



Diversifying your Audience - ready to step up?

**Mel Larsen
2022**

Mel Larsen – Coach/Consultant





9.C

4W

1.C

65W

2.N

6.N

2.E

6.N

1.H

5.W

2.H/2.C
HONEY OF HONEY
SUNNY CANNELLA

BECAUSE
WE ARE
ALL
WORTH
IT

Agenda

- **Who** do we want to serve?
- What **Changes** will we need to make?
- How is our offer **Relevant**?

Use your Template for Notes

MEL LARSEN
& ASSOCIATES

|

Audience Diversification Notes

+	Who - the new audience/s we want to serve <u>are...</u>
	Changes - the key areas we may need to consider developing or changing are...
	Relevance - we could further develop relevance of our offer to these new audiences by...
	Visitor Journey - the key stage/s to consider developing or improving are...
	Partnerships - partnerships we could develop to help spread our message or deliver the experience are...

Celebrating Scotland!

- 170 different languages spoken, inc. Punjabi, Polish, Cantonese, Gaelic
- Ranks as one of the best countries for LGBT rights
- Welcomed 10% of the UK Syrian refugee population intake over 5 year period

source: [Scotland.org](https://scotland.org)



Below the surface

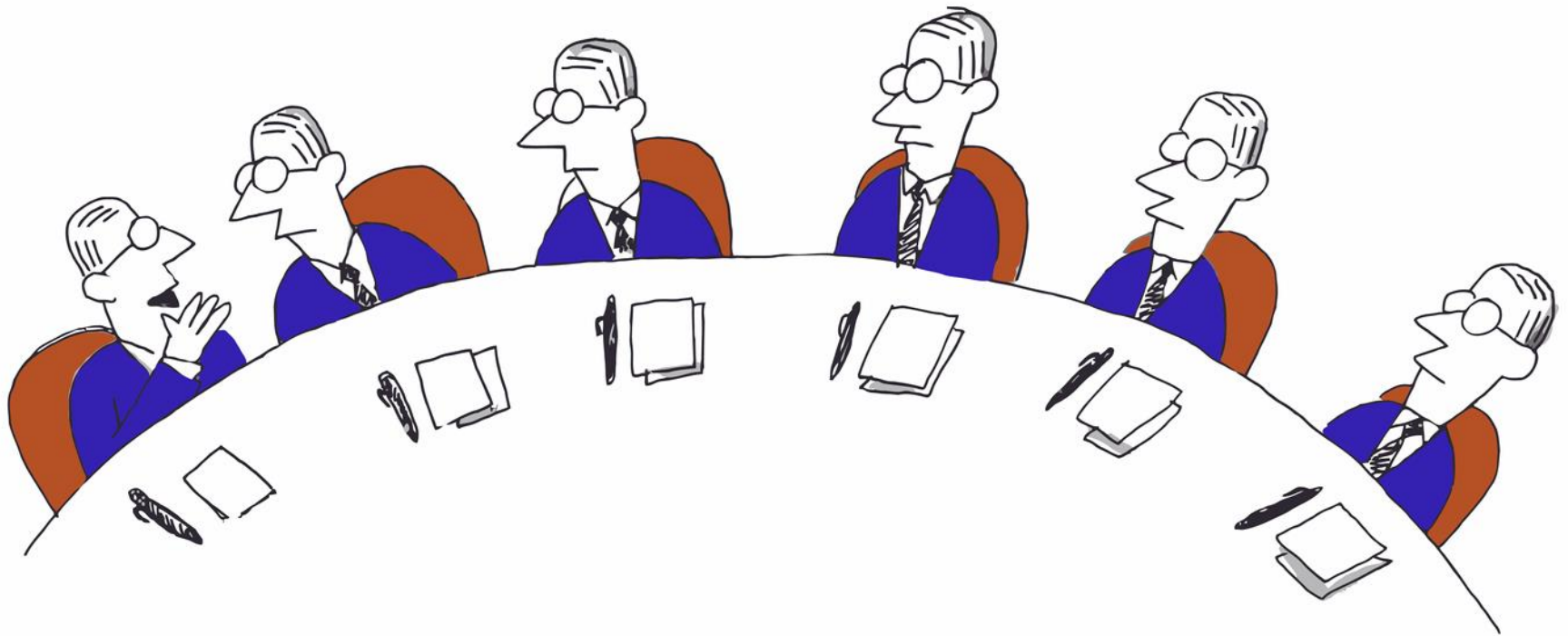
“Transformation starts with awareness”

