

Curating for Change: Disabled People Leading Within Museums Theory of Change

It is planned that there will be continuous evaluation undertaken by an independent evaluation consultant throughout the duration of the project. We believe this will be the most useful in terms of informing the delivery team of lessons to learn and implement throughout the project as well as monitoring impact at all stages.

We have developed a Theory of Change in the table below to express our rationale for Curating for Change, our planned activities to address that rationale, our expected outputs and our predicted impact.

The Rationale	Planned Activities	Outputs/Deliverables	Short term impact	Medium term impact	Strategic Goal
<p>Statistics show that deaf and disabled people are significantly under represented within the Museum workforce (at around 4%)</p> <p>Museums are keen to diversify their workforce but want additional specialist support to do so. This was evidenced by 29 Museums responding to Accentuate's opportunity to host 4</p>	<p>8 Placements hosted by 9 partner museums across England for 8 Deaf, disabled and neurodiverse Curatorial Fellows.</p> <p>8 Trainee placements hosted by 9 Affiliate museums across England for Deaf, Disabled and neurodiverse people.</p> <p>Disability Equality Training delivered to</p>	<p>Fully accessible 18 month paid curatorial work based placements for 8 individuals who define as D/deaf, Disabled or Neurodiverse.</p> <p>8 Fully accessible trainee placements with expenses bursaries, over 2 months within affiliate museums for D/deaf, Disabled and neurodiverse people.</p> <p>360 members of staff with 18 Museums</p>	<p>8 D/deaf, Disabled Neurodiverse curators will have developed significant curatorial skills and produced their own exhibition/display.</p> <p>8 D/deaf, Disabled Neurodiverse trainees will have a better understanding of the range and scope of jobs within museums and developed some basic skills to build on.</p>	<p><u>For individuals:</u></p> <p>D/deaf, Disabled and neurodiverse people will have developed a range of curatorial skills resulting in them being well placed to move into full curatorial and senior positions.</p> <p>D/deaf, disabled and neurodiverse people will have developed confidence and networks to enable greater mobility and access to</p>	<p>More D/deaf, disabled and Neurodiverse people will be in leadership roles within the Museum Sector.</p> <p>The Museum sector will be more accessible and supportive to enable more /deaf disabled and neurodiverse people to work and lead within the sector.</p>

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<p>placements as part of the Curating for Change programme.</p> <p>Many deaf and disabled people are freelancers and therefore have limited access and funds to enable career development.</p> <p>Of the deaf and disabled people Accentuate surveyed currently working in Museums, 33% felt there were not career progression routes available to them.</p> <p>The Deaf and disabled people Accentuate surveyed working in museums identified lack of confidence, lack of networking opportunities and lack of experience.</p> <p>3/4 of Museums Accentuate surveyed ranked making all exhibitions and events accessible, in their top 3 priorities,</p>	<p>museum partners and affiliates.</p> <p>Peer to Peer mentoring network established for Curatorial Fellows</p> <p>Peer to Peer mentoring network established for partner museums and affiliates.</p> <p>8 Public Facing Exhibitions or Displays curated by those on placements.</p> <p>8 disability engagement groups established across museum partners.</p>	<p>receive Disability Equality Training.</p> <p>A cohort of 8 Curatorial Fellows established to provide Peer to Peer mentoring building a network across 8 locations.</p> <p>NVQ and modular learning or one to one mentoring for Curatorial Fellows</p> <p>A cohort of 18 Partner and Affiliate Museums established to provide sector wide mentoring and knowledge sharing.</p> <p>240,000 visitors to Museums experiencing the curatorial vision of the 8 Fellows through 8 exhibitions/displays</p>	<p>Museum staff will have developed skills and knowledge about removing barriers for D/deaf and disabled people and shared this knowledge within their organisations.</p> <p>Curatorial Fellows will develop confidence and build networks across a range of partner museums.</p> <p>Curatorial Fellows will have obtained a qualification or had their work appraised by sector mentors.</p> <p>64 executive leaders of senior management and curatorial teams from partner museums will have gained skills and shared experiences across the group to establish a network who can disseminate the learning more widely.</p> <p>18 Museum partners and affiliates will</p>	<p>opportunities across institutions.</p> <p>D/deaf, disabled and neurodiverse people will understand their leadership potential and will be confident in applying for leadership roles.</p> <p>Executive leaders and curatorial staff will have learnt new skills about how to support deaf and disabled employees and make working environments more accessible. This learning will be shared across the institutions.</p> <p>Executive leaders will have developed their own skills and confidence in nurturing deaf and disabled people's leadership potential.</p> <p>Executive leaders will understand the benefits of creating accessible exhibitions and experiences in</p>	

