

**LONDON  
MUSEUM  
DEVELOPMENT**

**London Museum Development  
Diversity Matters Programme  
2018-2022**

London Museum Development’s Diversity Matters Programme encourages London’s non-national museums to embrace Arts Council England’s [Creative Case for Diversity](#) and engage a more diverse range of visitors with the collections they hold, as well as support them with long standing issues about the diversity of their boards and workforce. Over the four years London’s non-national museums will be encouraged to make diversity a key issue in relation to the programming, audience development, leadership and workforce of museums. The national agenda focuses on increasing opportunities for people from protected characteristic groups<sup>1</sup> and overcoming the challenges and the barriers to participation and engagement across socio-economic barriers and across geographic location.

As part of the wider programme, London Museum Development asked museums to share their experiences of developing responsive and diverse programmes, exhibitions, collections, audience initiatives, workforce and trustee boards for all its visitors. The following case study is showcased on the website as it addresses one of the four key areas of diversity practice:

- How museums have worked with its diverse visitors to diversify its public programmes, events, exhibitions and collections to ensure it is more responsive to its respective local community
- How museums have reached more diverse audiences and ensured its audience is more representative of its respective local community
- How museums have developed a more diverse board of trustees that is more representative of its respective local community.
- How museums have recruited and retained a diverse workforce which is more representative of its respective local community.

## Kingston Museum Case Study



<b>Project Title:</b>	Original project: Kingston Panorama Revised project: Share it
<b>Project Timescales:</b>	July 2018 – March 2019
<b>Project Budget:</b>	£1000

<sup>1</sup> Diversity is defined by Arts Council England through protected characteristic groups, as defined by the Equality Act 2010 and the Equality Duty 2011. These protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, and sexual orientation as well as class and socio-economic status.

<p><b>Area of diversity practice:</b></p>	<ul style="list-style-type: none"> <li>• Working with diverse visitors to produce, present and distribute its public programmes, events, exhibitions and collections to ensure it is more responsive to its respective local community.</li> <li>• Reaching diverse audiences to ensure its audience is more representative of its respective local community</li> </ul>
<p><b>Protected characteristic group museum worked with:</b></p>	<ul style="list-style-type: none"> <li>• Age</li> <li>• Class and socio-economic status</li> </ul>
<p><b>Contact details for further information:</b></p>	<p>Original project: Seoyoung Kim, Curator                  Revised project: Helen Griffiths, Heritage Manager:  <a href="mailto:helen.griffiths@kingston.gov.uk">helen.griffiths@kingston.gov.uk</a></p>



*Group filming their film*

## Summary of original project

### **Kingston Panorama**

The project aimed to deliver one of the action points outlined in the Council’s Equality Action Plan: To improve access to the collections for non-traditional audiences, through exploring digital and alternative delivery methods to break down barriers which prevent engagement.

Key aims:

- For a group of young people to explore one of the most important artefacts in Kingston Museum’s Muybridge Collection, the San Francisco Panorama.

- To develop their own unique panorama of Kingston's Historic Marketplace, for public display and their curriculum portfolios by working as individuals and in collaboration as a group.
- To display the resulting artwork as part of a contemporary art exhibition 'Another Land'.

The project consisted of a 7-week programme of 2-hour workshops. The targeted participants were A-level students from a local secondary school. Taking inspiration from an important artefact from the Museum collection, the students were to create their own responses that would result in a public exhibition. Unfortunately, the previously confirmed partner school were unable to take part in the project and no other schools could be recruited. The museum used the opportunity to connect with Click Photography, an organisation that worked with young people and schools, to run the workshops. The first workshop with the young people would form the basis for the school groups to contribute work that would be displayed together in the museum. However due to factors outside the museum's control, the foundation workshops could not be delivered to completion and therefore no output was possible.

Due to the number of setbacks to the original project including, withdrawal of the original partner school, time restraints for school recruitment, cancellation of workshops it was not possible to deliver the outcomes using the original format. In discussion with LMD and Click, the museum decided to end the project and focus on supporting another Youth engagement project in development within the grant schedule.

#### Key outcomes:

- Two photography artworks were created as part of this project; a photosphere and a panorama created of Town Centre. This was used on social media to encourage people to join the session.
- New relationship with Grey Court School – school visit to Kingston Museum to see the Muybridge Collection and talk by the Curator.
- New relationship with Click Photography – a positive conclusion facilitated the continued relationship and the possibility for future projects

#### Key lessons:

- Tightening the museum's processes around grant applications – Focusing on funding opportunities that fit with planned activity in key priority areas, and ensuring grants fit with key priorities and be embedded into work plans to ensure success.
- Tightening processes around how projects are managed – Even with external freelancers and contractors brought in to manage or coordinate the programme, the museum team is still responsible for the overall project as project lead.
- Project formal agreements – All future applications involving partners will be accompanied by a letter of agreement setting out commitments by both parties.
- Risk assessment – Risk assessment to be completed for any proposed projects to assess risk and ensure there is enough contingency around timing and resources.

### **What were the amended project's aims?**

**Share It** was a film project co-curated by members of Kingston Heritage Service's Young People's Board. The project shared many of the same objectives as the original project.