- **Systems** - understand the history
- **Awakening** - recognise the need for depth & notice who's missing
- **Bias** - work to recognize and mitigate bias
- **Mistakes** - accept there may be 'Marie Antoinette moments'
- **Privilege Power** - we can all make a difference
- **Leadership** – ask, why is Diversity important to us?

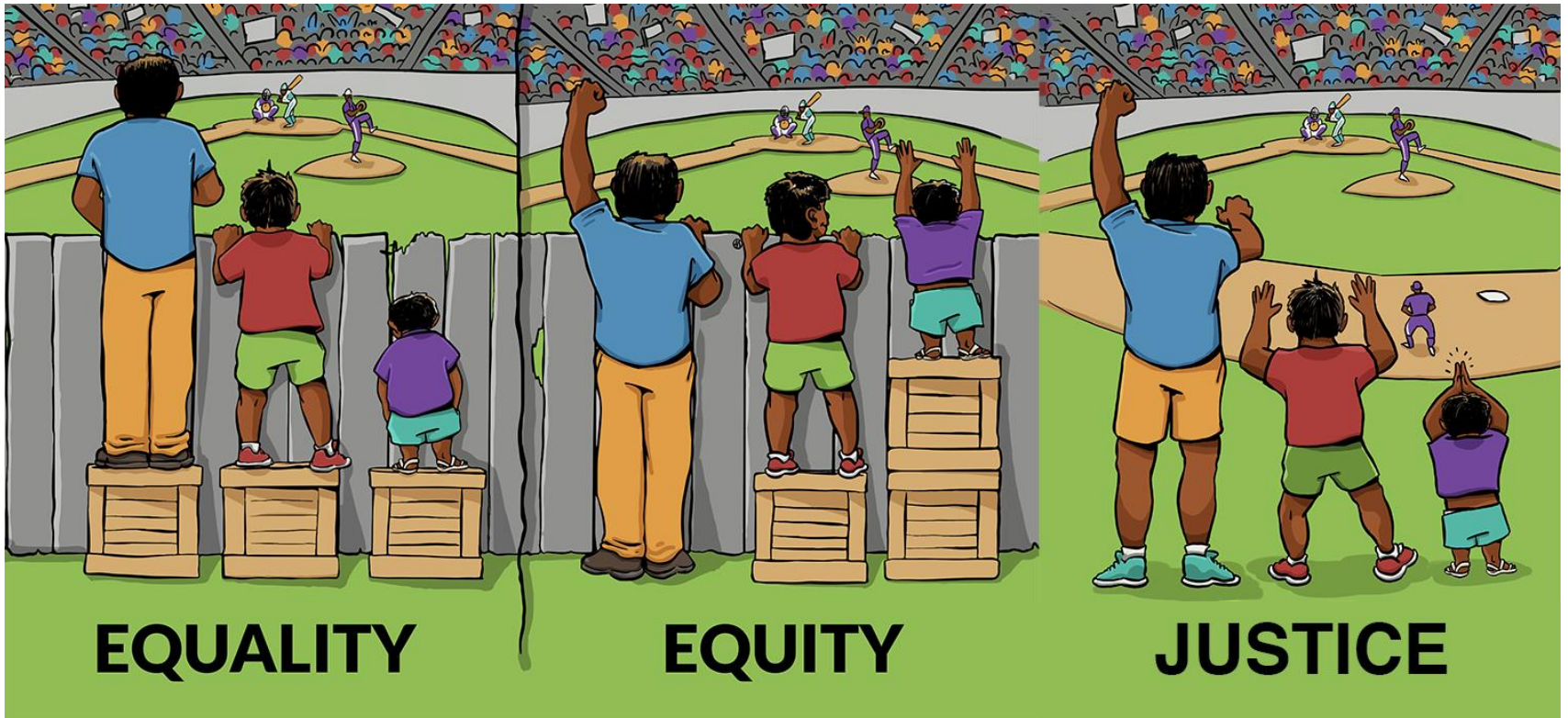


Definitions

- **Diversity** – range of people, backgrounds, lived experiences, cultures etc.
- **Inclusion** – being included, valued, respected
- **Equity** – fair and relevant access, opportunity, resources
- **Belonging** – *feeling* safe, accepted, integral



“Diversity is good. Pass it down.”



- Image source: Interaction Institute for Social Change | Artist: Angus Maguire

Who?

Who do you want to attract?

Be specific:

- Who
- How many
- By when
- Why?



Finding audiences – profile and locate

- **Scottish Household survey** – annual on the composition, characteristics, attitudes and behaviour of private households and individuals
- **Scotland Census** - the most recent set of data is from 2011. You can search the data in various ways on this website: <https://www.scotlandscensus.gov.uk/search-the-census#/>
- **Scottish Index of Multiple Deprivation** – some of the communities that funded organisations might want to target in terms of diversifying audiences and reaching digitally excluded audiences <https://www.gov.scot/collections/scottish-index-of-multiple-deprivation-2020/>
- **Area Profile Report** – location/demographics
- **Spectrum** – location/behaviour, attitudes, preferences re: arts, museums, heritage
- **Mosaic** – location and lifestyle
- **Culture Segments** – cultural values and beliefs about the role that culture plays in their lives

What changes might we
need to make?

Key Strategies and tactics

- **Vision** – *lead with a bold, authentic vision and trust you will find a way*
- **Culture** – *develop a culture that embeds and prioritises ‘EDIB’*
- **Diversify your team** - *for a range of perspectives, lived experiences and new connections: it’s proven to improve business performance*
- **Make a relevant offer** – *consider whether your offer really is inclusive, relevant and valuable to those you want to connect with*
- **Networks & Partners** – *plan to network and partner with a wider range of people*
