

# Changing Landscapes– Actioning Change 2021

A report sharing key learning from  
Backbone CiC's Symposium



*Exploring the lack of Black, Asian and Ethnic  
diversity in the outdoor and nature Sector*

# Acknowledgements

**Co Producer and Independent authentication of survey and consultation:**

Dr Geraldine Brown Coventry University



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## Backbone CiC Governance Directors:

Dexter Duboulay

Jenny Isherwood

A huge thanks to the above who continue to work with us to provide a safe and inclusive service accessible to people from diverse backgrounds.

Report co-produced by Pammy Johal and Dr. Geraldine Brown

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# Introduction

In June 2021, Backbone Community Interest Company (CiC) organised and facilitated the Changing Landscapes - Actioning Change Symposium Process, designed to provide a 'safe' space for open dialogue between Black, Asian and Ethnic<sup>1</sup> representatives and the Outdoor and Nature Sector (The Sector<sup>2</sup>) to address the invisibility of Black Asian and Ethnic communities within the Outdoor and Nature Sector and the outdoors more generally and will lead to developing shared actions for changing the current landscape. This report details key learning and actions stemming from this process.

The report structure is as follows:

## **Background**

### **Approach: What did we do?**

### **What did we find?**

### **Actioning Change: Outcomes of the Symposium Webinar**

### **Participant feedback and what next**

### **Backbone CiC Conclusion and Recommendations**

*“Everyone looking at you and no-one looking like you”*



<sup>1</sup>The report used the term Black, Asian & Ethnic, however, we are mindful that it is a term some find uncomfortable. During the process, the team were open to using an alternative term and avoid terms people perceived divisive. We recognise this is an on-going conversation with a multitude of alternatives currently on the table. For consistency purposes we have chosen to use the term Black, Asian & Ethnic.

<sup>2</sup>The Sector includes any outdoor, environmental, nature-based organisation



# Background

## Backbone Community Interest Company (CIC)

Backbone CiC is a leading Black, Asian & Minority Ethnic outdoor/environmental education organisation acknowledged on a national and global platform for successfully addressing diversity and inclusion in the sector.

**The key to Backbone CiC's success is partnership working based on our values of:**

- Genuine Intention and Integrity
- Trust and Mutual Respect
- For the Direct Benefit of All Communities

Backbone CiC was founded in 1995 by Pammy Johal and formally incorporated in 2011 to provide a safe and comfortable space for people and organisations to grow in their uniqueness. Working with both Community and Sector organisations, they are making a difference in the Outdoor and Nature sector and to diverse communities.

Backbone CiC aims to entice and excite people of all backgrounds and abilities to experience the magic of our natural world. In doing so we form a bond with nature and find a desire to protect it.

Backbone CiC is here to address barriers that prevent all sectors of our community in accessing the great outdoors and all that it has to offer. A powerful playground and educational tool for everyone to enjoy.

Backbone CiC continues to provide outdoor experiences and leadership training to Black, Asian & Ethnic communities and those most marginalised groups. Developing role models through qualifications and training so they are equipped to lead outdoor and nature-based activities to their own communities utilising services offered by The Sector.

Through experiential methods and using nature as a safe and comfortable space, both physically and psychologically, people and organisations come together to share commonalities and celebrate uniqueness. Their activities provide a SAFE SPACE, allowing participants to BE themselves without having to compromise personal values, needs and faith.

The founder of Backbone CiC Pammy Johal has been an outdoor educator/practitioner for over 40yrs and has been compelled to address the continued lack of diversity in the sector. This symposium has taken this issue to the top level of the sector and Black, Asian and Ethnic community members that can influence and action real change.

