

# HOME

## | A Case Study on Diversity and Inclusivity |

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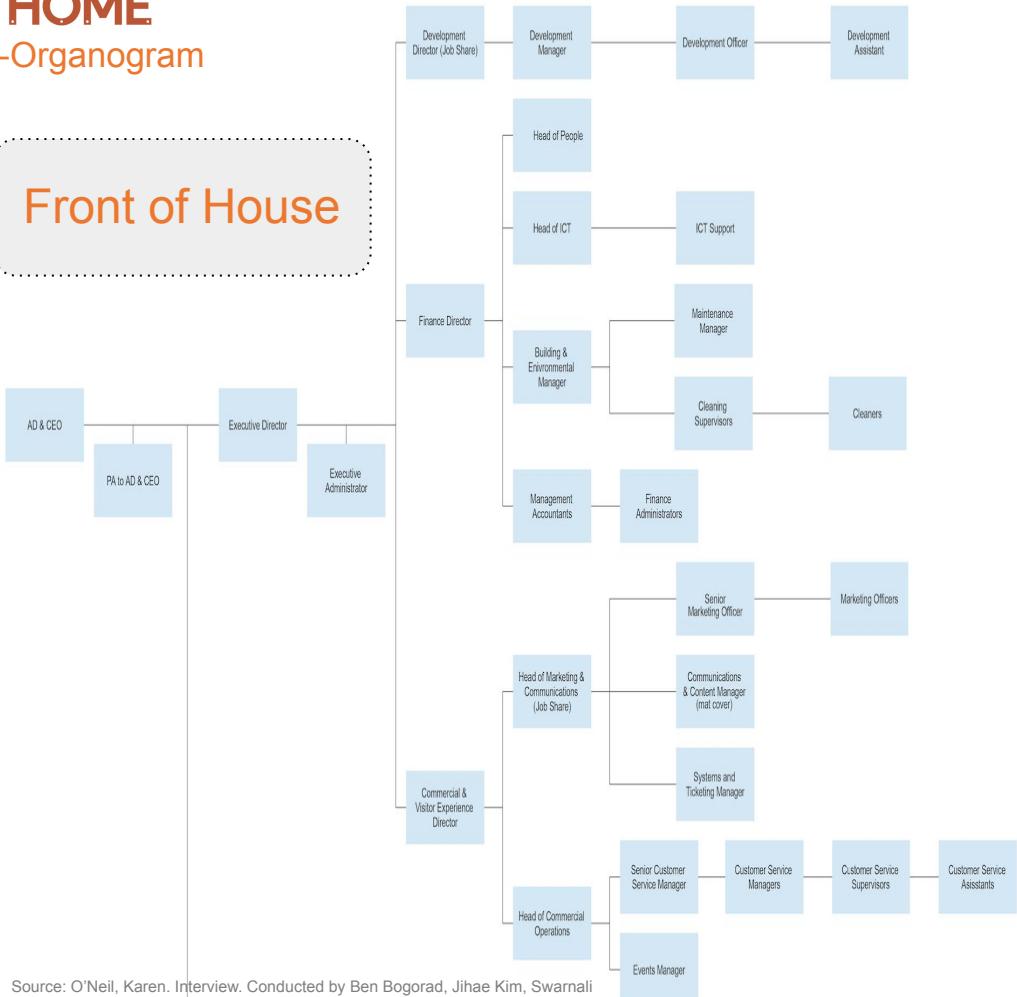