- **Contribute** - *be a contribution, not a drain or demand*
- **Communications** – *use diverse visuals and channels*
- **Measure and Refine** – *measure what’s working and amplify*

Board: Cath Hume at A.M.A.

- You need **people to support you along the journey** who you feel you can say anything to - they will challenge you but not judge you
- Get your **whole team** on board
- Get the team **working from a similar level of knowledge** otherwise the process is uneven (e.g. I and my whole team read the book 'Me & White Supremacy together')
- Work with **people with lived experience of discrimination**



Alia Ullah
Board Member



Sandra Reynolds
Board Member



Jane Cordell
Board Member



Abby Corfan
Board Member



Mel Larsen
Board Member



Dr Jane Donald
Vice Chair of the Board



Ben Jeffries
Board Member



Tim Wood
Chair of the Board



Kathryn Havelock
Board Member

**“ There’s nothing special about us,
anyone can do it!”**

Comms - Hilary Carty OBE, Clare Leadership

“Increasing the no. of Disabled People on our programmes”

- guaranteed interviews for all candidates who meet minimum criteria (eg. there may be gaps in their CV due to well-being issues etc)
- developed a full access needs questionnaire, respond positively to each individual circumstance, making reasonable adjustments
- ‘word got around’ that we were taking this seriously and so people came forward



Got Privilege?

The White Privilege Test

These questions are based on the White Privilege Test written by Chir Ngozi Adichie and the research on White Privilege by Peggy McIntosh

Please answer **Yes** or **No** to the following questions

1. If I wish to I can arrange to be in the company of people of my race most of the time.

2. I can be sure that no matter where I move to my neighbours in that location will be pleasant or me.

3. I can go shopping without being harassed.

4. I can turn on the television, newspaper and see race widely represented.

7. I was given curricular material which showed people like me as a role model.

Able-bodied privilege checklist

This list is based on Peggy McIntosh's article on white privilege. These are but a few examples of the privilege which able-bodied people have. On a daily basis as an able-bodied person...