**Further information on Backbone CiC can be found here:**

[www.backbone.uk.net](http://www.backbone.uk.net)

Impact Report 2014 - 2020. <https://www.backbone.uk.net/newversion/wp-content/uploads/2021/02/Impact-Report-2014-to-2020.pdf>

Evaluation Report 2010- 2013. <https://www.backbone.uk.net/newversion/wp-content/uploads/2021/02/Evaluation-Report-2010-2013.pdf>



## The Symposium: Changing Landscapes – Actioning Change

Funding from Nature Scot, Cairngorms National Park Authority and Loch Lomond & The Trossachs National Park Authority provided an opportunity for Backbone CiC to continue reaching out to key stakeholders from the voluntary, community and statutory bodies working in The Outdoor and Nature Sector and key Black, Asian and Ethnic representatives and engage them in a collaborative action orientated process. The aim was to facilitate dialogue between key stakeholders to support the development of 'shared actions' aimed to improve ethnic diversity representation at all levels of The Sector: Participation, volunteering, employment, and board level. Consultations with a range of stakeholders; formed the basis for a symposium and gateway for The Sector and members from Black, Asian and Ethnic communities to identify actions for sectorial change and making the outdoors a more inclusive environment.

The Symposium was conceptualised to create a unique and safe space for a gathering of minds from a wide range of both Sector and Black, Asian, and Ethnic representatives. Together, through honest and meaningful conversations to create a strategy based on **Changing the Landscape through Actioning Change** in both Black, Asian, and Ethnic communities and across The Sector.

The concept for the Symposium came about from the Black Lives Matter movement and the increased media attention in light of the murder of 'George Floyd'. This provided a gateway to issues of diversity and inclusion and raised consciousness about Black, Asian and Ethnic communities, and their relationship with The Sector. The message to The Sector continues to be loud and clear; The Sector is part of the 'service industry' and we have a responsibility to do more to provide a balanced service that reflects the diversity of the communities we serve. Without doubt, it is uplifting to see an increase in Black, Asian and Ethnic participation in outdoor activities, enjoying and learning about nature so they are better equipped to look after our fragile environment.

What is often overlooked is the fantastic inclusivity work that is currently going on between The Sector and community groups at a delivery level and the recent growth in Independent Black, Asian and Ethnic outdoor activity groups. This is positive and uplifting.

However, what has remained the same is a lack of ethnic diversity in the sector, which is particularly noticeable at volunteering, staffing, board, and senior level roles. The Symposium process aims to identify 'why' and 'what' we can do to address.

### The Symposium will be a long-term process allowing Black, Asian and Ethnic members & The Sector to:

1. Acknowledge the work done so far and learn from what we, as a collective, don't know: "Blind Spots" and Action Change with support.
2. Through dialogue to identify issues and raise questions to determine facts so The Sector and Black, Asian, and Ethnic communities are better informed of our current relationship with each other.
3. To devise a Sector-wide approach to Black, Asian and Ethnic participation at all levels in The Sector through an active collaborative Advisory Forum.

## Research History: Black, Asian, and Ethnic Members and the Outdoors

The lack of Black, Asian and Ethnic diversity is clearly visible across The Sector at all levels from accessing services, opportunities, volunteering, employment, board members etc. This symposium process together with historical and more recent research has verified this fact.

A growing body of scientific research identifies that spending time in green spaces or bringing nature into your everyday life can benefit both your mental and physical wellbeing. Accordingly, it is commonly accepted that participation in outdoor activity offers

an attractive means of promoting social inclusion and can have a wide range of social, economic and health benefits (Ward-Thompson, 2016, Brown, 2019,).

**The national mental health charity Mind sets out how engagement with nature and the outdoors can:**

- Improve your mood.
- Reduce feelings of stress or anger.
- Help you take time out and feel more relaxed.
- Improve your physical health.
- Improve your confidence and self-esteem.
- Help you be more active.
- Help you make new connections.
- Provide peer support.

However, research shows disparities between groups and some (young adults, low- income groups, Black, Asian, and Ethnic communities, older people, and people with disabilities) are 'locked out' of the outdoors because of organisational and interpersonal barriers limiting access and engagement with nature.

Examples of historical research identifying the lack of Black, Asian & Ethnic representation in The Sector. This research has been available since 1999, with the most recent research of 2019 showing similar traits to that of 1999.