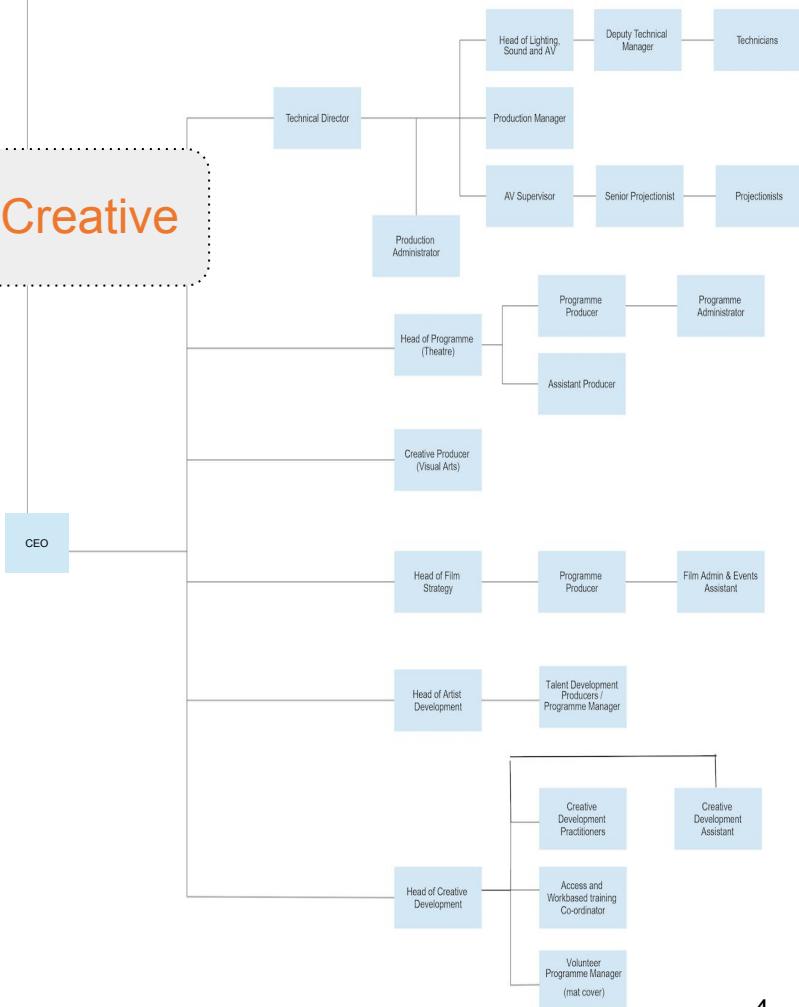
# HOME

-Organogram

## Front of House



## Creative



P	E	S	T
Political	Economic	Socio-Cultural	Technological
<ul style="list-style-type: none"> <li><b>Government Financial Support</b> <ul style="list-style-type: none"> <li>- £375,000 from the Cultural Recovery Fund in 2021</li> <li>- £3.9 million from Arts Council England NPO funding for 2023 – 2026</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Sources of Income</b> <ul style="list-style-type: none"> <li>- Memberships and corporate partnerships</li> <li>- Over £650,000 annually</li> <li>- Tickets and restaurant</li> </ul> </li> <li><b>Contribution to Regional Economic Vitality</b> <ul style="list-style-type: none"> <li>- A great addition to Manchester's cultural life</li> <li>- Employment opportunities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Investment in Education and Community Activities</b> <ul style="list-style-type: none"> <li>- HOME from HOME program</li> <li>- Schools and College program</li> </ul> </li> <li><b>Response to Cultural Dynamics</b> <ul style="list-style-type: none"> <li>- INDRA Collective</li> <li>- Young Identity</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Innovative Approach and Experimentation</b> <ul style="list-style-type: none"> <li>- Innovation, fun, and risk-taking</li> </ul> </li> <li><b>Operational Technology</b> <ul style="list-style-type: none"> <li>- Five state of the art cinemas</li> <li>- Purpose-built screens</li> <li>- Flagship Sony 4k digital projectors, and 7.1 audio from Datasat</li> </ul> </li> <li><b>Marketing Strategies</b> <ul style="list-style-type: none"> <li>- Multi-channel marketing approach</li> </ul> </li> </ul>

