

**Community consultation at the Dana Centre:
An audience-led project between London's
African-Caribbean community and the
Science Museum**



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SUMMARY OF RECOMMENDATIONS

- The Museum must embed Black history, Black role models, and Black contribution to science and technology into our cultural offer to ensure reaching African-Caribbean audiences and working towards a true reflection of our audience. Further, the Museum must work with the Black community to define and deliver on this aim. This will ensure more diverse voices are heard and truly reflect our audience. This project has demonstrated at the Dana Centre is gaining a positive reputation with the African-Caribbean community and this approach will ensure that reputation continues to flourish.
- Amongst some sections of our audience the perception exists that somewhere like the Science Museum would not know about diversity or is not active in embracing diversity and delivering on related action. The museum needs to promote all the work it does on diversity, including external communication, ensuring representation on museum websites, highlighting in marketing material when offers have been developed in consultation with audiences.
- The focus group now view the Museum as an appropriate and appealing partner to deliver subjects of interest to diverse communities in a sensitive way. The Museum should continue to explore opportunities and partnerships with the African-Caribbean community to continue to build on this successful partnership project.
- The Museum must engage diverse leaders for key cultural offers to ensure diverse voices are heard and diverse representation is embedded. Leadership by Elizabeth Anionwu, Dana Centre Trustee, Professor Emeritus of Thames Valley University and Head of the Mary Seacole Centre for Nursing Practice was a key factor in the success of this project.
- To develop effective, targeted and innovative topics, communities must be consulted at the earliest possible time in the planning process. Ideally, before a funding bid is agreed. This will ensure that the topic is something that our target audience wants us to explore. In the case of this audience-led project, the topic selected by the group resulted in the Dana Centre presenting something truly innovative that no other museum was doing during the 2007 Bicentenary year.
- The Museum should continue to use audience-led processes to explore sensitive topic areas. As in prior audience-led projects, this project ensured that sensitive and challenging topic areas were explored thoroughly with key audience groups. When the Museum found itself in a controversial position relating to the cancellation of the lecture by Dr. James Watson, the Museum's existing trusted relationship with the African-Caribbean community ensured a direct route into the needs and expectations of this community in relation to recent events.

INTRODUCTION

During 2007 the Science Museum's Dana Centre was involved in a project where members of London's African-Caribbean community were consulted in order to inform a series of events about Scientific Racism at the Dana Centre.

This audience-led process resulted in two events: 16 October – *Scientific Racism: A History* and 30 October – *Is Science Colour Blind?* This report summarizes the findings from the consultation, but also offers a review of the overall process of consulting an audience group and using their opinions to inform and develop events. This project was originally envisioned as part of a larger initiative relating to the 2007 Bicentenary of the Abolition of the Slave Trade Act.

The project involved staff from different departments, including the Dana Centre, the Curatorial department and Audience Research and Advocacy. Full reports on each stage of the consultation process and evaluation of the events are available from the Audience Research and Advocacy Group.

BACKGROUND

The Science Museum, London, has a track-record of involving non-visiting groups in consultation about making Science Museum cultural products (events, exhibitions) more relevant and appealing to them. This is particularly important as London is very diverse, with people from different cultural, socio-economic and ethnic backgrounds. The Science Museum is committed, in its Corporate Plan¹, to appeal to the widest possible audience. It is critical that the needs, wants and expectations of our diverse audience are explored in order to broaden access, appeal and relevance of the Science Museum to a wider range of our potential audiences.

The Dana Centre is the Science Museum's venue for science debate and discussion. It offers evening events for adults, covering a wide range of science-related issues. To ensure that these events are appealing, interesting and relevant to the intended target audience group of the events, the Dana Centre has implemented audience-led processes. 'Audience-led' means that members of a target audience are involved in informing the specific topic-area, the angle the issues are approached from and influencing the format of the event both before and during the event development. Audience-led processes were first piloted at the Dana Centre in 2005.² During the pilot, the team identified that the audience-led process would be suitable for working with specific audience groups and exploring sensitive topic areas. In 2006, the Dana Centre and Audience Research Group undertook an audience-led

¹ NMSI Corporate Plan January 2007

² See Report: Developing an Audience-led Event, E. Simonsson, February 2005, available from the Audience Research Group

project with London's Chinese Community that produced two events in November 2006 exploring Chinese medicine.³

