



## MOSAIC FINAL EVALUATION: EXECUTIVE SUMMARY

### **About Mosaic**

Mosaic is a national project led by the Campaign for National Parks (CNP). The aim of the project is to cement long term sustainable engagement between black and minority ethnic (BME) communities and the National Parks and Youth Hostels Association (YHA). Mosaic is a partnership between CNP, the YHA and the ten National Park Authorities (NPAs) in England: the Broads, Dartmoor, Exmoor, Lake District, New Forest, North York Moors, Northumberland, Peak District, South Downs and Yorkshire Dales. The Mosaic project began in January 2009 and will end in June 2012.

Mosaic was developed in response to evidence that while ethnic minorities make up around 10 per cent of the national population, they represent only about one per cent of visitors to the National Parks. The Mosaic project targets urban areas with high levels of deprivation with the intention of building links between ethnic minority communities in these areas and their nearest National Park.

The Mosaic project is mainly funded through Access to Nature, a Big Lottery programme managed by Natural England. The Nationwide Building Society and the project partners have also contributed funding.

### *The delivery model*

Mosaic aims to make sure that all people have an equal opportunity to enjoy the National Parks. To do this, the project has trained individuals from ethnic minority communities to become Community Champions. Community Champions are volunteers who encourage others to visit the National Parks through a range of activities which include organising and leading group visits.

### *Evaluation*

CNP commissioned The Gilfillan Partnership in December 2011 to carry out a final evaluation of the Mosaic project. The evaluation fieldwork took place in January to March 2012 and the final report was completed at the end of March 2012.



## Evaluation Findings

### *Recruitment of Community Champions*

By March 2012, the Mosaic project had recruited 208 people from ethnic minority communities and supported them to become Community Champions. Of these 208 Community Champions, 112 are known by the Mosaic project team to be currently active in promoting the National Parks within ethnic minority communities. It is likely that the number of Community Champions who are actively promoting the National Parks is higher than this.

### *Why ethnic minority communities do not visit the National Parks*

There are many reasons why ethnic minority people tend not to visit the National Parks including lack of awareness, issues of relevance, concerns and worries, and problems of accessibility. Mosaic has been able to start tackling these barriers but not to remove them completely.

### *Confidence of Community Champions to promote the National Parks*

Mosaic has clearly enabled Community Champions to feel confident about promoting the National Parks. The evaluation survey of current Community Champions found that 90 per cent of respondents felt confident in their role, with only 10 per cent saying that they were 'not sure'.

### *Will Community Champions continue in their role after the Mosaic project ends?*

A majority of Community Champions intend to continue promoting the National Parks after Mosaic has ended, including by organising group visits to the National Parks. The main factor that is likely to deter Community Champions from continuing their role in the future is lack of funding. Champions are concerned that it is becoming more difficult to access funding to cover the costs of transport for group visits, which is regarded as essential for getting groups to the more remote areas of the National Parks and for groups of people who are less mobile such as older people and disabled people.

### *Have Mosaic partners achieved organisational change?*

The Mosaic baseline audit established a series of indicators against which organisational change within the Mosaic partner organisations could be measured over the project period. Overall, progress on these indicators point to some small but important steps towards achieving this outcome, although these have not been as great as hoped for by some project partners.



The biggest achievement in terms of organisational change is in the attitudes of the staff and Members of the partner organisations. Partners were seeking to embed a deeper understanding of why the National Parks need to engage with wider audiences, what prevents some populations from using the National Parks, and what staff and Members can do to change this. Mosaic has enabled the partners to achieve these objectives.

#### *Relationships between the ethnic minority voluntary sector and National Parks*

Mosaic has helped the NPAs to develop new relationships with the local BME voluntary sector and to strengthen those relationships that were already in place. This network of relationships should be an important factor in sustaining partner organisations' engagement with ethnic minority communities after Mosaic ends. However, the sustainability of these relationships is at risk as the BME voluntary sector is in a precarious position due to cuts in public funding.

Almost half of all active Community Champions consider that they have a weak or no relationship with the NPAs. This should be regarded as disappointing by the NPAs, as maintaining relationships with the Community Champions is a key forward strategy for most of them.

#### *Has the number of ethnic minority people visiting the National Parks increased?*

It is difficult to identify whether the percentage of ethnic minority visitors to the National Parks has increased over the Mosaic project period as it is not possible to establish any clear pattern from the available data on visitor numbers.

The Mosaic Community Champions have introduced at least 28,000 people from ethnic minority communities to the National Parks during the project period. This includes at least 9,000 people who have been taken on visits to the National Parks for the first time and thousands more who have been engaged in formal or informal talks and presentations about the National Parks.