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<p>with over half saying it was their top priority.</p>	<p>4 Sector facing forums to share learning, establish networks and discuss challenges.</p> <p>A range of artist interventions / creative workshops lead by D/deaf and disabled curators.</p> <p>Website hub for Curatorial Fellows to share insights from their placements, and wider learning resources for the museum sector.</p> <p>Ongoing Evaluation throughout the project to embed and share learning.</p>	<p>48 Local D/deaf and disabled people and disabled led organisations influencing museum planning and engagement.</p> <p>300 Museum professionals attending forums developing knowledge about diversifying workforce for D/deaf and disabled people</p> <p>Deaf and disabled artists will lead 24 creative interventions with partner museums engaging with 800 members of the public.</p> <p>40,000 website visits engaging with the wider museum sector other cultural sector organisations and the public.</p> <p>16 Fellows and</p>	<p>have developed their audiences and visitors will have experienced displays curated by D/deaf and disabled people.</p> <p>Local D/deaf and disabled people learn more about the role of the museum and share their insights helping to develop more accessible experiences</p> <p>Museum professionals will gain insights about the issues that affect deaf and disabled people in the museum sector and can take learning back to their institutions.</p> <p>Deaf and disabled artists will have developed relationships with museum partners and demonstrated their skills in audience engagement.</p> <p>The learning and</p>	<p>order to fully engage with the communities they serve.</p> <p><u>Organisations:</u></p> <p>Museum partners and affiliates will have re-examined their working practices and developed strategies to be more supportive and inclusive working environments.</p> <p>Museum partners will have developed a supportive network of organisations who are skilled in supporting D/deaf, disabled and neurodiverse employees. This network will then provide advice and guidance to other museums.</p> <p><u>The Sector</u></p> <p>Leadership will be more highly skilled, supportive and inclusive.</p>	

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		<p>Trainees interviewed, 18 museum partner and affiliates interviewed. Four focus groups held. 20 wider stakeholders telephone interviews. 40 people completing online survey. 400 members of the public completing feedback forms from displays and events. 1 sector facing report.</p>	<p>discussion from the project will have reached a wider number of organisations and individuals</p>	<p>D/deaf, disabled and neurodiverse people will be visible and active as leaders across the sector ensuring diversity of skills and experiences within the sector.</p> <p>The sector will be more resilient and creative through including more diverse perspectives and experiences.</p> <p>The sector will have engaged with more diverse audiences ensuring museums are relevant and accessible to all.</p>	

Evaluation Framework to Measure Success

In order to assess whether Curating for Change has been successful in achieving the impact we anticipate we have developed the following evaluation framework.

Impact	Measures of Success	Methods of Evaluation
8 D/deaf, disabled Neurodiverse curators will have developed significant curatorial skills and produced their own exhibition/display.	Successful production of exhibition, display, online collection or major event.	Internal: Project review meetings, Project monitoring reports External: Focus groups with Fellows and Museum hosts. Visits to at least 4 exhibitions. Number of visitors to exhibitions. End of Project Review.
8 D/deaf, disabled Neurodiverse interns will have a better understanding of the range and scope of jobs within museums and developed some basic skills to build on.	Producing an element of an exhibition, display or event. Strategy for future career progression.	Internal: Project review meetings, Project monitoring reports External: Feedback from interns and museum hosts. End of project review. Focus group with Interns and Museum Affiliates.
Museum staff will have developed skills and knowledge about removing barriers for D/deaf and disabled people and shared this knowledge within their organisations.	Undertaking Disability Equality Training (DET), implementing more accessible recruitment and support strategies for members of staff.	Internal: Project review meetings, Project monitoring reports External: Feedback Partner Museum staff and core delivery team. Numbers of staff attending DET.
Curatorial Fellows will develop confidence, understand their leadership potential and build networks across a range of partner museums.	Confidence to apply for further senior curatorial positions. Following up with museum partners who have been involved with the project to enable long term mobility.	Internal: Project review meetings, Project monitoring reports External: Interviews with Fellows
Curatorial Fellows will have obtained a qualification or had their work appraised by sector mentors.	Successful completion of NVQ or completion of mentoring sessions with external mentor	Internal: Project review meetings, Project monitoring reports External: NVQ assessments, interviews with mentors, interviews with Fellows
32 staff members of senior management and curatorial teams from partner museums will have gained skills and shared experiences across the group to establish a network who can disseminate the learning more widely.	Peer to Peer mentoring network established for Museum Partners and Affiliates which continues post project. Museum staff report learning new skills which they shared across their organisations.	Internal: Project review meetings, Project monitoring reports External: Interviews with Museum staff, feedback forms after completing DET, End of project review.