1. I can easily arrange to be in the company of people of my physical ability.

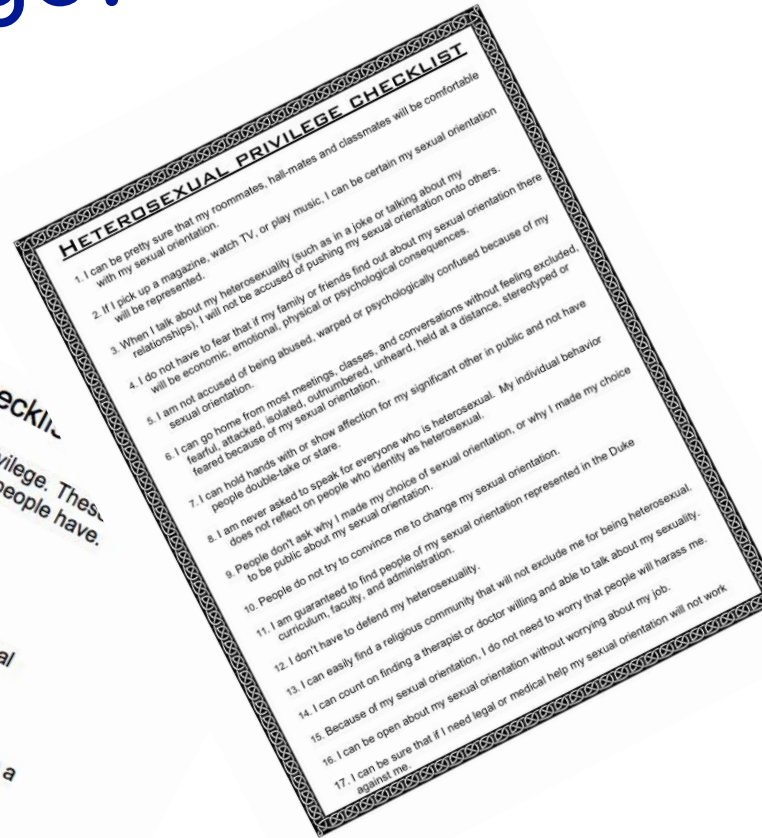
2. If I need to move, I can easily be assured of purchasing housing I can get access to easily - accessibility is one thing I do not need to make a special point of looking for.

3. I can be assured that my entire neighborhood will be accessible to me.

4. I can assume that I can go shopping alone, and they will always have appropriate accommodations to make this experience hassle-free.

5. I can turn on the television or open a newspaper and see people of my physical ability represented.

6. When I learned about history, people of my physical ability were well represented.



Collection & Programme

Bronze Sculpture depicting an Oba (King) of Benin

Looted by British forces in 1897 during the destruction of Benin City in present-day Nigeria by a British military expedition.

Acquired at auction for the University of Aberdeen in 1957.

In 2021 the University declared the sculpture would be unconditionally returned to Nigeria.



Restitution And Repatriation Resources

Programme

Pacific Encounters at the National Maritime Museum (2015-Today)

In this article we explore the Pacific Encounters gallery at the National Maritime Museum, (2018 - today).



© National Maritime Museum / author Sophie

Richards

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Out There International Festival of Circus & Street Arts



Partners/Stories

[View more on Instagram](#)



32 likes

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Built around 1,900 years ago, the Antonine Wall stretched across what is now the Central Belt of Scotland and was garrisoned by men from throughout the Roman Empire, including countries such as modern-day Syria, Spain and Algeria ✂

In the 1990s, pottery made in a north African style was identified at various sites along the Antonine Wall, including a type of casserole dish which may have been an ancestor of the modern tagine and dishes that were more of a brazier style, a type of cooking more popular in north-west Africa than northern Europe.

