

THE 99

MOTIVATING LOCAL RESIDENTS TO ATTEND
ARTS AND HERITAGE IN TORBAY MORE OFTEN

Final Report: November 2018

TORBAY CULTURE

BECAUSE IT MATTERS EST. 2015



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1. INTRODUCTION

Torbay Culture is working to build the foundations and infrastructure for change that will shape a more confident Torbay: ambitious for its future, a great place to live and to visit, with a thriving cultural offer that is high quality, valued and embedded in all parts of life.

The 99 project provides insight into the current relationship between local residents and the arts and heritage venues and events in Torbay, South Devon. This research project examines:

- Existing awareness and current perceptions
- Reasons for selecting arts and heritage
- Pre-visit expectations and promotional review
- Post-visit evaluation of entire experience
- Likelihood of repeat visits and recommendations

It reveals key take aways on how we can better reach, motivate and sustain mass audience attendance to venues and events across Torbay, South Devon.

The 99 findings have the potential to inform what venues and events do on a daily basis and to change the way audiences are motivated and engaged. It strengthens the evidence base to inform audience development and marketing strategies and tactics moving forward.

2. APPROACH

The 99 project examines the current and potential future relationship between Torbay residents and local venues and events through a mixed method research approach. The project was live from May to November 2018.

RECRUITMENT

Every stage of the research was underpinned by the upfront recruitment of 99 local residents with low-levels of attendance to venues and events in Torbay. The 99 are made up of 3 core groups:

- Young adults 18–24yrs
- Parents/carers with kids under 15yrs
- Mature adults with a focus on 55–64yrs

Recruitment took place during May 2018 using adverts with an application link, distributed via local community groups, Facebook pages and influencers, such as parent bloggers. Critical to recruitment was that these were not arts and heritage groups, pages or people; this supported immediate reach into non-attending audiences with 315 applications.

Screening criteria was applied to all interested individuals, with the primary factor being non to low levels of attendance to venues and events. Demographic data was then analysed to ensure a good mix of gender, ethnicity, employment status, education and ability (see Appendix 3). By June 2018, the final 99 participants were selected. Every person signed a consent form and joined one of the closed Facebook Groups. Research then commenced.

This project consists of data from 99 individual people in the local area, so is not statistically representative of the total Torbay population. Consistent findings across the research conducted have emerged, with similar conclusions being seen in statistically representative research. There has also been great attention paid to the demographic profile of the 99 participants.

This has led the Project Team to consider that the results are therefore strongly indicative of the Torbay population and do give a reliable insight into the strengths and challenges for motivating and engaging audiences with arts and heritage venues/events in Torbay.

2. APPROACH

SURVEYS

Throughout the project, surveys were conducted (see full survey details in Appendix 4). This included a start (June) and end (November) benchmarking survey, along with pre and post visit surveys to capture upfront perceptions/expectations and follow-up evaluation of experiences. These were in response to 18 self-led events hosted by partners (see list in Appendix 1).

OBSERVATION & FOCUS GROUPS

8 focus groups were conducted with 82 participants following their attendance at venues and events covering visual and outdoor arts, contemporary dance, heritage visits, live music, museum exhibitions and theatre (see more info and templates in Appendix 5).

FACEBOOK FORUM

Facebook was a core tool for research and communications. Each of the three groups had its own Facebook Group hosted by The 99 page admins (the Project Team, see Appendix 2). Within the Groups, activity included posts and polls for comments, invites to a schedule of venues/events and use of Direct Messaging.

PARTNER COMMUNICATIONS

The project partners (see list in Appendix 1) were invited to a launch session to share consistent audience engagement challenges, review the project process and sign up to provide free access to their events. This was followed by a partial review of draft findings, which has resulted in a forum to workshop strategies to action core findings and conclusions.

3. KEY FINDINGS

Participant snapshot

The 99 have low-levels of attendance to venues and events in Torbay. Reviewing the background information shared, the following is most revealing about the background of participants:

CULTURAL EXPERIENCE

Growing up, participants visited the cinema and the library most often with around 8 in 10 doing this multiple times a year.

Performance based events including contemporary dance, classical and jazz concerts, ballet and opera were least visited when growing up, with 7 in 10 participants saying they'd never attended.

The most popular creative activity undertaken by all of the groups is reading for pleasure, with over two thirds of all groups enjoying it. Those aged between 18–24 tend to enjoy more creative activities overall than any other group, whereas those with children are enjoying activities less than other groups.

CURRENT ATTENDANCE

For the 42 Torbay listings from 2017–2018 provided in the upfront survey (see Appendix 4), just 1 in 10 have visited just under half of these venues and events in the last 12 months.

Out of those who have visited in Torbay, the most popular venues and events in the last 12 months were Cockington Country Park (70% have visited), Cockington Court (68% have visited) and BMAD Festival (49% have attended).

KEY TAKE AWAY: The venues/events that these participants are attending and the creative activities they undertake have the least barriers to entry: they are easily accessible, informal in setting, free to low cost and open to all ages. These venues and events also immediately resonate with audiences' core motivators for attending, such as, spending time with friends and family and enjoying the atmosphere.

KEY FINDINGS

Most engaged audience are 55-64yrs

The influence of past attendance

Based on the results of different attendance measurement questions, the following ranks the three groups, where 1 is the most engaged in terms of attendance to arts and heritage venues and events, and 3 is the least engaged.

KEY TAKE AWAY: Overall, those aged between 55–64yrs are the most engaged, attending most often when growing up, nowadays, and attending in Torbay in the last 12 months. Parents and carers with children under 15yrs are the least engaged, attending the least often in all three areas – barriers include lack of time and budget (working parents) and low awareness of family programming.

Rank	Attend growing up	Attend now	Attend in Torbay
1	Tied 55–62yrs 18–24yrs	55–64yrs	55–64yrs
2		18–24yrs	18–24yrs
3	Parents/carers	Parents/carers	Parents/carers

KEY FINDINGS

Entertain my friends and family... and motivate me

What motivates audiences to attend and what did they get out of visiting arts/heritage events/venues? We asked the audience throughout the project what motivates them.