REASONS FOR INVOLVING LONDON'S AFRICAN-CARIBBEAN COMMUNITY

- 2007's Commemoration of the Bicentenary of the Parliamentary Abolition of the Trans-Atlantic British Slave Trade created the opportunity to explore the legacy of the Slave Trade in science and technology.
- The African-Caribbean community is under-catered for and is under-represented in the Museum's visitor profile.
- The Museum has conducted research with the African-Caribbean community before, undertaking evaluation of the museum with community members in 2002.⁴ This project ensures that our relationship with this community is sustained and continues to develop and have impact on our programming. It also moves consultation with this community into the Dana Centre, which had never worked with the African-Caribbean community in an audience-led approach before.
- Black and Minority Ethnic groups are a priority group for the Museum to engage with in line with DCMS aims for national museums. Consultation with priority groups is demonstrating good practice. DCMS says museums "should identify, consult and involve socially excluded people about meeting their needs and aspirations."

WHAT THE SCIENCE MUSEUM WANTED TO ACHIEVE THROUGH THE PROJECT

- To explore the needs, wants, expectations of the African-Caribbean community in London, particularly in relation to visiting Museums and Dana Centre-type events.
- To find out whether this community group has needs, barriers and motivations that are specific for the African-Caribbean community, and to explore what needs to be done to overcome these barriers and encourage members of this community to visit the Dana Centre, building on previous research in 2002.
- To explore participants' thoughts and feelings about the subject of Scientific Racism and to find out how events covering this topic can be made interesting and appealing to the African-Caribbean community. In

³ see report: *The Dana Centre's audience-led project with London's Chinese Community*, E. Simonsson, March 2007 is available from the Audience Research Group.

⁴ see report: *Culturally diverse visitors: a report on work with a panel from the Black community*, K. Steiner, 2002.

particular, the focus group aims to collect ideas and opinions on Scientific Racism that could form the base for two event proposals.

- To discuss with the community how to sensitively explore controversial and emotive subjects.
- To explore potential formats for the events: What kind of format makes an event interesting and engaging to this community? How should it be delivered? How can we remove any barriers specific to this community?
- To find out how to target and encourage people from this community to attend the events in October. How and where should the Museum advertise and market these events? What form should advertising take?
- To discover other science/technology/medicine related topics areas that would be interesting and relevant to the African-Caribbean community in London.
- To inform the audience-led process and how future focus groups will be conducted. What shape should the consultation process take (online forums, roundtable discussions etc)

AUDIENCE-LED PROCESS OVERVIEW

This audience-led project included several different stages. This was the most extensive audience-led project ever conducted by the Museum.

1. Initial consultation with group facilitator, Elizabeth Anionwu. Elizabeth has extensive experience of consultation with members of London's African-Caribbean community. process.
2. Recruitment of participants to take part in the project conducted by facilitator and early exploration of potential participants views of topic area.
3. An initial focus group with the recruited participants explored how an event series about Scientific Racism should be approached. The focus group concentrated on how to tackle this sensitive subject area: which aspects should be explored, which formats are appropriate, whose views would be presented.
4. Development of event proposals based on focus group findings were begun by Dana Centre programme development. These proposals outlined the areas of Scientific Racism the groups wanted to explore, the angles and preferred formats.

5. Input from participants to the proposal using a private online discussion group.
6. A second focus group with participants to explore draft event proposals and establish if plans met the focus groups expectations.
7. A third focus group with participants held at Science Museum storage centre, Blythe House. Participants were asked to review and select objects from the collections for display at the first scientific racism event.
8. Final stages of event development: In response to feedback from second focus group and consultation via the online discussion forum, final event details were finalized.
9. Promoting the event: This happened via marketing materials (email leaflet, paper leaflet) and word-of-mouth/direct personal contact.
10. A final focus group was held 2 days after the first event to assess the event and the consultation process.

SELECTING PROJECT PARTICIPANTS

Elizabeth Anionwu, Dana Centre Trustee and Professor Emeritus of Thames Valley University (Head of Mary Seacole Centre for Nursing Practice) was the group facilitator for the project. Elizabeth worked with the team to select participants. She is well connected in London's African-Caribbean community, and therefore had an excellent network from which to recruit.