It's possible that these items were inspired by the original African designs and were made and used in Britain by white artisans and soldiers. More likely, it could be that Black soldiers from modern-day North Africa – or their servants and others who moved around with the Roman army – brought these items with them when traveling to what is now Scotland 🍲

This interpretation supports the narrative of Black soldiers and their attendants living in Scotland, at the very edge of the Roman Empire.

In celebration of [@blackhistorymonth_scotland](#), artist [@abzmillstattoos](#) has put their own spin on three scenes featuring Black figures in Scottish history. Follow the link in our bio to find out more about these stories (📧 © Abz Mills 2021)



digitscotland
Antonine Wall

[View profile](#)




[View more on Instagram](#)



32 likes

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Partners & Funding



Hull
Manchester
Liverpool
London
Blackpool
Birmingham
London
Belfast
Margate
Brighton
Newcastle

Interpretation



Venue/Environment



Venue/Environment

WHAT'S ON

CREATE WITH US

BATTERSEA
ARTS CENTRE

VENUE HIRE

MENU

▲ TOP

GETTING HERE

FACILITIES

ACCESSIBLE PERFORMANCES

GET IN TOUCH



STEP-FREE ACCESS


There is step free access to the main foyer, The Scratch Bar and ground floor public spaces. The first floor performance spaces can be reached via a lift.



CHILL-OUT SPACE

The first floor has a designated chill-out space that is available whenever the building is open.

Access Comms



AccessAble The new name for DisabledGo
Your Accessibility Guide

Help Accessibility

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I'm looking for...
Museums




Near to...
scotland

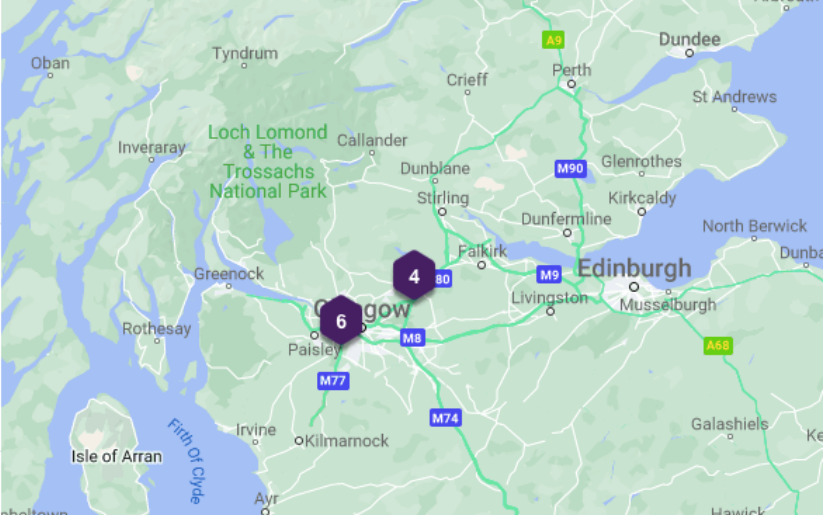
Search

Accessibility Symbols
0 selections

Filter by Venue types
0 selections

Distance
50 miles

	<p>Kilsyth Heritage Exhibition Kilsyth Library, Burngreen, Kilsyth, G65 0HT</p> <p>View Accessibility Symbols</p> <p>Guide</p>	<p>Distance: 35.98 miles</p>
	<p>Auld Kirk Museum Cowgate, Kirkintilloch, East Dunbartonshire, G66 1HN</p> <p>View Accessibility Symbols</p> <p>Guide</p>	<p>Distance: 38.11 miles</p>
	<p>Cumbernauld Museum</p> <p>Distance: 38.52 miles</p>	



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Brand



Potential Areas for Change

To attract and serve our desired audiences...

- Which key areas might we need to **change or develop?**
- Why and How?

How is our offer Relevant?