<h2>Strengths</h2> <ul style="list-style-type: none"> <li><b>Diverse Programming</b> Eg. Films, digital films, theatre (A Fine Toothing Exhibition, Blue Beard)</li> <li><b>Strong Artist Partnerships</b> Funders, Sponsors, HOME Arch Campaigns</li> <li><b>State-of-the-Art Facilities</b> These facilities enhance the visitor experience and allow for high-quality performances and exhibitions</li> </ul>		<h2>Weaknesses</h2> <ul style="list-style-type: none"> <li><b>Outreach Issues</b> Difficult to represent all the art forms and artists of diverse backgrounds.</li> <li><b>Audience Development</b> HOME may need to improve its audience development strategies to attract and retain a more extensive and diverse patronage.</li> </ul>
<h2>Opportunities</h2> <ul style="list-style-type: none"> <li><b>Digital Engagement</b> HOME has embraced digital platforms for streaming performances and exhibitions, Eg.event PUSH LAB – Into Digital</li> <li><b>Education and Outreach</b> HOME has the potential to expand its educational programs and community outreach initiatives</li> </ul>		<h2>Threats</h2> <ul style="list-style-type: none"> <li><b>Economic Uncertainty</b> Reduced government funding and the impact of COVID-19</li> <li><b>Competition</b> The cultural sector in Manchester is highly competitive, with several other theaters, venues, and cultural institutions vying for audience attention and financial support.</li> </ul>

# Diversity and Inclusivity

A word cloud visualization centered around the theme of Diversity and Inclusivity. The most prominent words are 'Art', 'Artist', 'Support', 'Workforce', and 'Mature'. Other significant terms include 'LGBT', 'Media', 'Program', 'HOME', 'Inclusion', 'Diversity', 'Equal', 'Strategic Structure', 'Business Strategy', 'Communication', 'Fundraising and Profits', 'Artist Support', 'Collaborate and Supportive Environment', 'Digital Engagement', 'Creative Market', 'Revenue Streams', 'Ethnic Background', and 'Mature'.

HOME points to ***diversity*** as a programme and ***inclusion*** as a business strategy.

***Structured and varied projects*** enhance the delivery of existing programmes while generating ***fundraising and profits***. This core concept firmly establishes HOME's position in the art market and a consistent creative tone.



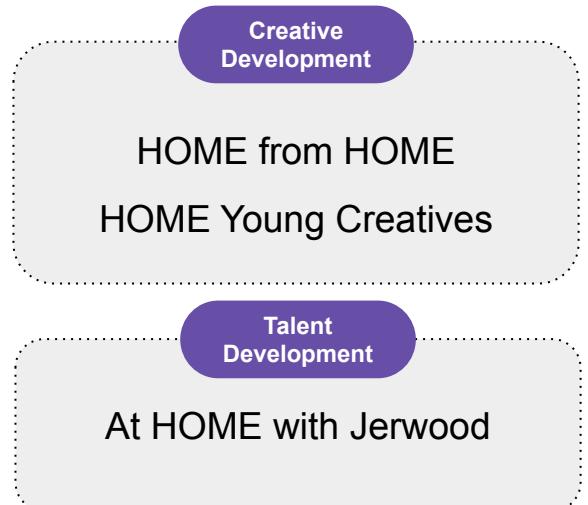
# Programming structure

- Earned Income
- Contributed Income



**ARTISTIC**

**COMMERCIAL**



# Producing & Programming Strategy

A Balance of Desires

Balance

Collaborative  
Organisation

A Combination of  
Long & Short Term Planning

Niche

A Focus on Key Areas  
of Local Need

Diverse Programming

No Competitors,  
Only Collaborators

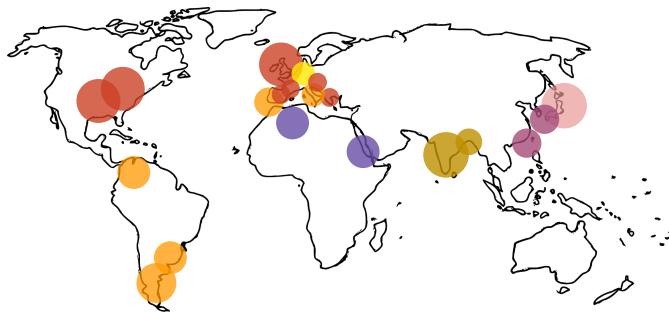
Sources: O'Neil, Karen. Interview. Conducted by Ben Bogorad, Jihae Kim, Swarnali Nag, Yiting Wu, Shengran Liao, Xin, Li. Nov 28th, 2023.