- 1999 Humberstone Social Exclusion-Diversity and Equal Opportunities. Organisational Responses and (Re)-Actions in Outdoor Education and Experiential Learning in the UK (Higgins & Humberstone 1999)
- 1995 Willis, E and Russell, D. (eds). From Inspiration to Reality: Opening up Adventure to all. Conference Report. NAOE/FOA.
- 2000 Rural White Paper. Our Countryside – The Future. A Fair Deal for Rural England
- 2005 DEFRA Diversity Review. Undertaken by the Countryside Agency

- 2009-2014 Scottish Nature Omnibus Survey commissioned by Scottish Natural Heritage (Nature Scot)
- 2019 DEFRA commissioned by Natural England. Landscapes Review

*"We all need to continue to critically reflect upon our practices and attempt to ensure that what we provide and how we provide it is underpinned by an understanding of and respect for 'others' who may not fit the white, middle-class, able-bodied, male mould."<sup>3</sup>*

It is important to note, the symposium took place online during a global pandemic. A pandemic that exposed fundamental social and economic fragilities, and simultaneously an important role for nature and engagement with outdoor activities in supporting individuals and communities' health and well-being. Nature, access to green spaces and opportunities to engage in outdoor activities are increasingly important in strategies promoting health, well-being, and inclusion.

**Recent articles and media coverage on the subject of inclusivity can be found here:**

[https://www.ukhillwalking.com/articles/features/meet\\_the\\_activists\\_helping\\_to\\_diversify\\_the\\_outdoors\\_pammy\\_johal-12841](https://www.ukhillwalking.com/articles/features/meet_the_activists_helping_to_diversify_the_outdoors_pammy_johal-12841)

<https://www.backbone.uk.net/media-tv-radio/>

<https://www.backbone.uk.net/articles/>



<sup>3</sup>1999 Humberstone Social Exclusion-Diversity and Equal Opportunities. Organisational Responses and (Re)-Actions in Outdoor Education and Experiential Learning in the UK (Higgins & Humberstone 1999)

# Approach: What did we do?

## The Symposium Process

Funding provided resources to create a facilitated and process-based symposium, bringing together representatives from Black, Asian, and Ethnic communities, and The Sector.

Participants were given the opportunity to consider actions for supporting sectorial and the disparities some Black, Asian, and Ethnic communities encounter within the Sector.

Through honest dialogue participants develop or revisit actions to improve ethnic diversity representation at all levels of The Sector, such as participation, volunteering, employment, and board level.

Historical repetitive behaviours have determined how The Sector and Black, Asian & Ethnic Communities interact with each other. Kolb's Experiential Learning Cycle<sup>4</sup> was referenced to facilitate the process to encourage a change of behaviours by DOING something different to break repetitive behaviours and action change.

The Symposium used a 3-stage coaching process adapted by Backbone CiC loosely based on the GROW Coaching Model<sup>5</sup>

### Stage 1 Current Reality: Consultations and survey

Consultations and a survey to gather facts on Black, Asian, and Ethnic diversity engagement with The Sector in regards to participation, volunteering, employment, and board representatives. The consultation involved group conversations, questionnaires, and interviews with a wide range of representatives from both The Sector & Black, Asian, and Ethnic organisations. This provided an informed starting point and the opportunity for both The Sector & communities to raise fundamental questions of each other in a confidential and anonymous setting. We allowed 3 months for this process.

### Stage 2 Reflection on Reality: Digest information and identity blind spots

Consultation findings together with questions posed were distributed to participants to prepare for the symposium gathering in June. This was an opportunity to review our reality, identify blind spots and generate further questions. The findings informed the content of the Symposium webinar. We allowed 1 month for this process.

### Stage 3 The Way Forward: Symposium Event Webinar

An uplifting on-line gathering of influential representatives of both Black, Asian, and Ethnic communities and The Sector to begin the journey of Actioning Change. Informed by Stage 1 and 2 of the symposium process. This was an opportunity to build confidence, improve knowledge and have access to each other, and to create a shared strategy with identified resources and support. This provided the space to formulate the future direction of this initiative.