Working this way resulted in:

- Access to a good network of diverse individuals that came together as a challenging and varied group with different ideas, perspectives and backgrounds
- Elizabeth had expertise in working with London's African-Caribbean community and was able to represent the communities needs, aspirations and expectations at the highest level.
- Trust between the organisation and panel members, who were new to the Museum, was established quickly, as the panel knew and respected Elizabeth.
- Participants were all independent adults of African-Caribbean background and were all practitioners or professionals working in the private or public sector. All are well connected to various networks relating to community, professional networks and advocacy groups.

FINDINGS ABOUT THE AUDIENCE

Barriers to London's African-Caribbean community taking part in Science Museum activities

- Representation: The group identified that Black history and Black role models need to be more visible in any cultural attraction to engage members of that community and get involved with an organisation. Further, they felt that the perception of Black culture and Black Britons in society can be negative. The group as a whole was very committed to fighting for positive representation of their community in society. One focus group member said, *"Because our history has been so denigrated it often prompts a reactionary response, where we feel we have to say why (this has happened), and look at the contribution of Africa as a nation."* Previous work with families from the African-Caribbean community also highlighted this need⁵. This finding is comparable to general family audiences, who also look for role models.
- Institutional: Networking opportunities were highly valued by this group. Networking for this group meant the opportunity to meet new people, make new contacts, and spread information about other events of interest to the African-Caribbean community. Most of the conversations during breaks involved networking, sharing information and skill sharing. The community would like to use the Museum to be a place where they can network. For example, one member of the group was angry that she had requested to distribute leaflets at a recent Dana Centre event relating to Black History Month and had been asked to stop and collect everything back. The Museum will need to review its institutional policies that create barriers for this audience to networking in the way they expect. This is a diversity issue, because different audiences wish to interact with the Museum in different ways. Networking is an important function for the African-Caribbean audience.
- Diversity in the Workforce: The group strongly felt that staff needed to be more diverse and that diversity training was important for all staff at all levels of any organisation. It was important to focus group members that they felt welcomed and assured that the Dana Centre is for them and one of the ways that this can be done is through a diverse work force. In addition, the group felt that staff would benefit from diversity training since this would help understand diverse communities needs better.
- Perceptions of Tokenism: Some members of the focus group were suspicious or had reservations of the Museum's intentions and questioned if the Museum was being tokenistic, or really wanted to work with the community in the long-term to deliver better programming

⁵ see report: *Culturally diverse visitors: a report on work with a panel from the Black community*, K. Steiner, 2002.

with them.

“They say they want to put on a few events, but how diverse are they really? We have to push them and pressure them to get the activities we want, and not just be on the receiving end of what they decide is the minimum they’re going to dole out to get their funding”.

- Lack of confidence in the audience-led process to go beyond informing events: A few members of the panel were not confident that focus groups would be able to affect the direction of exhibitions. They were pleased to be part of planning events, but did not think there would be the opportunity to do the same with exhibitions.

“(Curators) don’t generally direct exhibitions by focus groups, so I already know they have thought of their particular topic, and they will not want to move from there.”

Overcoming barriers to involvement

- Representing Black history: The group felt that often Black history and Black issues are invisible, mis-represented or negative. The museum can work with the community to raise visibility of Black history and Black issues. The museum identifies the Black community as a ‘priority group’ that it must continue to engage with.

“There is an invisibility of the Black presence, and therefore if any change want to be made, we may have to ask for some preferential treatment here in this. We are so far behind”

Embed events relating to Black History and of interest to the African-Caribbean community into the regular programming at the Dana Centre and the Science Museum - outside of Black History Month. Topics should be discussed with a focus group panel.

- Overcoming institutional barriers: Employing a respected and authoritative member of the community to facilitate the focus groups on behalf of the museum had very positive effects. Recruiting focus group members was made easier using the facilitator’s networks. Institutional barriers of mistrust in staff were overcome by the facilitator. In response to the facilitator explaining the background of the Dana Centre, a group member offered the following:

“I take my faith in this institution from you.”

Future projects should always seek to engage respected community consultants to facilitate the process and relationship between museum and audience.

- The museum should seek ways of addressing the specific needs of this community where possible. Where not possible the museum needs to clearly explain why it is not possible to make adjustments and find new and creative ways to overcome barriers. For example, it is not possible for the Dana Centre to allow audiences to distribute leaflets about other

related events that community members would be interested in. This should be more clearly communicated and the opportunity to highlight related events and activities could be done using the web as an alternative.

