

VALUE OF ETHNIC MINORITY ENGAGEMENT TO PARTNER ORGANISATIONS

Evidence from the Mosaic project suggests that participating organisations enjoyed a breadth of benefits as a result of engaging with ethnic minority communities. This document outlines the “business case” for engaging with new audiences and provides a flavor of the value gained.

The Business Case

The ten National Park Authorities (NPAs) in England, the YHA and CNP all chose to participate in the Mosaic project (2009-2012) for different reasons. All reported that there is a “business case” for taking part in the project, including specific reasons such as:

- The Statutory obligation to address the “second purpose” of National Parks, which is “to promote opportunities for the public understanding and enjoyment of the special qualities of the Parks,” and in particular to become better at reaching out to new audiences;
- A financial case: by investing about £4,000 match funding and about 20-30 days of in-kind time toward the project (per partner, per year), partner organisations were able to leverage a return of investment worth about £50,000 (per partner, per year) through external funding;
- The value gained from engaging new volunteers in the long-term, valued at £150/volunteer day (the standard recommended measure). With 2,616 volunteer days given over three years, this equals £392,400; or £130,800 per year; or £13,000 per partner / year;
- A desire to “change attitudes of staff and Members; 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 NPA staff and Members can do to change this” (Mosaic final evaluation 2012, p. 26-27).

Examples of organisational change

The following provides examples of positive organisational changes resulting from Mosaic, in the partner organisations:

Broads: Supporting a new Community Champion to become a Volunteer Ranger.

Campaign for National Parks: Significant changes to strategic plan 2011-2014, placing great emphasis on engaging new audiences and integrating this work as part of core activity.



Dartmoor: Consultation with Champions on need to reflect more diversity in communication materials, and subsequent improvements e.g. in images on outreach van panel.

Exmoor: Creation of the New Audiences Fund, to which Champions can apply for funding to bring new audiences into the National Park.

Lake District: Signing up the interested champions as LDNPA volunteers and working towards having a policy in place to support them in their role.

New Forest: Attending the Mela in Southampton annually and being willing to travel outside the National Park to engage and promote the National Park in the urban area.

North York Moors: Arranging for a member representative to present at the Champions' twice a year meetings, and then providing Champions a slot once a year at the member meetings to deliver an update presentation.

Northumberland: Moving forward the Volunteer Service at Northumberland National Park Authority to more widely represent their audience.

Peak District: Inviting Champion representatives to key planning/consultation meetings on the new Management Plan.

South Downs: Securing high level support for the Mosaic project through a Member presentation in September 2011; and the NPA allocating budget for continued support to Champions in 2012-13.

Yorkshire Dales: Reviewing the way Champions are registered as volunteers and the support they will receive in their role.

YHA: Actively recruiting and co-opting a Champion as Trustee to Board.

Examples of value gained

Participating organisations reported the following value gained from engaging with ethnic minority communities:

- A renewed sense of inspiration, and increased staff morale, gained from interacting with people new to the National Parks and their enthusiasm for introducing these landscapes to new people.
- Positive media coverage, in particular in local media (e.g. Lancashire Life) and in ethnic minority media with which there was little previous contact (e.g. TV channel Iqra, Eastern Eye).





- Positive feedback from Natural England and Defra in response to engagement work and pro-active effort to engage new audiences.
- An increase in the number of ethnic minority visitors to National Parks, and an increased awareness of the National Parks among ethnic minority communities.
- Learning useful lessons about how to respond to different cultural needs.
- Staff and Members/Trustees increased awareness of the barriers ethnic minority communities experience to accessing the National Parks.
- Establishing new contacts with ethnic minority community organisations and developing long-lasting relationships with individual champions.
- An increase in the number of supporters, members and friends of the National Parks.

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