston libraries receiving over 6,100 visitors, Inspire also supported the Fun Palace at Mansfield Museum.
 - Inspire Membership – over 53,500 people are members of the Society
 - Inspire poetry festival expanded to Mansfield, West Bridgford and Worksop

- Music Hub developed successful partnerships delivery of music education - eg Big Sing / National Youth Choirs of Great Britain (NYCGB)
- New external partners – Nottingham Trent University and The Broadway Cinema
- Picture Archive – online with 28,000 images
- Refurbished libraries at Keyworth, Beeston, Ruddington, Ravenshead and Mansfield Woodhouse.
- Sandance – only disabled dance company to be nominated for U Dance England
- Skills service – achieving 68% progression to work or further training
- Summer Reading Challenge – 9,732 children took part
- Website now includes events and course directory, booking and online payment and received 387,000 visits from 257,000 unique users

Customer and Learner satisfaction

20. Across all services areas there is a regular process of gaining satisfaction levels and feedback. Complaints are very low and outnumbered by compliments, both are reported to the Council monthly. Customer and learner satisfaction levels (good or very good) target of 90% is set within the performance specification.
21. During the second year of operation the following satisfaction levels have been achieved:
 - Community Learning - 94.6%
 - Education Library Service - 98%
 - Instrumental Music Teaching Service – 98%
 - Libraries – Children's satisfaction survey - 94%
 - Study Programme 16-19 - 96%
22. Feedback from the Customer Service Excellence (CSE) inspection undertaken in March 2018 indicated high levels of satisfaction and engagement across all Inspire services. Inspire maintain compliance with all element of the standard, and gained compliance plus in two categories -

Leadership, Policy and Culture – 2.1.1 Corporate commitment to putting the customer at the heart of service delivery

Co-operative working with other providers, partners and communities – 3.4.3 Interaction within wider communities and can demonstrate the ways in which they are supported

Staff Feedback

23. During the transition process staff were highly engaged in developing the new organisation and its values.

A staff survey was undertaken in late 2017 and achieved a 50% response rate. The survey provides a benchmark for future years and enables senior leaders to focus on areas highlighted by staff. A bespoke Inspire Learning and Knowledge pool is now available to all staff and can be accessed on a range of mobile devices. This provides

a e learning platform and intranet platform to ensure staff are well informed and able to access a range of training, developmental tools and information sources.

A staff forum has been established with representation from across all Inspire services. The forum meets as a group and with the leadership team, this enables the staff voice to be heard and to ensure staff ideas and views are taken into account.

Relationship with the Council and stakeholders

24. The Council has a good working relationship with the new organisation and maintains two nominated places on its main board. The Council also has board observer status for senior officers.
25. An agreed communications protocol between the Council and Inspire was approved by the former Culture Committee and is working well.
26. Other funders, Arts Council England, Education Funding Agency and Skills Funding Agency, have engaged in a positive way with Inspire during its second year.
27. New working relationships have been developed with a range of organisations, including - Nottingham Trent University, First Arts Creative People and Places, The Royal Concert Hall Nottingham, NYCGB, The Harley Foundation, UNESCO City of Literature, BFI / Broadway Cinema, BBC Radio Nottingham, Business in the Community, Fun Palaces, York Explore, LibrariesUnlimited and Suffolk Libraries.

Other Options Considered

28. None.

Reason/s for Recommendation/s

29. That the update on the performance and development of Inspire in the delivery of cultural, learning and library services on behalf of the County Council be monitored during 2018/2019 with a further report presented to Committee in June 2019.

Statutory and Policy Implications

30. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

31. There are no financial implications arising from this report.

RECOMMENDATION/S

- 1) That Members consider whether there are any actions they require in relation to the issues contained within the report and that Members agree to receive a follow up update report in the next 12 months and that this be included in the work programme.

Derek Higton
Service Director, Place and Communities

For any enquiries about this report please contact: Peter Gaw, Chief Executive – Culture, Learning and Libraries – Inspire, T: 0115 977 4201, E: peter.gaw@inspireculture.org.uk

Constitutional Comments [SLB 17/05/2018]

32. Communities and Place Committee is the appropriate body to consider the content of this report. If Committee resolves that any actions are required it must be satisfied that such actions are within the Committee's terms of reference.

Financial Comments [SES 15/05/2018]

33. There are no specific financial implications arising directly from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Launch of Inspire – report to Culture Committee 19 April 2016

Inspire communications and marketing activity protocol – report to Culture Committee 1 November 2016

Culture, Learning and Libraries – Inspire development update and first year review – report to Communities and Place Committee 22 June 2017

Inspire review and Forward Plan 2020 - October 2017
www.inspireculture.org.uk/uploads/documents/IAR_for_web.pdf

Electoral Division(s) and Member(s) Affected

All.