Home Theatre Programming Policy (2022) HOME. Available at  
<https://homemcr.org/about/work/home-theatre-programming-policy/> (Accessed: 28 November 2023).

## The HOME Film Festival and ‘Film Hub North’ showcase **regional balance** in programming, highlighting the value of diversity.

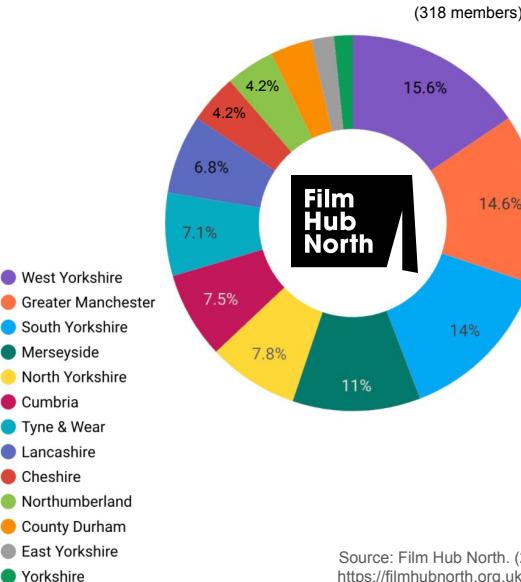
(Figure 1) The distribution of HOME Programme by Region

- The Japan Foundation Touring Film Programme 2023 (Feb)
- VIVA! 29th Spanish & Latin American Festival (Mar)
- London Bengali Film Festival (Apr)
- DEFA: Genre in service of the state (May)
- SAFAR Film Festival (Jul)
- Queer East Festival 2023 (Nov)



Source: *Film Brochure(2023) HOME*. Available at:  
<https://homemcr.org/article/download-our-oct-nov-2023-film-brochure/>  
 Source: Anon, (2020). HOME, 2019/20 Diversity Data

(Figure 2) ‘Film Hub North’ Members by Region



Example - Workshop

### Developing South Asian Audiences

Discuss to build South Asian audiences among Northern film organisations

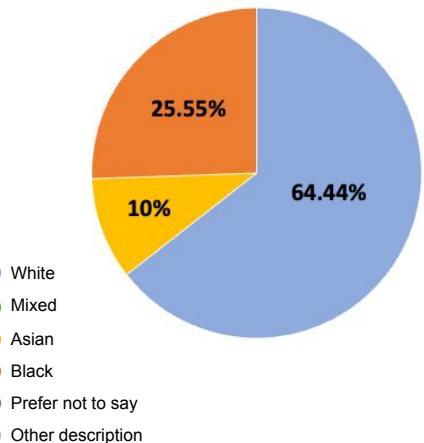
Source: Film Hub North. (2023). *Film Hub North's Data Dashboard*. [online] Available at: <https://filmhubnorth.org.uk/data-dashboard?audience=exhibitor> [Accessed 4 Dec. 2023].

- HOME is taking a positive step towards fostering diversity by introducing a regular multinational programme.
- HOME plays an indispensable role in addressing regional disparities by leading local film communities.