- Embedding Black history and issues: The Museum will need to demonstrate to the Black community that we want to embed Black history and Black issues in our programming to overcome perceptions of the museum being 'tokenistic'. Focus group members said:
"We're all signed up (to) the fact that Black history doesn't belong to one month"
"Black history is history"
"(There is) an awful lot of stuff to cram into two events in October. Is there no possibility of getting a third event?"
The positive effect of embedding Black history in museum offers would be the development of a positive reputation with the African-Caribbean community. As the facilitator notes, this is already happening. The message from the group is "don't stop now!"
"I think the Dana Centre now, its starting to get a reputation from some of these issues (Black issues)."
The Museum must commit to regular, sustained activity with this community, and other under-represented communities, with funding to back it up. The Museum must find ways of ensuring that cultural representation is embedded across all its cultural products not just in events.
- Audience-led consultation embedded across the museum: To gain the increased confidence of this audience, the audience-led approach to visitor focussed services should be embedded. The focus group was pleased that the Museum responded to their request to focus on scientific racism as opposed to issues surrounding the 2007 Bicentenary of Abolition. There was trepidation about whether the museum would let them affect more than events at Black History Month. The group has the desire to work with the Museum to improve its interpretation of Black history. At present, audience-led consultation is not used on exhibitions or interpretation of collections, visitor programming or outreach.
- Diversity: Communicate to our audiences what the Museum is doing about diversifying our workforce and the cultural offer to overcome perceptions of not being engaged with diversity and establish and reinforce our reputation in this area with audiences.

What would motivate members of the community to use the Museum regularly?

- Learning: Most members of the group were motivated by the opportunity to work with the Museum because they wanted to learn more about Black history and wanted others to learn too. Therefore the Museum must continue to present cultural offers that are tailored to what the audience want to learn about in order to build that audience.

“(I have) a complete drive to find out as much as I can and make sure others know about it.” And “I became very interested in trying to learn and understand about (our) history, and then from there I’ve become a freelance filmmaker and I make documentaries and films that document our history.”

- Role models and representation: panellists indicated that positive role models and representation was appealing. The group wanted those from African-Caribbean background to be on the panel for events at Dana, particularly in a leadership/expert role. This was not solely in relation to events particularly targeted at this community but also in relation to all events – it is important that the Museum engage diverse advisers and diverse leaders for all our cultural offers.
- Partnership: the community would like to work with the Museum to develop innovative programming that would appeal to their community. They were keen to explore if there was funding available to produce partnership projects, such as films. They viewed the Museum as a viable and appropriate partner for exploring Black issues relating to science and technology.
“If something like that (a film) can be put in front of the Trustees of the Dana Centre, then we don’t have to go out fishing other places, because that’s where this concern should be honed in.”
- Integration: Beyond developing events that touch on Black issues throughout the year, the group was motivated by the desire to attract a diverse audience to dialogue about issues that relate to Black history, cultural diversity and race. They are keen to see Black experience of British society explored and articulated. They viewed the Dana Centre as a good place to do that with a diverse audience.

INFORMING THE EVENT SERIES

The choice of subject area: scientific racism

Initially the museum had planned to explore possible events based on the 2007 Bicentenary of the Abolition of Slavery Act. The initial response from potential participants and the facilitator highlighted that this wasn’t something which they were particularly interested in. Potential participants and the facilitator felt that the topic was tired and overdone by many organisations in 2007 and that there were more unique and challenging angles of science that the group would prefer to explore with the Dana Centre.

Instead the group suggested that events on scientific racism would be of more interest to them. Science Museum and Dana Centre management agreed to follow this recommendation and change the focus for the events based on audience feedback and the group facilitator’s recommendation.

During the first focus group, the group discussed various aspects of scientific racism. All of the participants came to the focus group prepared with ideas about the topic and format that they wanted to share, demonstrating their interest and passion for exploring the subject.

The group felt it was an important topic to explore because the group felt that society, or potential participants, did not have a clear understanding of scientific racism and its multiple impacts today and in the past. One focus group member said: *“My concern is that people have a kind of false understanding of what racism is, and will often think its just about individual prejudices or values or perceptions, but it isn’t. It is much more structured and systematic”*

Additional subjects identified as of interest

Throughout the process, the group identified other topics that they felt they would like to see at the Dana centre and the Science Museum

- The history of scientific racism
- Racism in science today
- Melanin
- How racism effects the Black experience in Britain today
- HIV in Africa
- GM food
- Food testing in Africa
- Bush medicine becoming pills
- Terraforming
- Intelligence

The cancellation of Dr. James Watson’s lecture⁶ prompted the group to discuss the possibility of the development of events and an exhibition on Intelligence. The group wanted to explore various aspects of intelligence, including genetic, historic and ecological.