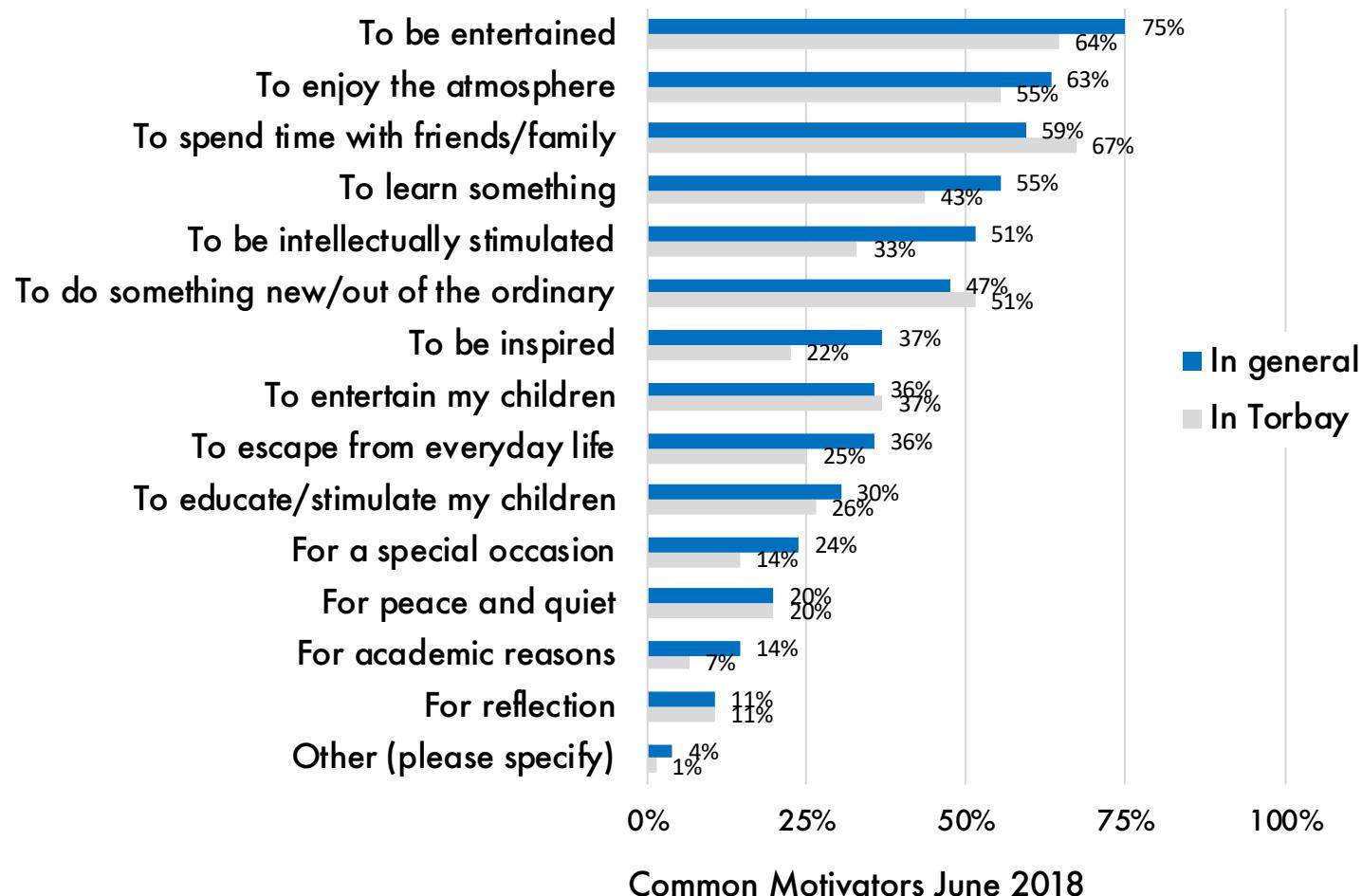
In June, when asked what best described their motivations for visiting a venue/event:
2 in 3 said to be entertained
2 in 4 said to enjoy the atmosphere
7 in 10 said to spend time with family/friends

In November, when asked what they feel they most got out of visiting the events/venues:
7 in 10 said to do something new and/or different
4 in 10 said to learn something
4 in 10 said to spend time with friends/family

KEY TAKE AWAY: Audiences are most motivated by: the opportunity to experience something different; to be entertained and to spend time with their friends and family. These are the hooks they are seeking.

KEY FINDINGS

Entertain my friends and family... and motivate me



STRENGTHS

Things to celebrate and keep doing

KEY FINDINGS

Visitor expectations are being met

Were the perceived expectations of venues and events met? We asked the audience during surveying, as well as during focus groups.

7 in 10 of those in the 18–24yrs and 55–64yrs groups felt their expectations were met. **8 in 10** of parents/carers felt they were met, indicating venues and events are doing well at meeting their expectations.

100% of all groups felt the staff at the venues and events were helpful. This is a good indicator of the welcome quality and customer services.

After attending, all groups commonly referenced how much they liked/enjoyed the interactive elements they experienced during their visits. This wasn't an expected element of the experience - it surprised them.

KEY TAKE AWAY: Expectations prior to visiting events were met after attending, and participants were surprised by the variety of what is available and enjoyed exploring venues and the events. Nearly all consistently feel events attended were well organised and that staff were friendly.

"It was very easy to find the exhibit at the museum. There would be a lot to see in the wider museum for someone who hasn't been before... was exactly what had been advertised and there was more information alongside them than I expected." (18–24yrs)

"The venue is beautiful and the performance was interesting." (18–24)

"Totally different to anything I've seen before." (55–64)

KEY FINDINGS

Visitor expectations are being met

POSITIVE
EXPERIENCE

"I like the fact that its not just stuff you look at, you've got interactive bits as well" (18-24)

RELAXING

INTERACTIVE

"I really enjoyed learning about the history and the local history" (55-64)

"It's always nice to see the artists perspective and art work from local artists... it's not the fancy stuff it's the real stuff" (18-24)

REALITY IS
BETTER

"Before my impression was very dry, you couldn't touch and couldn't interact with it...this was the complete opposite to what I expected" (Families)

INTERESTING

"It was very intriguing and very enjoyable." (55-64)

KEY FINDINGS

Attending changes the view on value

How would the audience describe their experiences of arts and heritage events in Torbay? We asked the audience at the start and end of the project to give us one-word descriptions.



Top words in June 2018

KEY TAKE AWAY: “Interesting” is the top word being used to describe events/venues in Torbay, but having visited over the duration of the project, more people now find them “entertaining”, “enjoyable” and “diverse” too. Fewer people find them “expensive” and “limited” which is likely due to their increased awareness of cost and perceived value for money.



Top words in November 2018

KEY FINDINGS

Attending changes the view on value

How would the audience describe their experiences before and after visiting? We asked the audience to find out. No words were pre-determined – they are open for audience suggestion.



Top words pre-visit

KEY TAKE AWAY: Again “Interesting” is the top word being used to describe events/venues in Torbay, but having visited, negative associations like “boring”, “expensive” and “musty” disappear and words like “interactive”, “entertaining” and “enjoyable” become more prominent. Attending has changed their view.



Top words post-visit

KEY FINDINGS

Attendance increases pride and feel-good factor

What do audiences think about what arts and heritage events contribute to Torbay? We asked the audience at the start and end of the project to select from multiple choices.

In June, when asked how far they agree with statements about arts and heritage in Torbay:

Most agreed with:

8 in 10 agreed that arts and heritage events and venues are good for Torbay

5 in 10 agreed that they increase pride in Torbay

Least agreed with:

Only 1 in 3 agreed that the heritage in the local area is well looked after

Only 2 in 5 think they enhance the sense of community in Torbay

In November, when asked how far they agree with the same statements about arts and heritage in Torbay:

Most agreed with:

9 in 10 agreed that arts and heritage events and venues are good for Torbay

8 in 10 agreed that they increase pride in Torbay and that they are welcoming for the whole community

Least agreed with:

Only 2 in 5 think that the heritage of the local area is well looked after

KEY TAKE AWAY: Since attending venues and events in Torbay, more people now agree or strongly agree with positive sentiments. It implies that visits have increased positive feelings towards arts and heritage venues and events in Torbay.

KEY FINDINGS

Confidence has grown across The 99

How confident are audiences now about attending different types of event/venue in Torbay? We asked the audience at the start and end of the project to select from multiple choices.

KEY TAKE AWAY: 8 in 10 people would now feel confident about visiting heritage sites, museums and galleries and library services, but less are a little less confident about attending arts events and less than half would feel confident about taking part in arts activities.