Types of Bias

- **Affinity bias**
 - tendency to be warmer towards people like you
- **Halo effect**
 - tendency to think everything good about a person because you like them
- **Perception bias**
 - tendency to stereotype certain groups without being able to make objective decisions about them
- **Conformity bias**
 - Tendency to lean towards a certain decision if you sense that more than 75% of your group have a particular view. It is the tendency to conform to the group.
- **The beauty bias**
 - a well-known factor in hiring and promotions, and success in the workplace
- **Socio-Economic Bias**
 - making certain assumptions and generalisations about people at a different social position and wealth level from you.

Mel Larsen & Ishreen Bradley

Kate Chester, Animo Leadership

“Why I actively recruited a Diverse Team”

- To move out of my own echo chamber
- Diversity of thought
- Our clients want to see diversity



*“This is just the beginning.
We know that diversity will bring a
richness that we will build
on year on year”*



New Questions: Glasgow Women's Library



- Is this place centered on a default human?
- Am I represented?
- Does this speak to my experience?
- Is my ability to access this place seen as an adaptation?

Source: Equality in Progress, Glasgow Women's Library



Mel Larsen & Associates

Partnerships

Ambassadors

£10

Arts Council England
14 Great Peter Street
London SW1P 3NQ
www.artscouncil.org.uk
Telephone: 0845 300 6200
Textphone: 020 7973 6564
Charity registration no: 1036733

For the full list of Arts Council England publications and details of how to order, see www.artscouncil.org.uk
Order our publications from Marston Book Services.
Telephone: 01235 465500. Email: direct.orders@marston.co.uk

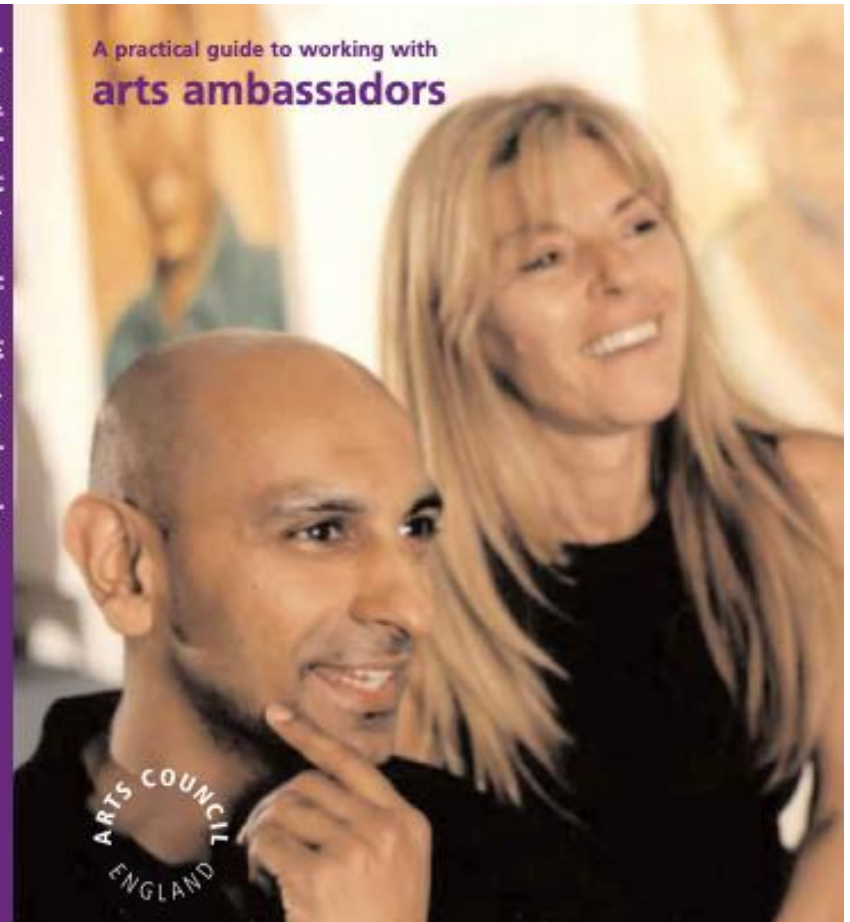
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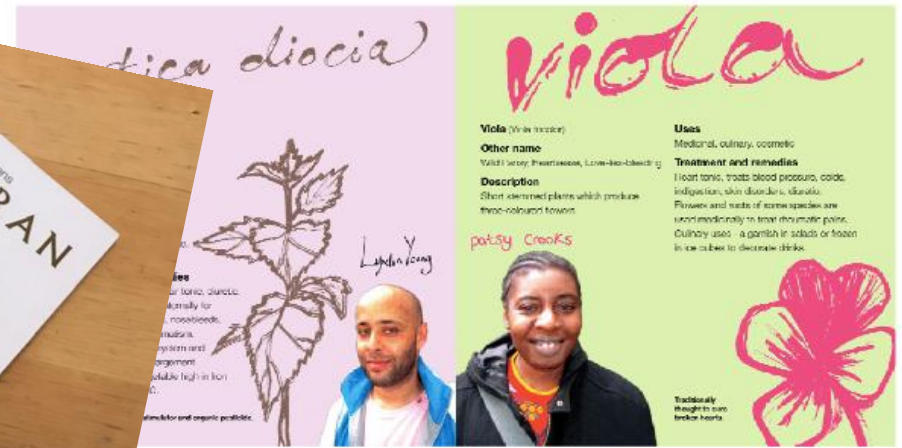
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A practical guide to working with arts ambassadors