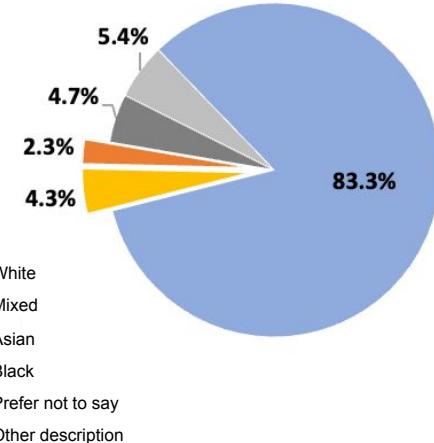
# Can we still define HOME as an open and social space across diverse communities when there is unequal participation among ethnicities\* ?

\*grouped into 5 ethnic groups / Source: GOV.UK (2021). List of ethnic groups. [online] GOV.UK. Available at: <https://www.ethnicity-facts-figures.service.gov.uk/style-guide/ethnic-groups>.

(Figure 3) Ethnic groups of the lead artist of HOME Theatre projects  
(90 productions)



(Figure 4) Ethnic groups of participants in Manchester Open Exhibition  
(over 500 artists)



Source: Anon, (2020). HOME, 2019/20 Diversity Data



## Theatre productions

- Co-producing with Northwest artists
  - Collect West writer (2-yrs cycle)
  - Open national call (3-yrs cycle)

## Manchester Open Exhibitions

- Taking place in 2-yrs cycle
- Presenting new commissions by emerging regional artists
- Supporting mentoring as MCR Open Awards

**Regional Narratives**

**Ethnic Diversity**

- Racial diversity is falling behind due to local-based programmes, which cannot cover international artists.
- HOME remains challenging to equally represent diverse ethnic narratives alongside local narratives in artworks.

Both programmes support early-career artists, offering workshops and artist-led projects



## YOUNG CREATIVES



- Supporting artists from all levels of work experience and art forms
- 12-months Bespoke residency for selected early-career artists

- Using film, theatre and visual arts to improve educational challenges
- Providing free workshops specially aimed at 14~25 yrs old

- Despite having set objectives and basic programmes that can embrace individuals with limited access, HOME is not maximizing its programme resources to reach its full potential.

**BUT the educational programme excludes socioeconomic groups despite achieving diversity goals.**

(Figure 5) Audience Diversity rates at BFI Activity/programme

Activity/Programme	16-30	Female	Ethnically Diverse	LGBTIQ+	With a Disability	From London
...						
Film Academy Events	100%	66%	52%	Not Collected	14%	40%
Targets	25%	50%	17%	15%	13%	-



Source: BFI. (2022). *Annual review and management agreement*. [online] Available at: <https://www.bfi.org.uk/strategy-policy/annual-review-management-agreement>.

- It is still challenging to cover socioeconomic backgrounds as one of HOME key targets
- The current INSPIRE programme is **only about offering discounted tickets**

Sources: O'Neil, Karen. Interview. Conducted by Ben Bogorad, Jihae Kim, Swarnali Nag, Yiting Wu, Shengran Liao, Xin, Li. Nov 28th, 2023.

## SCHOOLS & COLLEGES

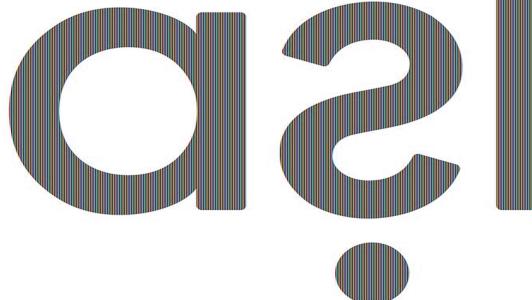
- HOME is partner of MADE Manchester (MCR Cultural Education Partnerships) partnered with other organisations and educators to develop a creative curriculum.
- But the programme aim at 14~19 age group studying **GCSE, AS, A2, T-Level exclusively**.

# HOME Arches Campaign



**FOYLE FOUNDATION**

Equity Charitable Trust



## Funding Model of HOME

HOME theatre in Manchester is a National Portfolio Organisation (NPO) funded by Arts Council England (ACE). ACE uses an Arm's Length method of Funding, which means that it provides funding to NPOs without interfering in their artistic or operational decisions.