Visiting heritage sites in the future	85% confident
Visiting museums and galleries in the future	82% confident
Using library services in the future	82% confident
Attending arts events and performances in the future	67% confident
Taking part in arts activities in the future	48% confident

CHALLENGES

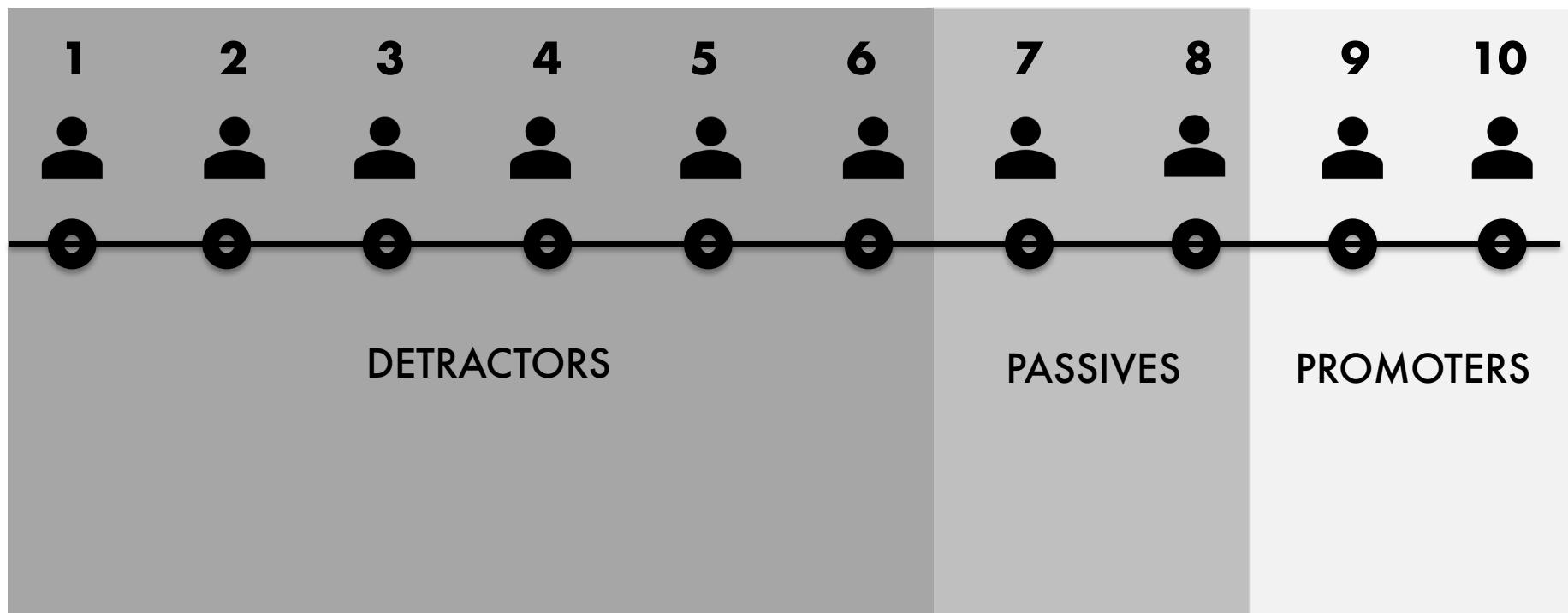
Things to stop doing

KEY FINDINGS

Low Net Promoter Score

How likely would audiences be to recommend Torbay as a place to visit to experience arts and heritage to a friend? We asked the audience at the start and end of the project to select from multiple choices.

KEY TAKE AWAY: Almost 2 in 10 were Promoters, however 6 in 10 were Detractors, giving a low Net Promoter Score of -15%. This demonstrates that there is a way to go in convincing the audience to recommend venues and events to their friends and family.



KEY FINDINGS

Barriers to entry

Why don't audiences attend now and what would stop them in the future? We asked the audience at the start and end of the project to select from multiple choices.

In June, when asked which reasons best described why they don't attend:

2 in 4 said that they never got around to visiting and that the events/venues in Torbay are too expensive

2 in 5 also said a main barrier is that they don't know when events are taking place

1 in 4 also don't know how to find out about events/venues in Torbay

In November, when asked which reasons best describe why they wouldn't attend again in the future:

Almost 6 in 10 said they're too expensive

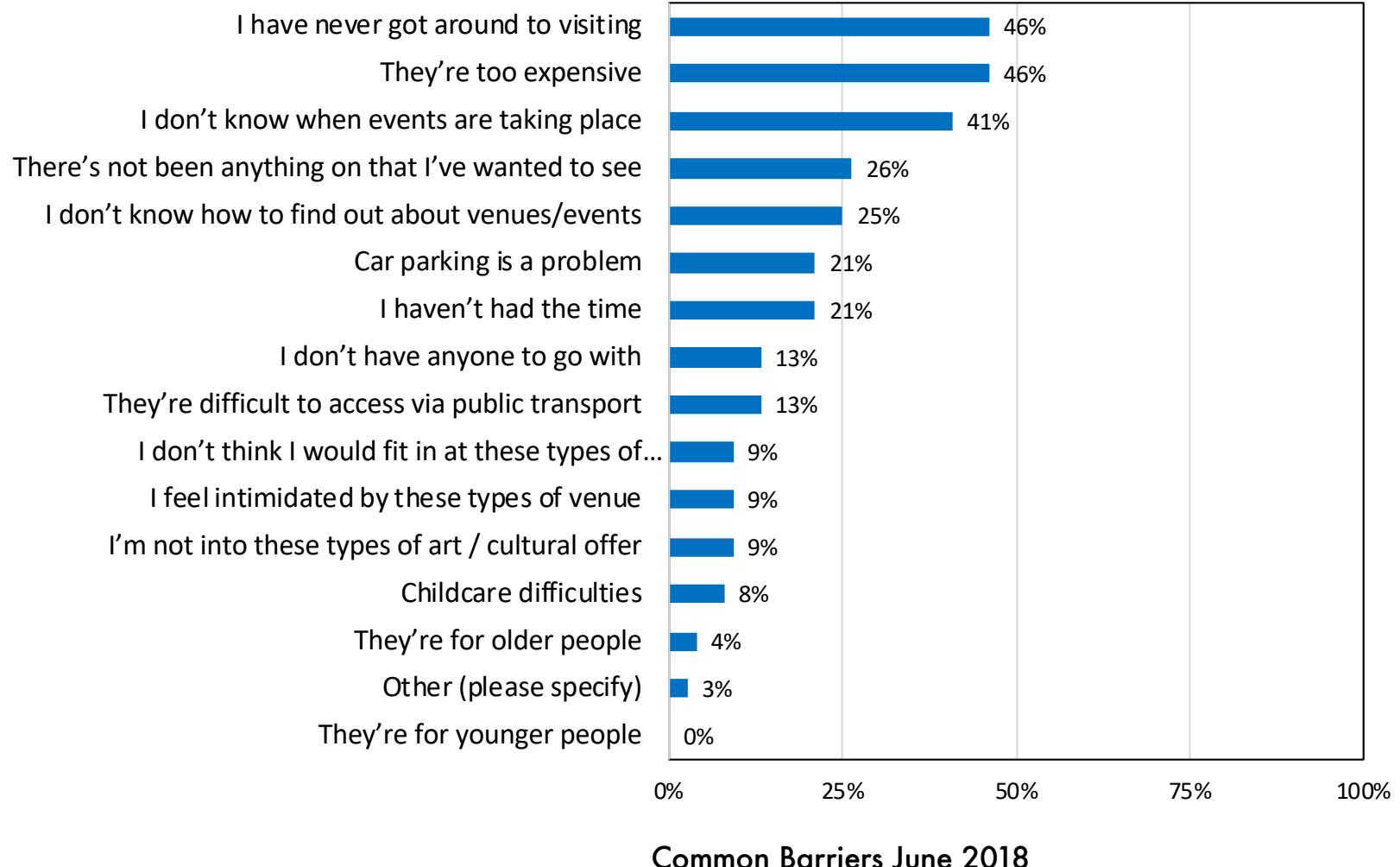
4 in 10 said they don't know when events are taking place and almost

Almost 4 in 10 said not having enough or the right information about the events

KEY TAKE AWAY: Venues and events are still perceived as too expensive for most and this is a barrier to them attending in the future. Lack of awareness about what's on and not having enough information is also a consistent barrier to attending.

KEY FINDINGS

Low awareness and price is a barrier



KEY FINDINGS

Theatre has more upfront barriers

Participants were invited to attend a variety of theatre performances from ballet and opera to family shows, cabaret, musicals and plays. Consistently, these were the hardest events out of the full programme to drive interest and attendance amongst all 3 groups.

Some events received little to no takers: the perceptions around genre, show titles and being “trapped” inside a venue, immediately switched off participants.

The most likely type of theatre to attract participants, was that for young children under 15 yrs. The opportunity to share theatre for the first time with children was the biggest motivator to attend.