A practical guide to working with
arts ambassadors



Community Partners





Partners



HOME ABOUT MAGAZINE PROJECTS



LOVING VINCENT
An animated feature exploring Van Gogh's death



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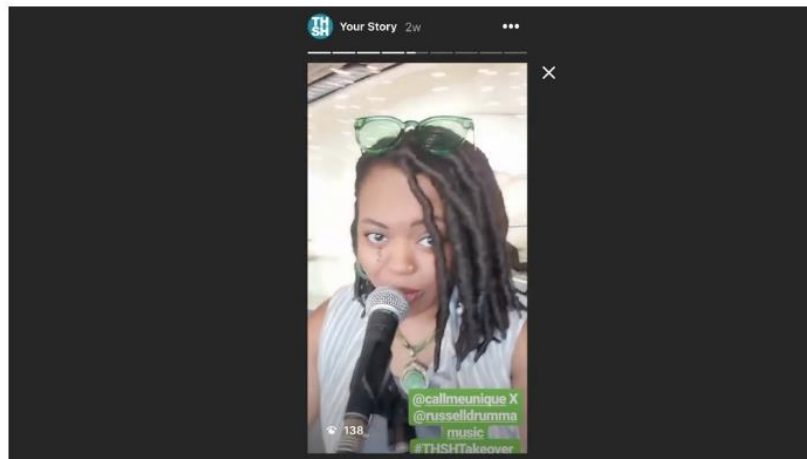
Instagram Takeover



HOME • JOIN US • MEMBERS' AREA • TRAINING • SECTOR JOBS

MOTIVATING OUR WORK 24/7 #ADA

Inspired by the legend, Dionne Warwick, ADA 3.0 Fellow, [Richard Loftus](#) from THSH, Birmingham, vlogs about the collaborative strategies that go into keeping specific audiences engaged in order to grow committed and long-term relationships.



RECENT POSTS

- > What's the story? #
- > Motivating our wor
- > Sponsor a story
- > Sculpture Cam — a Yorkshire Sculpture
- > From frazzled to fo

Catch the show LIVE at #THSH this Thursday - 12:30pm - FREE ENTRY!



TownHallSymphonyHall



Creating Partnerships:

What – can you offer?

- A VIP visit
- Family or group tickets
- Free or low-cost meeting room
- Training
- Promotion: newsletter/mail out
- Event space and co-creation
- support to up and coming producers
- Employment
- Work experience: volunteering

Who – look in ‘new’ places: online/offline such as...