To explore these topics fully and get new and diverse perspectives, it is imperative that consultation with diverse communities on sensitive topics continues. If these topic areas are to be explored it is recommended that members of the African-Caribbean community continue to be used as consultants to ensure the final events meet the needs, wants and expectations of the audience.

In addition to future events, the focus group also recommended that alternate locations for Dana Centre style activities should be considered. They recommended using community centres around London to bring the Science Museum experience to diverse audiences. They felt this would be a successful way to engage new audiences.

⁶ See report: Audience-led consultation with London’s African-Caribbean Community, Focus Group 4, M. Foggett, 2007.

Influencing the format

Through discussion with the group, the facilitator and the Science Museum team it was agreed that the two events would focus on “The history of scientific racism” and “contemporary scientific racism” both the historical and the contemporary elements of scientific racism were thought to be interesting, relevant and of cultural importance to the group.

The underlying qualities that the group wanted the events to have were:

- Information rich
The group identified that the first event should focus on the history of scientific racism in order to provide context to the issues (it was hoped that the audience for the first event would also attend the second). Aspects of history the group wanted to explore included:
 - Classification
 - How race and racism was developed
 - How scientific racism was used to justify slavery
 - Power structures and scientific racismWith regard to contemporary scientific racism the group wanted the event to explore how scientific racism hurts our society, what the Black experience in Britain is today. They also wanted to explore how people use ‘science’ or ‘facts’ as a justification to do things that are widely considered wrong.
“When people do things they’re not meant to do, they always make reasoning why its acceptable to do it . . . look at smokers for example
- Expert and diverse voices
The group were keen for ‘experts’ to speak to provide context to a complicated and possibly emotive topic. A number of speakers were suggested by the group. This demonstrated the beginnings of ownership of the event by participants and the forming of a true partnership between organisation and focus group. A list of speakers the group wanted and approved was passed to the Dana development team. The merits of different speakers were considered by the group. They were concerned with the ability of the speakers to do a ‘Dana’ friendly presentation. They wanted to avoid a ‘dry, dull’ presentation.

The group advocated that the speakers should be culturally diverse, and should include members of the Black community. Participants felt this was critically important if the participants and London’s African-Caribbean community were to attend and respond at the event.
- Use of objects
Using collections to stimulate discussion was a popular idea with the group. In the planning stages, the group felt that this element would stimulate conversation, provide context and to personalize the content for the audience. If real objects had not been available to use, the group also supported using digital images on the screens in the d.cafe.

- Sufficient time and breaks for conversations to start and develop. The group felt that the events should be long, with plenty of time for dialogue, discussion and debate. Speakers should be given adequate time, but there should be more emphasis placed on discussion by participants.

As a result the events

- used a variety of speakers from diverse backgrounds
- used speakers that the focus group had recommended, including focus group members becoming speakers and event facilitators
- were lengthened to include more time for conversation

Influencing the process

Focus group members were asked how they would like future consultation to go forward, including how many meetings and formats (in-person, online). Using lessons learned from the first community audience-led project with London's Chinese community in 2006, the focus group were given the choice of how communication between meetings would go forward, either online or in-person.

At the first meeting, the group discussed how consultation throughout the process would work best for them. They recommended that:

- The 2nd focus group should consist of an in-person focus group. The group advocated face-to-face discussions.
- Online discussion forums were widely supported. The group felt that the opportunity to discuss ideas and network in between meetings would be very useful.
- Meeting days and times were agreed with everyone to ensure maximum participation.
- The group valued time to be able to consider and reflect on events and event proposals. The developed event proposal from the Dana team will be circulated to the focus group the week before the second focus group so that everyone has an opportunity to read, digest and feedback.
- A third meeting, to select objects for the first event at Blythe House, was introduced by the Dana Centre team. The group were pleased with the opportunity the introduction of this element of the consultation process presented.
- The final focus group should take place 2 days after the first event.