In advance of performances, Direct Messages were received with questions about the need to be on-time and even what to wear – participants were not confident in navigating venues and events.

Theatre events received the greatest level of last minute drop-outs, with excuses from bad traffic to sudden illness and even having better offers last minute.

KEY TAKE AWAY: Theatre in Torbay, no matter the venue, is more of an intangible and misunderstood experience. There is a social and situational “not for the likes of me” view and incorrect assumption that the theatre is more “expensive” than other venues and events. Communications can partly tackle this, however, more outreach and confidence building work is required to motivate more people to attend.

KEY FINDINGS

Not for 18-24yrs

There is an overriding sense that 18-24yrs would visit with family rather than their friends. The sentiment seems to be "this is not for us".

To change this the group suggested activities which centred around a place and space to hang out and socialise e.g. café bars, live music and open mic nights.

KEY TAKE AWAY: If arts and heritage in Torbay is for 18-24yrs, there is significant work to be undertaken to meet their needs and motivations to attend. From advertising to programme and welcome to experience; all areas would need consideration.

"I've always found museums a bit boring so I probably wouldn't come back for that" (18-24)

"It needs something like an open mic night or something every so often." (18-24)

"Sometimes you will see banners and posters walking down the streets and stuff but most of the time they're just bland and you'll just carry on walking" (18-24)

"For families...a place for families" (18-24)

"There's not much, unless there's an exhibition going on, there's not much return value to bring you back again" (18-24)

"It's a weird place to come as a couple unless you're bringing your dogs" (18-24)

"High end art thing...something a bit posh" (18-24)

KEY FINDINGS

Mixed feelings to pricing

How much would audiences be prepared to pay to attend venues and events in Torbay?

We asked the audience at the start and end of the project to select from multiple choices.

In June, when asked how much they would be prepared to pay for events and venues in Torbay:

Around 2 in 4 said they would be willing to pay between £5-10. This increased to around 6 in 10 in the 18-24yrs and families groups.

Around 2 in 5 would be prepared to pay between £11-20

Based on the total scores, the average amount participants would be willing to pay overall was approximately £11 per person. This is above what most venues charge for most events. Audiences lack this knowledge and were often surprised during conversations about price with the Project Team.

In November, when asked how much they would be prepared to pay for specific events and venues:

9 in 10 said they would be prepared to pay the most for theatre (compared to other venues and events).

9 in 10 said they would most expect heritage venues, including museums and outdoor spaces and libraries to be free entry.

KEY TAKE AWAY: Participants would be prepared to pay the most for theatre and arts events (potentially this is linked to them perceiving these events as having more production value and/or being "posh" and "expensive") and generally there is an expectation that heritage including museums and library spaces should be free or low cost. Families and 18-24yrs would be prepared to pay more for venues and events than 55-64yrs.

KEY FINDINGS

More advertising is critical to success

What three things do audiences think are most important for events/venues in Torbay to do to encourage more people like them to visit?

We asked the audience during surveying, as well as during focus groups.

KEY TAKE AWAY: Advertising was the most commonly and consistently referenced thing venues and events need to focus on to encourage visits across all three groups. Price was also key, with people expecting it to be reasonable, affordable and with discounting. Variety of programming and special events were also important.

GROUP	1	2	3
18-24yrs	"Advertise" "More advertising" "Broadcast"	"Affordable price" "Deals/money off" "Make them cheaper"	"Themes" "Special events"
55-64yrs	"Advertise" "Advertise in a range of places including all the relevant information" "Publicity"	"Keep it affordable" "Sensible pricing" "Reasonable pricing" "Reasonably priced"	"Continue to provide a broad and diverse range of experiences" "Diversity" "Variety"
Parents /carers	"Advertise well in advance" "Better explanation of events" "Clear advertising showing dates, times, location and prices"	"Affordable prices" "Be careful on pricing" "Large family friendly prices. Most family tickets are geared for four"	"Offering vouchers / special offers" "Offers to encourage more people" "Free days"

KEY FINDINGS

Low awareness of marketing

Overall there was low awareness of marketing with most saying they had not seen or heard anything prior to attending the venues and events.

The outside of the venues and events are doing very little to draw audiences in – often visitors are just passing by and visitors don't notice them.

Use of terminology such as “trail”, “installation” and “arts” implies to these audiences “high concept”, “artsy” and “posh” – not for the likes of me!

Advertise in more visible “local” places e.g. bus stops and buses, supermarkets and schools – where local residents are already (and not the racks, which are deemed as “for tourists”).

KEY TAKE AWAY: Awareness building can start at the physical sites, making better use of the outside of venues and wider community sites. The right words and images are critical to switching the audience on – focusing more of the experience to be had rather than use of sector/genre terms.

KEY FINDINGS

Low awareness of marketing

"I don't really know if you would notice that much if you were just driving by" (Families)

"Hadn't heard about it at all. I hadn't seen it advertised anywhere which is a shame because after coming I thought it was a really cool experience" (18-24)

"I knew about it but it never popped into my mind as somewhere to take the children as a day out" (Parent)

"I think they're targeted at tourists but as a local I know it's here and I know there's things to do but they don't draw me in enough to say, yeah that's something I'd like to do" (18-24)

"Saying it's an art trail, it may put people off" (18-24)

"I didn't know anything about it until we got there" (55-64)

"From the outside it doesn't look very big. You think you'd be in and out in like ten minutes" (Families)

"At the moment it looks like it's a bit more for adults...the arty farty types" (55-64)

KEY FINDINGS

Marketing is under-selling experiences

When shown examples of current advertising and marketing materials, participants generally felt these didn't do the venues and events justice.

There was a low reception towards leaflets – they're for tourists was the main feedback – followed by comments on lack of good images, lack of good descriptions and recognition of their needs.

For those who visited venue websites and social media; they most often found them difficult to navigate, lacking in personalisation and light on the information needed to make a decision.

KEY TAKE AWAY: Marketing materials need to better meet the needs and motivators of the audience and match the reality of the positive experiences of attending the venues and events. Reviews and testing of new marketing with representative audience members may support this process.

KEY FINDINGS

Marketing is under-selling experiences

"It doesn't actually tell you anything about it. You may look at it and be what on earth is that" (55-64)

"It doesn't seem to have much about the inside itself" (18-24)

"The leaflet is not that family orientated" (Families)

"The website is not overly user friendly...there's an awful lot of menus and it's difficult to find what you're looking for...I think it's because a lot of them are linked and I find myself going from place to place" (Families)

"That's for the artists (*list of names*) and that's something that they will show and say look what I'm involved in" (Families)

"This is a bit of a local criticism but we often don't know that events are on. You don't see them advertised out there and you hear about them after they've happened" (55-64)

KEY FINDINGS

More info required upfront to address concerns

Throughout, participants had upfront concerns that could be tackled through proactive marketing and communications from venues and events.

Of concerns listed, not enjoying the event (this was especially a concern amongst parents/carers with children under 15yrs), parking and the unpredictability of the weather for outdoor activities were commonly referenced.

KEY TAKE AWAY: Information and communications should cover not only the venue and event details, but more helpful information tailored to the likely needs and concerns of each audience group. Assumptions cannot be made when attracting new attenders.

KEY FINDINGS

More info required upfront to address concerns

"I am hoping that if it's wet or windy weather there will be suitable covered space as I haven't seen that mentioned on the advertisements." (18-24)

"I think it should be more colourful and let you know it's more interactive" (18-24yrs)

"I'm concerned it won't be interesting and we'll leave within half an hour due to a lack of activities" (Families)

"It doesn't actually tell you anything about it. You may look at it and be like what on earth is that" (55-64 yrs)

"I've had a thought... is there any particular dress code for tonight?" (18-24yrs)

"If it said you can interact with them, come and play with them...it would make it more exciting" (55-64)

"We came on the bus and discovered there's a bus stop right outside after we'd already gotten off somewhere else" (Families)

OPPORTUNITIES

Things to start doing

KEY FINDINGS

Facebook and outdoor media rule

What communication channels most encourage them to visit events and venues?
We asked the audience at the start and end of the project to select from multiple choices.