The project had the following aims:

- To develop and grow the Kingston Heritage Service's youth board, by engaging members with the collection.
- To embed the Young People Board and related activity into the core Museum activity and activate the group's creativity and drive.
- To produce a co-curated film with the YPB, screen it at the International Youth Arts Festival Kingston and make it available online on YouTube and the relaunched Heritage Service website for all visitors to see it.

## Who did the museum work with?

The Museum worked with a number of stakeholders.

- Kingston Heritage Service's Young People's Board - a group of young adults, aged between 18 and 30 who organise an exciting array of walks, music, art and events for young people and adults. Many of the events are related to the Museum's collection and local history. Attendance to the Board had been really low and intermittent, with several projects begun but not completed.

The original project had hoped to encourage the participants to join this group, so a project to redevelop and grow the Board was very relevant.

- Consultants: TOGADA - a local film organisation of ex Kingston University students. They led introductory workshops to filming, skills and processes the Board then used to develop their film themes, concept and production

## What did the project entail?

The plan was for the Young People's Board to select three objects from the collection. Working with the Museum team and TOGADA, the Young People's Board created a short film about each object (approx 3mins). Whilst the content of the film was decided by the young people as a general outline the film outlined; why they have selected it, its contextual history and why it has relevance today.

The project entailed was a series of 8 sessions over 6 months including the public showing of the film. The first 3 sessions were funded by the Diversity Matters grant.

1. Meet the Collection - Led by the museum curators exploring the types of collection the Heritage Service has and understanding what 'star objects and themes' the museum would like to promote.
2. Work in Film - Led by TOGADA introducing the Young People Board to film. Roles within the film industry through interactive games. Testing out lighting, sound and camera equipment.
3. Creating a Documentary - Led by TOGADA introducing the Young People's Board to what goes into making documentaries. They had a mapping session on what the themes would be

The young people were involved in co-producing this project from the very outset. The museum team proposed a series of project ideas to the board in December 2019. The board selected that they would be interested in delivering a film project linked to the new Heritage Service Website. They talked through a rough timeline and agreed to find and recruit a filmmaker. This is very much a pilot project where both the board and museum team can assess how this way of working goes. The existing Young People Board members shaped the taster session in January to recruit new members, introducing young people to the service as well as outlining this year's project.

After receiving workshops from the museum curators and external film company, the young people selected the three objects from the collection and themes for their three films. Production began in April 2019.

## What did the project achieve?

Outcomes included:

Museum:

- We have listened to board members about what they want and adjusting programme accordingly
- We've built stronger relationships with our existing young people's board by supporting them by providing resources to realise ideas.
- We have taken a big step in embedding this board into the core activity of the museum.
- Confidence of the team to take risks and take time to build partnerships
- Image permission forms created following GDPR updates.

Partners:

- The Young People's Board now consists of 15 regular participants (4 previous members and 11 new members).
- The new members have been recruited through the university and local young people's groups.
- There is a visible difference in longstanding members, particularly once the film makers had been hired and they knew that this project was going to come to fruition.
- The board as a whole seem more engaged - communicating about meeting availability, doing more work independently and feeding this back digitally or physically at meetings.

## What impact did the project have?

Previously the board had a very low attendance at sessions. Attendance numbers are increasing and we are developing ways in which young people can contribute digitally when their busy schedules don't allow them to physically attend.

The project has allowed us as an organisation to reflect upon what our offer is as an organisation to young people. It supported the team to make the first step in increasing participation of young people with the Heritage Service. Though this is the first step, it has enabled us to use this year as a test bed to trial new ways of working and look to the future about how we want to develop this programme.

The Diversity Matters programme has enabled us to be able to provide further workshops for the young people's board, providing members with the skills they need to undertake this project. This has ensured that the board are co-producing the films from start to finish with the support of the museum team and external filmmakers. Without this the programme may have had to be more directed by the team or film company. It's also enabled us to put funds resources into the public events in May and June.

Our aim is to use the outcome of this project to scope next year's young people offer. Using the films as a marketing tool and solid example to potential future participants as to what being a part of the board could achieve.

## What lessons did the museum learn from the project?

- Building the confidence of the museum team to take risks
- We need to plan how to develop the board further (age range, name, objectives) but also focus on what we give back to our board (training opportunities, expenses, stipend).
- We need to develop more relationships with local organisations to attract new board members

- We need to update and develop our organisation evaluation processes

## What tips does the museum have for other museums undertaking a similar project?

1. Consider truly why you are doing the project. Does it match with key priority areas? How is the work embedded within the team and resourced?
2. Don't do 'parachute projects' - the legacy outcomes of the project needs to be the reason why you are working on the project. Participants you work with need to know how they will continue to work with you after the project has finished.
3. Always do an agreement letter with partners and a full project risk assessment.
4. Speak to your potential participants - find out what they want and work together with them to see what is possible.
5. Give participants space and support to share their thoughts, ideas and contributions. This is really important for the success of the project and happiness of participants, however this is also really time consuming.

## Other photographs



 @LondonMusDev

 Supported using public funding by  
**ARTS COUNCIL  
ENGLAND**

