

1.0 Introduction to the project

Leicester Museums and Galleries has been successful in securing a Development Phase grant from The National Lottery Heritage Fund towards a £6m project, 'Voices of Leicester: a global city'. The Development phase will run from March 2025 – end August 2026. The Delivery Phase will start in April 2027 and complete in June 2030.

The Voices of Leicester project will transform the visitor offer at Leicester's flagship free-entry Museum and Art Gallery (LMAG) by creating inspiring, diverse and interactive exhibitions that are relevant, engaging, and reflect the city's people.

Two new social history galleries – the Story of Leicester - will share the lived stories of individuals and communities in Leicester over the last 2000 years. This unique insight into the city's history will enable visitors to connect with the local community and value the city's diversity. Supporting activities will include a conservation at work programme, partnership displays, and an exhibition produced as part of a community co-production project. The visit experience will be enhanced through multimedia displays, virtual tours, and AR experiences. Learning spaces will be improved to host an expanding engagement programme. The building's Grade II listed features will be revealed partly by relocating a collections store from the ground floor to make the back of house area available for exhibitions.

The heritage skills and knowledge of the team, volunteers and partners will be enhanced. New staff/volunteer roles will include a Collections Access Officer, Community Co-Producer, Learning Officer, Activity Plan Project Officer and Archive and research volunteers.

A new family-friendly Environment Gallery will demonstrate our commitment to engaging young people in the story of the climate emergency. This immersive space will celebrate the natural world and explore the themes of climate change and the impact of human activity. The gallery will be a fun and interactive learning experience for children and families, encouraging them to engage with environmental issues through a local lens.

Activities for the new environment gallery will influence the development of the space and promote nature and the environment. A Young Producers Project and Live Brief Design Projects will empower and upskill young people, bring hidden collections to life, and offer real-world experiences. The programme includes Young Co-Production Projects (nature and environment), Health and Well-being in Nature, Schools Programme, Community Micro Grants Programmes, Outreach and Education Events, and Partnership Projects to protect biodiversity. The LMAG team will continue to receive carbon literacy training and develop a sustainable exhibition toolkit to create socially responsible exhibitions.

The project will engage local people in co-producing their new social history galleries, enabling them to share their interests and perspectives. This will ensure the exhibitions reflect the diversity of the local community and create a sense of ownership. The project will engage with target communities, including those from diverse backgrounds, to ensure the museum is accessible and relevant to all. The project will provide opportunities for the community to participate in events, workshops, and activities that promote cultural equity and celebrate the city's rich heritage.

Resources and support related to climate anxiety will be developed for primary schools in the city centre, piloted by ECO school councils. Families from underrepresented communities in target wards will be engaged through structure and scaffolding so we can step into their landscape and experiences – and take the museum out to them. Young people from outer estate communities not in education or employment will undertake activities that will impact their future. Students in the city centre will deliver live brief projects, in partnership with local universities, that resonate with their possible future careers. Significant global majority communities in Leicester will be supported in showcasing their stories.

LMAG will become more relevant, meaningful, and representative of the city's diverse communities and reach those currently underrepresented. A community engagement programme will deliver inter-generational work, targeted family events, and co-produced touring exhibitions to local libraries and safe spaces in the community. A human library, SEND talks and tours, volunteer visit buddies and on-site events and activities will reduce barriers to engagement. Training and skills development will include access and inclusion training. We will share our learning at an end-of-project conference.

LMAG's organisational sustainability will improve. Commercial activities, including ticketed events, experiences, and corporate hire, will be developed through the business plan to generate revenue and make the museum financially stable. Staff training in fundraising, retail (customer service, visual merchandising, and ethical procurement), and digital skills will build internal capacity and resilience.

2. Where we are now

Extensive planning has gone into the development of an Outline Activity Plan including consultation, identification of target audiences and priority communities, and discussions with key partners. We have also drawn on the experience and knowledge of our learning and outreach teams, and learning from our NPO work, to develop co-production and engagement plans for priority areas and communities. Interpretation plans have also been developed to outline stage and we will appoint and work with designers during the Development Phase.

The plan has identified four key aims:

Aim 1: To connect people and communities with the story of our building and City, using the past to shape the future and unearthing 2,000 years of Leicester's rich history and heritage.

Aim 2: To use Leicester's global collections to play our part as a flagship museum in addressing the climate crisis and to tell Leicester's climate change story, building understanding and awareness to inspire individual and collective action and change.

Aim 3: To make Leicester's Museums and Galleries more relevant and meaningful to, and more representative of, our diverse local communities and across protected characteristics, reflecting and sharing lived experiences and perspectives (overarching)

Aim 4: To strengthen LMAG to be adaptive and financially resilient, contributing to skills development, capacity building and benefiting communities and the local economy

The Outline Activity Plan is available on request.

Further work is now needed to develop, test and detail plans by providing expert advice, support and capacity to the LMAG team to produce a fully costed Activity Plan and Action Plan for submission with the Delivery application.