In June, when asked how they currently find out about venues and events:

Almost 9 in 10 participants said Facebook
2 out of 3 also find out via word of mouth
3 in 4 of those aged 18-24 find out via word of mouth
Just under half referenced posters in the local area
Less than **1 in 3** find out about using other channels beyond Facebook, word of mouth and posters

"If they are advertising it on Facebook I'm not seeing it " (18-24)

In November, when asked what channels would most encourage them to visit after attending events:

Almost 9 in 10 said Facebook

Almost 6 in 10 said posters in the local area

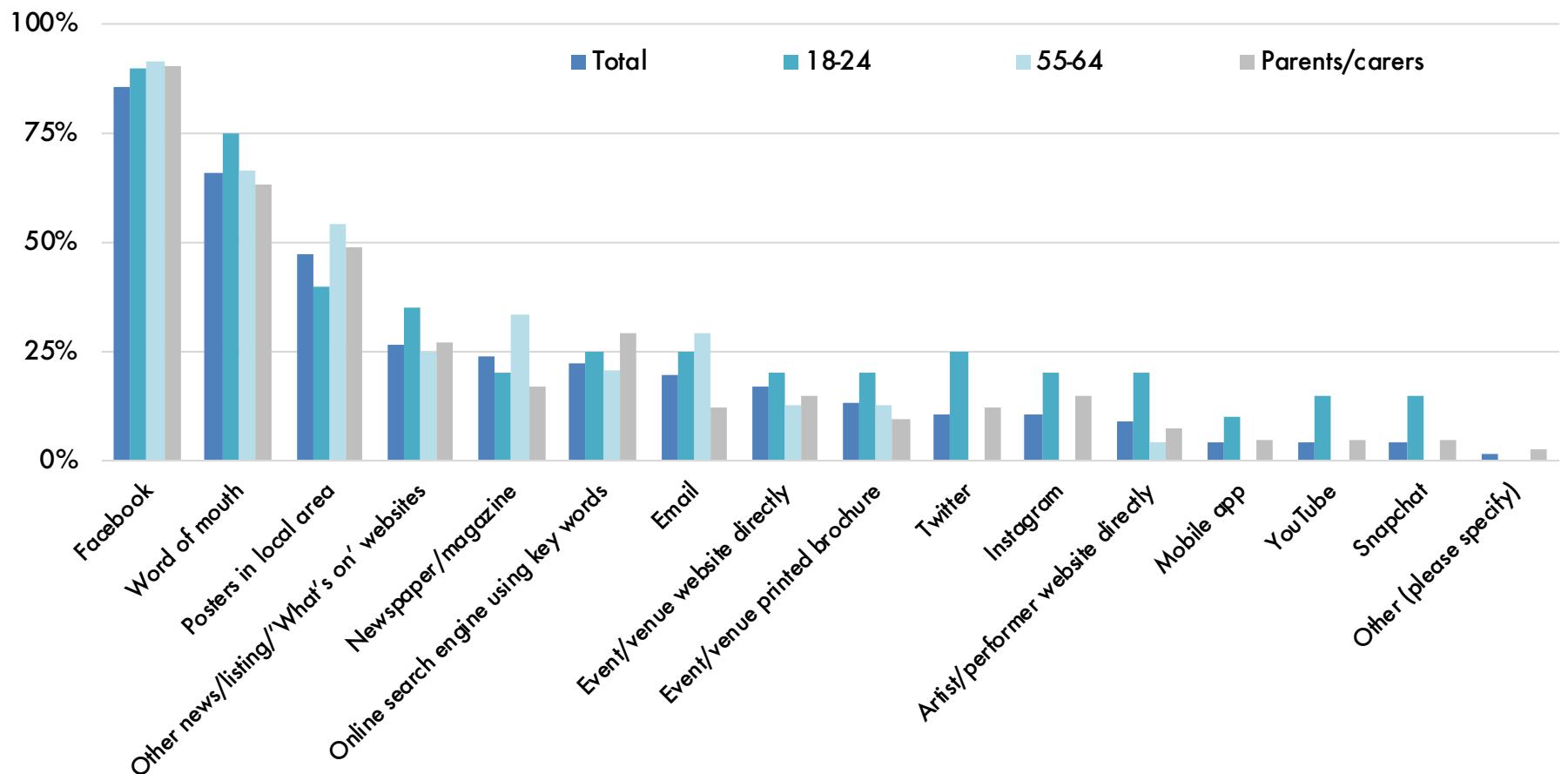
6 in 10 said recommendations from friends

5 in 10 said recommendations from family

KEY TAKE AWAY: Facebook and outdoor media are the best communication channels for venues and events to use, with the majority of participants feeling this would most encourage them. Word of mouth and recommendations from friends and family are important too.