House of Lords Library, Arts Council England: Funding and regional distribution. (2022). Available at: <https://lordslibrary.parliament.uk/arts-council-england-funding-and-regional-distribution/> [Accessed 26 Nov. 2023].

## Understanding the Funding Principle of HOME

- Home uses the Theory of the commons (Jung (2016) in its fundraising and engagement approach  
How??

## Diverse approach to fundraising and Community Engagement

- HOME actively engages with diverse audiences through outreach programs, community partnerships, and affordable ticket schemes (HOME, 2022).

# Fundraising



**900,000** visitors

32% from the year before

Off-site visitor £14.2m

**139** full time equivalents posts



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



**MANCHESTER  
CITY COUNCIL**

**GMCA**  
GREATER  
MANCHESTER  
COMBINED  
AUTHORITY



**bruntwood**

**QPARK**

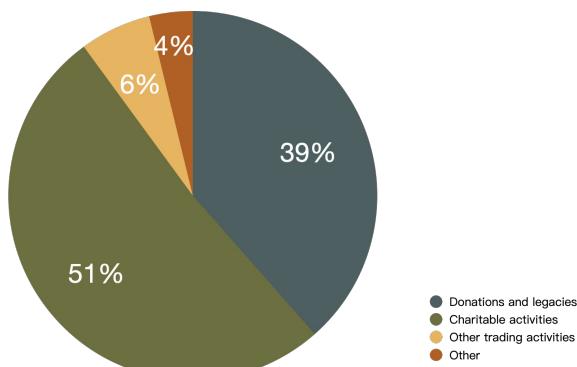
**AutoTrader**

# Fundraising

Total income:

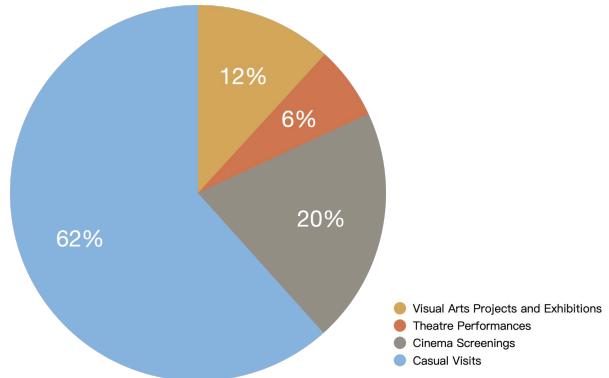
**£6,810,119**

Data for financial year ending 31 March 2022



Booked visits and footfall 2019/20

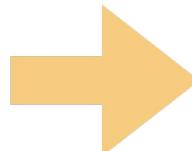
Over **343,000** audience  
20% than 2018/19  
27% than annual target



- Donate to HOME
- Become a HOME friend or patron
- HOME film pass
- Corporate Opportunities
- Be their Supporters



- Donor and Stakeholder (Specific department)



# HOME

## Where are these funds getting used?

### 1. Mothers Who Make

– supporting mothers who are artists, working in any discipline and at any stage of their careers. It is supported by [Autotraders](#). They have 178 mothers on their mailing list, with an average of 14 mothers at each session (Karen O Neil, ED, HOME)



### 2. Accessible Music Productions

– AMP is a collaborative project [Project X collective](#) in partnership with [Venture Arts](#) with generous funding from [Young Manchester House Party](#) is one of the example of AMP.