3. Scope of work – the commission

LMAG is seeking the services of an experienced consultant to conduct additional consultation and testing, and to work with the team to develop and produce a fully costed and detailed Activity Plan with supporting Action Plan. The plan should comply with The National Lottery Heritage Fund (Heritage Fund) Activity Plan guidance and build on the work already done to produce an Outline Activity Plan. The plan should also follow the latest good practices in audience development, community consultation, engagement, and outreach.

The consultant(s) will be expected to work closely with the LMAG team, project partners and other project consultants. The consultant(s) will also be expected to liaise with other project stakeholders as required. The consultant(s) must thoroughly understand a wide range of audience needs and demonstrate a creative, professional approach to consultation with different potential groups.

Key tasks will include:

- Review existing data on users, target audiences and needs and evaluation of past initiatives and activities.
- Desk research to review comparator sites and programmes for lessons to be learnt.
- Consultation with project staff to gain an understanding of current operational issues and constraints.
- Review and confirm with the team the key target audiences identified in the Outline Activity Plan and produce a consultation plan for sign-off by the project team.
- Develop a methodology for consulting with current and potential audiences via observations and interviews, questionnaires, focus groups and telephone interviews. Work with the team to decide what data they can gather as part of their pilot work/ongoing outreach and contacts. Undertake consultation using the outline Activity Plan as a starting point for who could be engaged. Produce a report on consultation findings, including highlighting potential new partnership opportunities.
- Review and expand barriers to engagement and the list of potential actions to overcome those barriers to inform priority setting for future activities and interpretation, including resourcing.
- Review with the project team the suggested activities and posts for the delivery phase of the project and make recommendations for the direction/focus, tasks and work programmes for the posts.
- Articulate strategic decisions about engaging people, considering projects, audiences, activities, staff, measuring success, longer-term benefits, and costs.
- Relate the project activities and outcomes to the Heritage Fund Investment Principles.
- Produce an Action Plan using the Heritage Fund template, detailing how to engage people and communities with heritage in the project and how the project will achieve the appropriate number and range of outcomes for the grant requested.
- Outline budget and advise on evaluation methods considered (working with Evaluation Consultant).
- Produce a draft Activity Plan for discussion and review.
- Work with the team to produce any revisions to the briefs or job descriptions required to deliver the Activity Plan – for inclusion in the Activity Plan appendices.

- Work with the team to develop the detailed budget for implementing and delivering the Activity Plan.
- Support the team to transfer relevant data from the Activity Plan to the second-round application form as required.

4. Delivery of the Consultancy

The consultant will also be expected to provide the following:

- Attendance at an initial meeting
- Fortnightly liaison (email updates or telephone updates) with the Activity Plan lead
- Attendance at the project mid-point review meeting with the Heritage Fund to present draft Activity Plan proposals
- Attendance at ad hoc meetings during the life of the consultancy
- Undertaking consultation and audience research as required (working with client team)
- All meetings are to be included in the tender price.

5. Reporting

The activity plan consultant/s will report to Faye Sadler, LMAG Project Manager who will be the primary contact for this commission. The contract will be with Leicester City Council.

6. Key Dates

Brief supplied: 09.06.2025

Deadline for questions: 20.06.2025

Proposal and quotation submission: 23.06.2025

Consultants appointed: 30.06.2025

Activity Plan and supporting documents produced: 29.05.2026

7. Consultant Specification

- Experience of working in cultural heritage education and with a good understanding of issues relating to community engagement including diverse communities
- The ability to demonstrate a sound methodology for producing an effective Activity Plan within the timeframe of the Project Development Phase application to the Heritage Fund. This must include an adequate consultation programme to engage new and existing audiences
- Understanding of Heritage Fund standards and processes with regard to major project applications including new Investment Principles
- Knowledge of audience development planning
- The ability to demonstrate a good understanding of clients' needs

- Knowledge of best practices in co-production and community engagement, and climate change education
- Good interpersonal and communication skills
- Good organisational, time-management and project-management skills
- Enthusiasm for the project and flexibility in approach
- A proven track record of providing Activity Plan advice on Heritage Fund bids

8. Budget

There is a budget of up to £25,000 (Excl VAT). The fee is inclusive of all travel/subsistence.

9. References and proposal information

The consultant should provide at least two references from previous clients, demonstrating their ability to deliver high-quality work on time and within budget.

Proposals must contain the following:

1. A description of recent experience (within the last three years) in producing Activity Plans for relevant The National Lottery Heritage Fund-funded projects, clearly stating the role played in those projects.
2. An understanding of the brief
3. A proposed approach to delivering the programme of work, including key milestones.
4. Evidence of required insurances - professional indemnity of £1m, public liability of £5m, and if applicable employers' liability of £2 million.
5. A proposed fee structure, including a breakdown of day rates.
6. CVs (maximum two pages each) for key team members, including membership of relevant professional bodies and adherence to professional standards.
7. Contact details for two referees.

If you wish to discuss this brief please contact Faye Sadler, LMAG Project Manager by emailing Faye.Sadler@leicester.gov.uk.