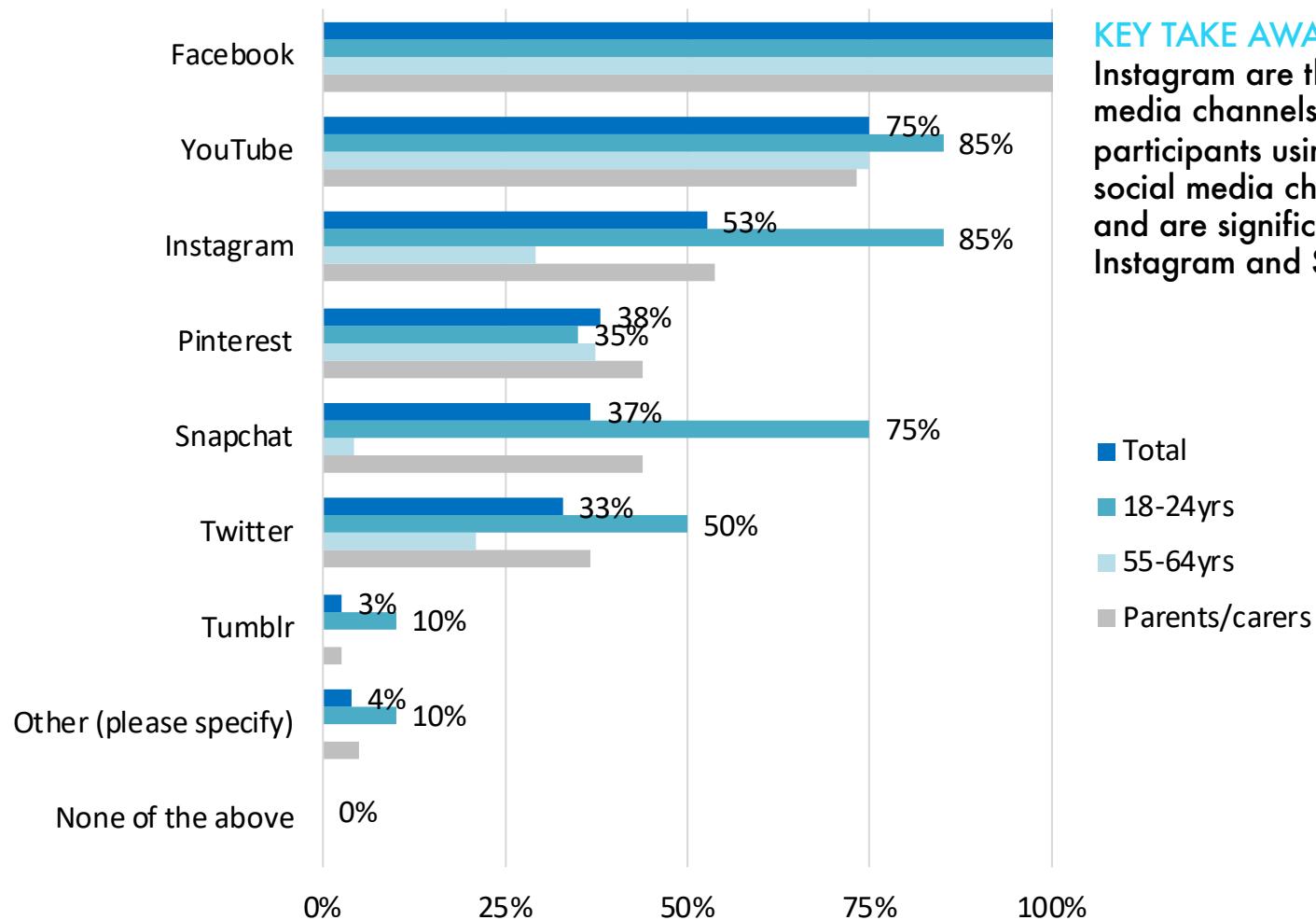
KEY FINDINGS

Facebook and outdoor media rule



KEY FINDINGS

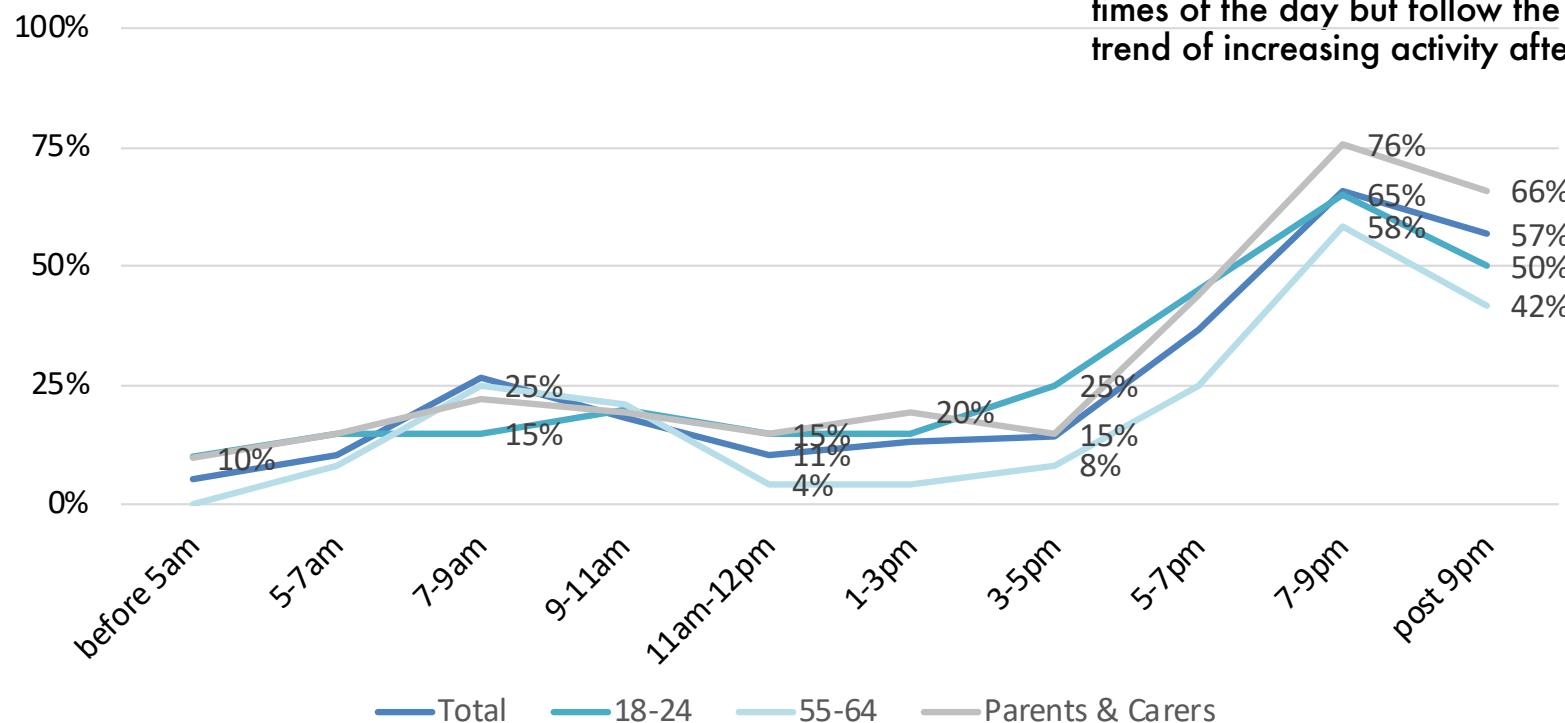
Facebook then Instagram... plus Snapchat for 18-24yrs



KEY TAKE AWAY: Facebook, YouTube and Instagram are the most commonly used social media channels overall, with more than half of participants using them. 18-24yrs are using all social media channels more than other groups and are significantly more likely to use Instagram and Snapchat

KEY FINDINGS

Are you ready for the night shift?



KEY TAKE AWAY: Between 7-9pm is the most active time participants use social media across all groups, with 3 in 4 of those who have children under 15 being active during this period. Those aged 55-64 tend to be slightly less active on social media across all times of the day but follow the same general trend of increasing activity after 5pm.

KEY FINDINGS

Clear improvements suggested across the groups

After attending venues and events, consistent suggested improvements to the experience were seen across all groups.

For families, they wanted more consideration of children in the experiences. For example, the heights of objects, displays and interactives were often above a child's reach. Families also wanted more child friendly and interactive activities. Suggestions included more character-based storytelling in venue spaces and self-guided trails/challenges with a nominal reward.

For the 55-64yrs, they wanted more interactivity and more information. For example, deeper levels of interpretation and personalised guided tours.

For the 18-24yrs, there's an expectation of things being at a more modern and higher standard. For example, most venues and events lacked Wi-Fi which young people need to connect with their online world. For example, 18-24yrs consistently suggested more lively venues/events (it was all pretty quiet). For example, advertising does not directly appeal to them.

KEY TAKE AWAY: Each group should be considered independently of their wants, desires and needs. Each has a very specific criteria and venues/events would greatly value from regularly audience testing their latest products and experiences.

KEY FINDINGS

Clear improvements suggested across the groups

"I think they could make it more exciting for children...it's a bit boring if you just look at the brochure but if they had like a competition and once you've filled it all in you get a stamp or something and then at the end you give that in and you get a pencil or something, that would make it more exciting for children" (55-64)

"You do have more people around in some of the rooms who could've maybe talked through some of the things...that maybe had knowledge of some of the things in that room" (55-64)

"Perhaps more sensory exhibits, as there was a lot to see and touch but I would have liked a little more multisensory experiences." (Families)

"She wanted to see some of the exhibitions but they were too high so they could do with lowering them a bit or having like steps" (Families)

"Was unsure at times - what floor I was on it needs more signage - also some incentive to bring locals to the events." (55-64)

"People who would talk to you about the exhibitions or maybe in character, I think it would draw kids in more" (Families)

"Things to do that you could learn about and learn about while doing...I didn't realise how many interactive exhibits there were" (Families)

"A more lively atmosphere would be awesome" (18-24)

CONCLUSIONS

- The more the audience attends, the greater their positive feelings towards arts and heritage in Torbay and what it does for the wider community and pride in the places audiences live and work.
- Audiences want to be entertained with their friends and family. They want to know there is a variety of things to do and need upfront reassurance that these are venues and events for them. Audiences want to experience something new and different, be entertained and have some level of interaction - highlighting what venues/events do best in these areas is likely to motivate engagement.
- Perceptions of "limited", "boring" and "expensive" need quashing. Forget lists of artist names and the usual arts and heritage descriptors. Describe the experience; the sensation of making a visit. Venues and events should make more use of participants own terms and key words to engage them. "Interesting" was the most common word used to describe events/venues both before and after their visit. After attending, "entertaining", "enjoyable", "diverse" "interactive", "informative", "educational" and "thought provoking" commonly featured in descriptions by audiences.
- Families need more reassurance that these are places and spaces for them and more needs to be done to think about experiences from the perspective of a parent and child visiting. Communications need to demonstrate that venues and events will entertain their children and hold their interest. Offers and discounts for different types and sizes of family need headlining where given.
- The 55-64yrs attend most both inside and outside of Torbay. This audience has a greater expectation of information being provided at all stages and with all touch points with venues and events. They are seeking out more interpretation and direct contact at experiences via knowledge sharing and even guided tours.
- If arts and heritage in Torbay is for 18-24yrs, there is significant work to be undertaken to meet their needs and motivations to attend alone and with their friends. From the programme of events and visitor welcome to the experience and advertising; all areas aren't currently hitting the mark with 18-24yrs. These young adults are highly motivated by recommendations from friends, so there is scope to use friend/peer referrals if/when the product is improved.