### 3. Black History Month – Numerous events in collaboration with [Greater Manchester Communities](#). Eg - Save Me A Seat

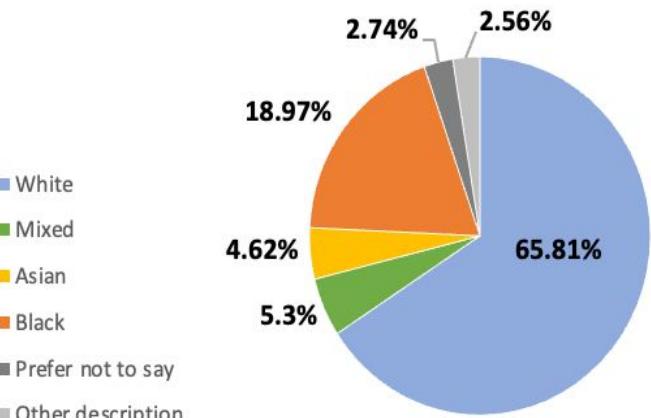
*HOME. (n.d.). HOME Manchester. [online] Available at: <https://homemcr.org/>*



## Is the representation of people Balanced?

Talent Development projects and programmes

Figure 7

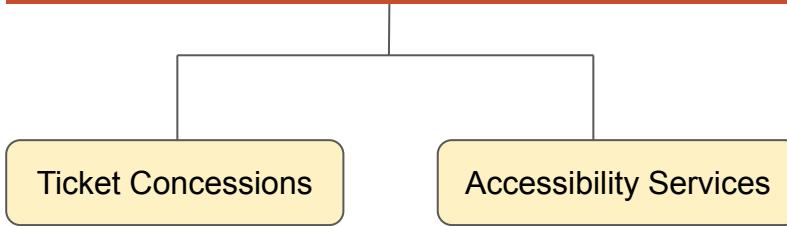


Source: Anon, (2020). HOME, 2019/20 Diversity Data

**Analysis** - It is found that HOME covers diverse groups of people but representation of people in [the engagement and participation of these programmes is not balanced.](#)

- [Therefore, it is still important to narrow this gap of representation of people.](#)
- [There are no specific funded programmes that covers inclusivity in terms of "age" as a criteria.](#)

## How the funds raised by HOME are used to make the programmes/events more accessible?



- Seniors ( people aged 60+)
  - Disability (those who consider themselves to have a disability). Free Essential Companion tickets are available with a valid CEA card.
  - Students (in full time education)
  - And more....
- Disabled parking and drop offs
  - Services for deaf or hearing-impaired customers
  - Services for blind or partially sighted customers
  - Relaxed Events

Still HOME faces challenges in terms of Diversity and Inclusivity keeping Fundraising in mind

- Difficulty in covering people from diverse background in their programmes/events/campaigns for which funds has been raised.
- Encouraging and enticing people to take part in the initiatives that HOME sponsors.
- Targeting and implementing the devised plans for inclusivity and filling the gaps where needed.

O'Neil, Karen ED, HOME. Interview. Conducted by Ben Bogorad, Jihae Kim, Swarnali Nag, Yiting Wu, Shengran Liao, Xin Li. Nov 28th, 2023.

# Recommendations

## Strategies

**to increase diverse audiences outside of internship schemes**

- Publish annual reports on the impact of culturally diverse programmes and its funding, collecting ethnicity data
  - Implement and monitor the scheme in conjunction with Development Team

## Audience Development

**for diverse audiences for HOME's theatre productions**

- Crowd source from ethnic groups participating in schemes
  - Dedicated production per season
  - A new audience finds comfort with HOME

## Inclusive Engagement

**Attract those from all socio-economic levels**

- Collaborate with organisations that support underrepresented groups (e.g. NGO, Charity organisations)
  - Create new schools and Colleges programme specially aimed at underrepresented groups
- Co-work with these institutes to run workshops or events, also supporting online elements to improve access
  - Visit on-site with underprivileged groups to increase Social Mobility

# Thank You

Q&A



# References

- HOME. (n.d.). *HOME Manchester*. [online] Available at: <https://homemcr.org/>.
- Harrison-Dibbits, K. (2020). *HOME's commitment to anti-racism, diversity and equality*. [online] HOME. Available at: <https://homemcr.org/article/homes-commitment-to-anti-racism-diversity-and-equality/>.
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