Impact	Measures of Success	Methods of Evaluation
18 Museum partners and affiliates will have developed their audiences and visitors will have experienced displays curated by D/deaf and disabled people.	A more diverse range of people will have taken part in displays, exhibitions and events.	Internal: Project review meetings, Project monitoring reports External: Feedback forms completed by museum visitors and community groups. End of project review. Visitor numbers.
Local D/deaf and disabled people learn more about the role of the museum and share their insights helping to develop more accessible experiences	Disability Engagement Groups (DEG) established. Museums implementing suggestions from these groups.	Internal: Project review meetings, Project monitoring reports External: attending a DEG meeting, feedback from DEG members, End of project review.
Deaf and disabled artists will have developed relationships with museum partners and demonstrated their skills in audience engagement.	Deaf and disabled Creatives will have been commissioned by Museum Partners to lead public engagement events.	Internal: Project review meetings, Project monitoring reports External: Feedback from deaf and disabled creatives, number of artists commissioned to lead activities. End of project review.
Executive Leaders will have developed their own skills and confidence in nurturing deaf and disabled people's leadership potential.	Executive Leaders will have reported increased skills and confidence and taken lead to implement this learning within their organisations.	Internal: Project review meetings, Project monitoring reports External: interviews with Executive Leaders, end of project review.
Executive Leaders will understand the benefits of creating accessible exhibitions and experiences in order to fully engage with the communities they serve.	Reported commitment to implement accessible methodologies in future exhibition and event delivery.	Internal: Project review meetings, Project monitoring reports External: interviews with Executive Leaders, end of project review
D/deaf, disabled and neurodiverse people will be visible and active as leaders across the sector ensuring diversity of skills and experiences within the sector.	Fellows will have leadership potential recognised by museum partners and affiliates and built wider profile via website, social media and sector events.	Internal: Project review meetings, Project monitoring reports External: interviews with Fellows and museum partners, wider museum online survey, number of website views and twitter followers. End of project review.
The learning and discussion from the project will have reached a wider number of organisations and individuals.	4 Sector events will be fully booked, Final sector facing report will have been distributed/downloaded to 1000 organisations and individuals.	Internal: Project review meetings, Project monitoring reports External: Feedback forms from Sector Events, Online Survey. Website downloads. End of project review

Collection and Types of Data

Two types of data will be collected: qualitative and quantitative. We have carefully considered the processes we will use in order to collect this data so as to ensure they are as accessible as possible.

Qualitative Data

- Collecting comments or feedback from online surveys about the website, workshops, exhibitions and events
- Collecting comments or feedback from Fellows and Interns through interviews and focus groups.
- Collecting comments or feedback from Museum Partners and Affiliates through interviews and focus groups.
- Collecting comments or feedback from the wider public about the exhibitions.
- Collecting feedback about the Disability Engagement Groups through focus groups.
- Collecting feedback about the difference the project has made to people taking part in training and placements.
- Collecting feedback about increased understanding of the lives of disabled people over time, from museum partners and affiliates
- Collecting feedback from museum professionals about the potential changes in working practices.

Quantitative Data

- Number of Fellows and Interns completing placements
- Number of people attending activities including creative workshops
- Number of people visiting the exhibitions and displays
- Number of people attending the Sector Wide Forums
- Number of people undertaking Disability Equality Training
- Numbers of participants in Disability Engagement Groups
- Numbers of Museum Partners and Affiliates attending mentoring network events
- Numbers of downloads of sector facing report
- Numbers of website visitors
- Number of followers on Twitter from museum and cultural industries.

We will measure our participant numbers against our predicted targets outlined in the table below.

Activity	Fellows	Interns	Museum Partner Staff	Museum Affiliate Staff	Deaf /Disabled people/groups	Wider Sector	Public
18 month placement	8						
Shorter taster placement		8					
Members of mentoring network	8		18	18			
Members of Disability Engagement Groups					48		
People attending 4 sector wide Forums	8	8	18	18	20	228	

Activity	Fellows	Interns	Museum Partner Staff	Museum Affiliate Staff	Deaf /Disabled people/groups	Wider Sector	Public
Museum staff receiving DET			180	180			
Visitors to exhibitions/displays						400	239,600
Executive Leaders developing skills in nurturing Deaf/Disabled leaders			16	16			
24 creative Workshops/events led by Deaf/disabled people with partner museums							800
Website visits							40,000
Twitter Followers							1000
Downloads or hard copy of sector facing report						1000	

Types of Questions

We will develop a suite of questions that aim to measure elements of the key outcomes previously outlined. We can therefore apply these questions appropriately in different situations. These questions will be standardised so as to measure responses. We will develop the questions with our external evaluator but they could be:

- I have gained new skills and feel more confident in enabling D/deaf, disabled and neurodiverse people to lead within my organisation
- I have gained skills and confidence and feel able to take on new leadership roles
- I have gained skills in understanding the barriers D/deaf and disabled people face and have learnt ways to remove these barriers
- I have enjoyed this event/exhibition and have learnt more about deaf and disability history

Sharing the learning

An important component of Curating for Change is sharing the learning from the project. Therefore we would be keen to share our experience with a cohort of other ACE funded leadership programmes. We also intend to share our findings via the website through blogs written by Fellows, Case Studies and a sector facing report at the end of the project.