- Womens’ refuge centre
- Parenting groups
- Faith organization
- Tenants Associations
- Estate Managers
- Libraries
- Family Support Services
- Business Networks
- Supermarket
- Sports Centre
- Youth Clubs

Ways to get buy-in when you are not the Leader

- what convinces people: *evidence of what works, clear benefits to the team/organisation, easy ways forward, your enthusiasm and confidence*
- get a discussion going at highest level you can, eg. offer to present to peer team, manager, SMT, Board
- have a cross-dept team to brainstorm ideas and take on a small test project
- inspire and convert: show examples of what peer organisations are doing successfully
- get started and don't wait for buy-in, start with a small departmental project that will show results
- spread the work and 'risk': create partners across your sector and run a project together

Story of Change

THE IMPACT WE SEEK

OUR OUTCOMES



Our vision for diversity is to

Engage the following people

The means that we will deliver the following benefits for people

How we're involving visitors

Everything we do will be informed through our

Insight we're gathering

How we

Case study: Cardiff Story Museum

Cardiff Story Museum opened in 2011 to provide a museum to tell Cardiff's story for the very first time. From day one of the project to set up the museum they made sure the Cardiff community were in the driving seat. As they were starting from scratch, they didn't have a collection at the start of the process, they worked with the people of Cardiff to identify what stories to tell, in what way. People told them that they wanted multiple viewpoints and perspectives to be presented. Not just the good bits, but all sides of Cardiff.

They developed a powerful vision and mission that was shared by the team and guided their development. This includes:

... it will be loved by its communities... an inclusive, exciting and inspirational resource bringing people together to help them discover more about themselves, each other and about Cardiff, through social interaction and learning.

The museum seeks to create a collection for and from the diverse Cardiff community and most of the collection has been donated. They interpret through stories - an individual's memories, stories handed down through the generations, plus from archival material. Multiple viewpoints of the same object are shared through touchscreens.

Everything we do or plan we know is warranted because we ask, we listen, and then we act.

Find out more about how they achieve this by reading their full case study [\[insert link\]](#)



Resources

Scottish Household Survey

This is run every year and provides “robust evidence on the composition, characteristics, attitudes and behaviour of private households and individuals as well as evidence on the physical condition of Scotland’s homes.”

<https://www.gov.scot/collections/scottish-household-survey-publications/>

In particular, the key findings from the 2019 annual report provides a useful overview (2020 was slightly different because of Covid): <https://shs.theapsgroup.scot/2019/key-findings/>

Culture Counts <https://culturecounts.scot/useful-facts>

CultureHive - <https://www.culturehive.co.uk/>

Museum Detox - <https://www.museumdetox.org/>

Not for the Likes of You

- *How to reach a broader audience:*

<https://www.culturehive.co.uk/resources/not-for-the-likes-of-you-how-to-reach-a-broader-audience/>

- *Success Stories:*

<https://www.culturehive.co.uk/resources/reaching-a-broader-audience-not-for-the-likes-of-you/>

Open Up Museums: toolkit and case studies –

<http://www.openupmuseums.com/>

Pacific Encounters at the National Maritime Museum:

<https://www.futurelearn.com/info/courses/captain-cook/0/steps/55847>

How museums can support young people’s employment and employability skills:

<https://www.culturehive.co.uk/resources/how-museums-can-support-young-peoples-employment-and-employability-skills/>

Arts Marketing Association programmes:

- Breakthrough:

<https://www.a-m-a.co.uk/breakthrough/>

- Audience Diversity Academy:

<https://www.a-m-a.co.uk/audience-diversity-academy/>

Kids in Museums

<https://www.culturehive.co.uk/resources/how-can-your-museum-work-alongside-children-young-people-and-families-to-respond-to-the-black-lives-matter-movement/>

Contact Mel

- Vision, Mission, Values
- Marketing & Audience Development
- Leadership & Performance Coaching

www.mellarsen.com

<https://www.linkedin.com/in/mellarsen/>

CEO and team coaching:

www.dreamprojectcoach.com

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