This was decided for two reasons. The group wanted the opportunity to reflect on the first event and wanted the opportunity after the first event to network and meet people, not be rushed into a focus group. It was also felt that if there were changes that needed to be made after the first event they could be acted on before the second event.

Adaptability in the process and empowering participants to feed into how the consultation process went forward ensured most participants were engaged in the process throughout. Ownership of the mechanisms of how consultation went forward was demonstrated as the participants used the consultation tools that they requested. The online discussion forum was popular with participants as a way to communicate between meetings to discuss various aspects of the events including marketing, speakers, and format.

REACTIONS TO THE FINAL EVENTS

- Overall, the focus group participants were positive about the event and nearly all specifically said that they liked the choice of speakers and found them interesting
- Audience diversity: The focus group articulated early on that they wanted to audience at the event to be diverse and from many different ethnic backgrounds. They did not want it to be just for people from African-Caribbean communities. They noted that it seemed to them, from appearance, that the audience was very mixed and diverse, and they were pleased. One focus group member noted “I think that was the success of it (the event) actually.”
- Topic relevance: The focus group felt that the event was relevant to everyone, not just the African-Caribbean community. One focus group member said, “It was relevant to African-Caribbean people, but I don’t think particularly so or uniquely so. I think it was relevant to all people, and I think, what you are saying is that – (that is how it) should be how it is aimed.” Another said, “I would have been disappointed if it was all African-Caribbean (people).”
- Speakers: The focus group were positive about the contributions of all the speakers. At the last minute, one of the speakers, a geneticist, cancelled. All focus group members felt this was a great pity, as there was less ‘science’ discussed because of this, which they felt meant the event was not as balanced as they had desired between history and science. At the event 2 weeks later a geneticist did speak.
- Focus group members observed that it took audience members a while to understand discussion groups and what they were supposed to do. They recommended that facilitators accompany each group to ensure the discussion is framed and lead participants in what they were

supposed to do. They also felt that a facilitator would also ensure everyone gets an equal opportunity to speak, and that there aren't long silences, or one-on-one discussions between one participant and one speaker. At the second event, this recommendation was taken on board and facilitators accompanied each discussion group.

- Focus group members would have preferred more selected objects in future events that incorporate objects. They felt this would kick-start more conversations and different ideas.
- After experiencing a live event, participants praised the innovation of the Dana Centre. "They (the Dana Centre) are obviously a ground-breaking organisation and pioneering and bringing these type of events."

THOUGHTS ON CONSULTATION PROCESS

- The group felt that they had genuine impact on the shaping and direction of the events. One said, "I think the success of the group is choosing the theme, scientific racism, and (you) all need to be congratulated, that this (event) pulled in a range of people to that (topic)". Another, "I think its great that they have invited people like ourselves from the community who are all leading in our own different works and industries to come and share and it has been great to be a part of this."
- Marketing of the events was a challenge and caused difficulties. Several participants were unhappy about a situation that arose with the change of wording suggested by the marketing department, who suggested changing the event title to 'Science and Race'. The agreed title had been suggested and agreed by the group, and they were angry that marketing suggested changing it. In future, if the focus group have agreed a title that has already been agreed by participants and staff, marketing should consult with a member of staff about any concerns about titles.
- The group were frustrated when they were asked to consult on marketing images and text to a very tight deadline, usually a day or two. Later in the consultation the group gained understanding about the timescales that the Dana Centre team usually have to work to. It is recommended that on future projects, all aspects of marketing are discussed at the very beginning with lots of lead time to ensure participants are fully able to bring their expertise to the marketing of events.
- Many related that they felt the process empowering and that the Museum staff really took on board the recommendations they had. One

said “It was a great empowering experience to have my experience valued.”

- Due to the length and depth of the process, with 4 meetings and an online discussion forum, the group felt that the organisation had not been tokenistic, but genuinely valued the group, giving significant time and resources. One said, “Too much of this stuff is tokenistic, this isn’t.” Another said that the process, “is a model for other institutions”.
- Members of the group felt that the Dana Centre provided the partnership opportunity to get events off the ground that they wanted to see but had not had the resources to do individually or in smaller communities. “We have all had loads of ideas of amazing events that we could have been doing for years. But obviously through lack of certain resources and funds and the opportunities they have not been done . . . so to actually observe it going to yourselves and then looking at how you (the Dana Centre) transformed it and organized it and pulled it through again, it has been a learning experience for me.”