CONCLUSIONS

- "Theatre" and "arts" carry with them their own set of barriers. Audiences need more confidence in attending these venues and events. Hooking into themes and content from familiar activities such "reading for pleasure" may make these venues and events immediately more relatable. Sharing more reassuring information may also help to break down barriers, for example, how to get there, visiting with children, likely length of visits and likely responses to what's on offer.
- Across all audiences, interactive elements are the most commonly enjoyed aspect; venues and events have an opportunity to make interactives more personal to each group via low and high tech offerings, and to make more creative use of staff and volunteers. For example, object handling, character storytelling, artist/performer after-show Q&A and guided tours.
- Audiences are prepared to pay the most for theatre and arts events, and generally there is an expectation that heritage including museums and library spaces should be free or "affordable". Families and 18-24yrs would be prepared to pay more for venues and events than 55-64yrs. Attendance increases perception of value. Free events, discounts and promotions should be considered as tools to break barriers.
- Advertising was the most commonly and consistently referenced thing venues and events need to focus on to encourage visits from all audiences. There is low awareness and lack of visibility of current marketing communications. More effective strategies are required to reach local residents with a focus on social media - especially Facebook after 5pm each day – and outdoor marketing – especially more welcoming messages outside of venues and outdoors posters at places the local community are using every day, from public transport to schools, supermarkets and car parks.

APPENDICES

APPENDIX 1

Project partners

Commissioned by Torbay Culture, as part of Torbay's Great Place Scheme - a pilot scheme - supported by a grant from Arts Council England and the Heritage Lottery Fund. Torbay Culture is working to build the foundations and infrastructure for change that will shape a more confident Torbay: ambitious for its future, a great place to live and to visit, with a thriving cultural offer in Torbay that is high quality, valued, sustainable and embedded in all parts of life. Read more: <https://www.torbayculture.org/>

Project partners are host venues and events in Torbay. Partners have come together throughout the project with a shared aim to better understand and motivate local residents to attend Torbay's arts and heritage more often. Project partners are listed. It should be noted that findings and recommendations are open for everyone in Torbay and beyond to use to support their audience development and marketing work:

Artizan Gallery
<https://www.artizangallery.co.uk/>

Cockington Court
<http://cockingtoncourt.org>

Doorstep Arts
<https://doorsteparts.co.uk/>

English Riviera Geopark
<http://www.englishrivierageopark.org.uk/>

International Agatha Christie Festival
<https://www.iacf-uk.org/>

Libraries Unlimited
<https://librariesunlimited.org.uk/>

Palace Theatre
<https://www.palacetheatrepaignton.co.uk/>

Princess Theatre
<https://www.atgtickets.com/venues/princess-theatre-torquay/>

Torbay Coast & Countryside Trust
<https://www.countryside-trust.org.uk/>

Torbay Council Events
<https://www.torbay.gov.uk/>

Torre Abbey
<https://www.torre-abbey.org.uk/>

Torquay Museum
<http://www.torquaymuseum.org/homepage>

APPENDIX 2

The project team

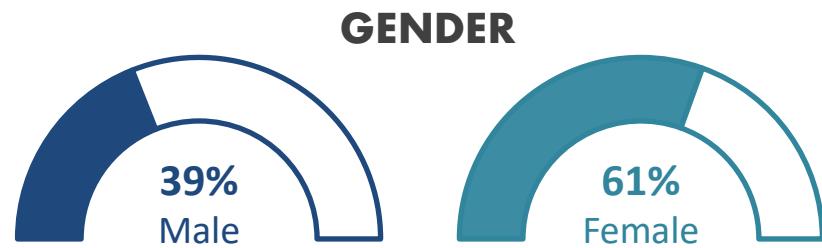
Lisa Gardiner is the Audience Development and Marketing Lead for Torbay Culture and Managing Partner at Wonder Associates - the cultural communications agency - established in 2005, with the aim of better understanding and motivating audiences to attend arts and heritage venues and events more often. Lisa holds a BA from the University of Manchester and is active across the cultural sector, having delivered strategic insight, brand design and marketing communication projects with over 50 cultural brands.

Kiah Peters is a Market Researcher and User Experience Specialist. Kiah is driven by the need to deliver better insight to inform experience design and audience communications across sectors including arts and heritage, charity, FMCG and government. Kiah is certified by the Market Research Society (MRS), Institute of Digital Marketing (IDM), Institute of Direct and Digital Marketing (IDM) and Nielsen Normal Group (NNG).

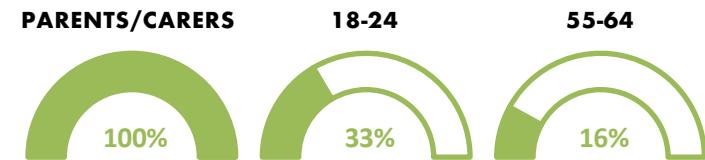
Josh Pratt is a Project Associate for the Torbay Culture programme of work on audience development and marketing. Following his studies at South Devon College, Josh has worked in the cultural sector with a focus on better connecting venues/events with existing and new audiences. Each month, Josh communicates with over 250,000 cultural consumers via digital publications and social media platforms. His current roles include Research Co-Ordinator for The 99 and Creative Content and Social Media for The Shorely.