#### *Resources for project delivery*

The three full time Project Officers in the Mosaic team have been over-stretched. The huge distances between locations and the number of project partners each full time Project Officer has been working with have meant that the full potential of Mosaic was not reached. This is not to suggest that Mosaic has been anything less than hugely successful. But it is certain that far more could have been achieved if this element of the project had been more adequately resourced.



## Conclusions

### *Key conclusions*

The Mosaic project has been highly successful. The project has successfully tested a model through which the NPAs and YHA can meet their shared aim of reaching and engaging with communities that are under-represented among their traditional users. The project has achieved all of its intended outcomes and has made a strong contribution to the overall aim of the Access to Nature programme of encouraging people facing social exclusion to enjoy the outdoors.

The Mosaic project has laid firm foundations for ensuring that engagement between ethnic minority communities and the National Parks and the YHA is sustained in the long term. But the goal of long term sustainability will only be achieved if the work that Mosaic has started is continued after the project ends.

### *Key successes*

The key successes of Mosaic include:

- Recruiting a cohort of over 200 individuals who have become passionately committed to caring for and promoting the National Parks;
- Establishing, in the Community Champion cohort, a group of people who combine first hand knowledge of issues for ethnic minority communities with skills and experience in caring for and promoting the National Parks;
- Producing a model for engaging non-traditional audiences with the National Parks. The Community Champion model has demonstrated to the NPAs and the YHA a practical means to achieve their commitment to making the National Parks and youth hostels accessible to everyone. Mosaic has demonstrated that this model is transferable to other communities such as young people;
- Introducing at least 28,000 people from ethnic minority communities in disadvantaged urban areas to the National Parks, including taking over 9,000 people to visit the National Parks for the first time;
- Establishing a network of relationships between the NPAs/YHA and ethnic minority community groups in surrounding urban areas;
- Raising awareness within the partner organisations and among secondary partners that some communities face barriers to using the National Parks.



### *Reasons for success*

The main reasons for Mosaic's success include:

- The project has been extremely well managed;
- The Mosaic Project Officers have brought a great deal of knowledge and experience to their roles;
- Senior level support in the partner organisations has helped to ensure that Mosaic remained a priority throughout the project period, despite the major budget cuts and subsequent reorganisations that the partners have undergone during this time;
- The Mosaic project has tapped into a previously hidden resource of people across England who come from communities that do not traditionally use the National Parks and who want to share their love of the countryside with those communities;
- The warmth and enthusiasm of staff in the partner and secondary partner organisations who have been directly involved in Mosaic have helped to overcome some of the barriers anticipated by the Community Champions and secondary beneficiaries;

### *The Mosaic legacy*

The Mosaic project can claim four major legacies from its work:

- A model for the National Parks to engage with communities that live nearby but tend not to use them;
- A network of Community Champions who have the skills and experience to champion the National Parks within their communities, and to champion equality, outreach and community engagement within partner and secondary partner organisations;
- Many thousands of people from deprived urban areas who have visited the National Parks for the first time;
- Greater awareness within the partner and secondary partner organisations that some populations face barriers to accessing the National Parks and of how these barriers can be overcome.

### *Sustaining the Mosaic legacy*

The degree to which the Mosaic legacies can be sustained will depend on what measures the NPAs and YHA take to support this. The critical area for NPA and YHA is to support the continuation of the Community Champion role. The ways in which the NPAs and YHA can sustain this role include:





- Keeping the term 'Community Champion' to define this role. The term is liked by the Community Champions themselves. It points to a specific role that the individual plays in relation to the National Park and is an important way for them to 'badge' themselves when promoting the National Park within the community. The Community Champion role could be applied to other communities that are under-represented among National Park visitors;
- Including information about the Community Champions on the National Park and YHA websites. This would help to establish the Community Champion role as an on-going one with a life beyond Mosaic. It would also be a useful way of signalling to potential visitors that the National Parks and youth hostels are safe and welcoming places for ethnic minority visitors;
- Supporting CNP's commitment to maintain the national network of Community Champions, perhaps through participating in national network events;
- Engaging with and supporting local networks established by the Community Champions, like the Drinking Ginger community interest company set up by the South Downs Community Champions;
- Meeting regularly, perhaps bi-annually and ideally at chief executive level, to exchange ideas and good practice on how National Parks can engage with under-represented users and the Community Champion role in this;
- Considering ways of attracting new Community Champions. Just one or two new Community Champions each year will help ensure that each National Park maintains its group of Champions at the number reached through Mosaic. Given that many of the most active Community Champions found the Mosaic project themselves, it should be possible for the NPAs to develop pages on their websites that would attract people to apply for this role.