APPENDIX 3

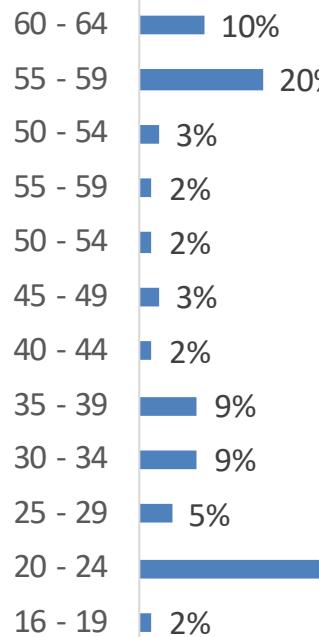
Snapshot of demographics



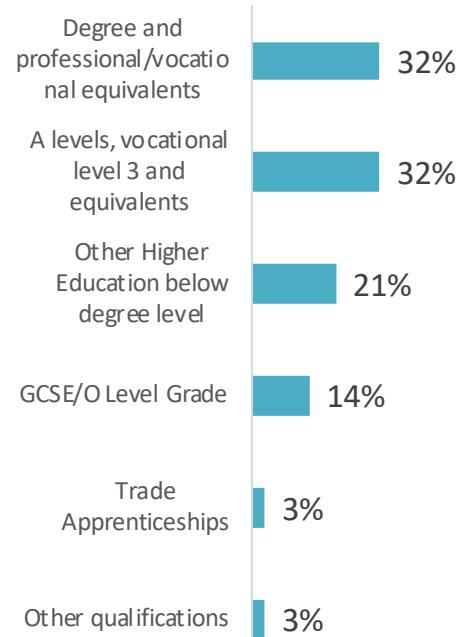
% WITH CHILDREN UNDER 15YRS



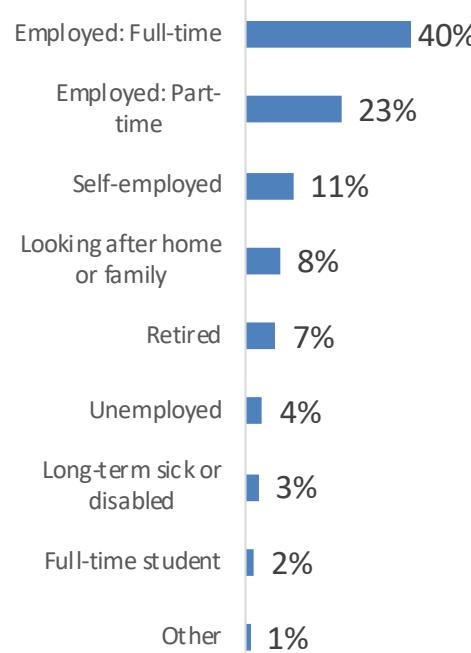
AGE



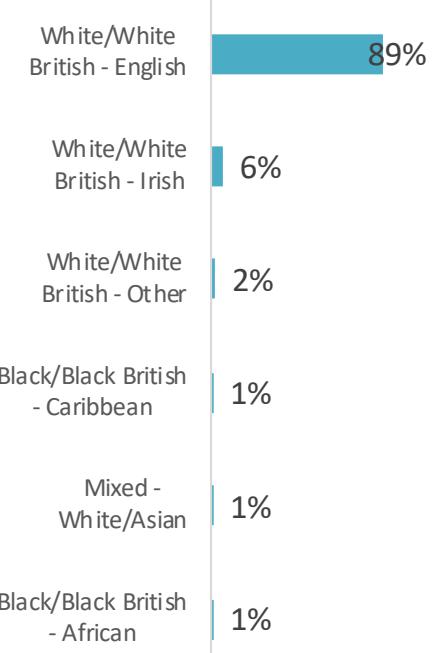
EDUCATION



EMPLOYMENT

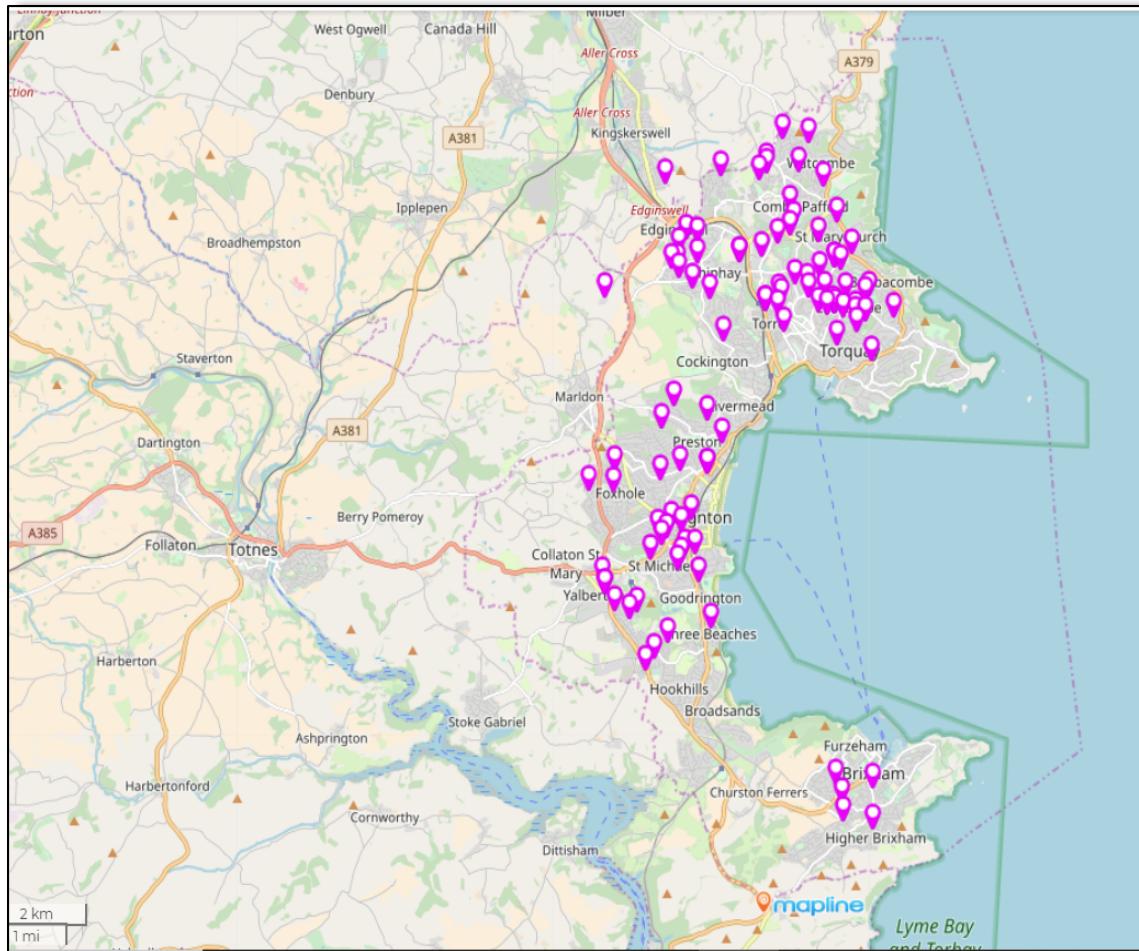


ETHNICITY



APPENDIX 3

Snapshot of demographics – postcode mapping



APPENDIX 4

Surveys

Throughout the project Survey Monkey (<https://www.surveymonkey.com>) was the primary tool for the collection, storage and analysis of data. The majority of surveys were shared via the Facebook Groups, Direct Messaging and Emails and completed online directly by participants. These were supplemented with some paper based surveys, completed onsite before and after events and inputted by the research team directly into Survey Monkey afterwards. PDF copies of all of the surveys can be found and downloaded at the below links on the Torbay Culture website:

- **Recruitment Survey**
- **Start: Summer Survey**
- **Pre-event Survey**
- **Post-event Survey**
- **End: Winter Survey**

APPENDIX 5

Observation & Focus Groups

Throughout the project, Facebook Groups and Direct Messages were used to invite and manage attendance to venues/events for the observed experiences and subsequent focus groups. These were organised and facilitated by the Project Team. PDF copies of a templated attendance confirmation messages and event observation and focus group topic guides can be found and downloaded at the these links on the Torbay Culture website:

- **Example Attendance Confirmation**
- **Example Focus Groups Guide**

APPENDIX 6

Facebook Groups

Throughout the project Facebook was a core tool for research and communications. Each of the three groups had its own Facebook Group hosted by The 99 page admins (the Project Team). Within each Group, the following activities took place:

- Polls and invites to register interest and comment on attending venues/events
- Sharing survey links via posting for pre and post event attendance feedback
- Direct messaging to disseminate information on attendance and answer questions one-on-one
- Scheduled posts and announcements around particular research themes to drive conversation and comments
- Sharing of images from both the Project Team and participants (optional)

The Project Team found Facebook closed Groups to be an effective research and communications tool. There are several takeaway points that may be of interest to venues/events considering its use:

Be prepared to communicate in the evenings and weekends. Scheduled posts at this time are necessary, but so also is responding to the comments and conversation that then ensues. The only effective time found to consistently engage with participants via Facebook is between 7pm and 11pm.

During the project, the Page admins sent 500+ messages using Facebook Direct Messenger to have individual communications with participants. Cautionary note: if you do too much activity in a short window of hours, with participants who clearly aren't your Facebook Friends, you can be temporarily blocked by Facebook from sending further Direct Messages.

THE SMALL PRINT

Please take note

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THANK YOU

torbayculture.org

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