Participants were given the following aims informed by Stage 1 & 2 of the symposium process:

- Acknowledge our reality, our current state of play.
- Begin relationship building to increase confidence, knowledge, and access to each other.
- Identify our excuses for inactivity in addressing the lack of ethnic diversity within The Sector.
- Identify immediate action that is genuine and sustainable.

This was a challenging on-line process.

<sup>4</sup>Kolb's Experiential Learning Cycle – Learning Theory. David A. Kolb 1984. <https://educationaltechnology.net/kolbs-experiential-learning-theory-learning-styles/>

<sup>5</sup>The GROW Coaching Model. [https://en.wikipedia.org/wiki/GROW\\_modeln](https://en.wikipedia.org/wiki/GROW_modeln)



## Symposium Participants

The recruitment process was fluid and inclusive using social media and conventional media channels of tv, radio and articles in magazines.

### Criteria for participants:

Key representatives from Black, Asian and Ethnic communities and Sector organisations that have the power to influence change.

Policy makers.

Willingness to be part of shaping how The Sector embraces Black, Asian, and Ethnic members through direct action.

Committed to our core values of:

Genuine Intention and Integrity

Trust and Mutual Respect

For the Direct Benefit of All Communities

**A total of 131 signed up to the symposium through a formal booking process.**

### An interesting observation:

A large majority of the Black, Asian and Ethnic members attending the symposium were volunteers with only 5 Black, Asian, and Ethnic representatives attending in paid positions.

A large majority of Sector representatives attended in paid/salaried positions.

### Black, Asian, and Ethnic representatives

**included:** Independent outdoor and environmental/conservation enthusiasts and volunteers, outdoor social groups, community/voluntary organizations, university groups, outdoor practitioners, journalists, researchers, youth, and community groups.

62 Black, Asian, and Ethnic members signed up to the symposium representing 50 organisations and/or communities.

**Sector Organisations included:** Outdoor education centres and providers, charities, public bodies, universities, independent outdoor practitioners, outdoor membership institutions, outdoor publishers, countryside trusts, ranger services and training establishments

**69 Sector representatives signed up for the Symposium representing 43 organisations.**

**Table 1: Summary of participants**

### Stages 1 & 2: Survey & Reflection

73 in total completed the survey:

- 38 Black, Asian & Ethnic representatives.
- 35 Sector representatives.

### Stage 3: Symposium Webinar

92 stated they would attend the webinar with 85 actual attendances.

- 39 Black, Asian & Ethnic representatives Representing: 32 organizations and 7 individuals.
- 46 Sector representatives representing 39 organizations.





# Key findings: What did we find?

## Consultations and Survey Analysis

Backbone CiC carried out consultations and a survey with a range of key stakeholders representing Black, Asian and Ethnic communities, and The Sector.

The consultations and survey aimed to capture information about Black, Asian and Ethnic members access and engagement with The Sector and more broadly their views and experiences about the outdoors and outdoor activities. The consultation was carried out using both one to one interviews and surveys. (n=73) The data was analysed using a form of thematic analysis; aimed to identify reoccurring themes and priority areas to explore during the symposium event.

Survey results are based on the following:

**Black, Asian & Ethnic Representatives:**  
31 questionnaires, 6 interviews and 1 report.

**Sector Organisation Representatives:**  
35 questionnaires.

Not all questions were answered. Statistics were only taken from those that chose to answer the question.

The semi-structured questionnaire used (see appendix 1, 2, 3 & 4) allowed for the collection of both quantitative and qualitative data. Numeric data was put into excel and graph generated, and qualitative data was analysed using a system of coding in which we sought to generate key themes from the empirical data using a grounded theory style (Glaser and Strauss, 1967). Hence, the data was analysed using a system of open coding involving sorting the data into analytical categories, categories compared and contrasted to generate the themes.

## What does the data tell us?

Throughout the consultation process, Sector organisations identified the lack of Black, Asian and Ethnic representation across all levels of the Sector, participation in activities, volunteering, employment and at board level.

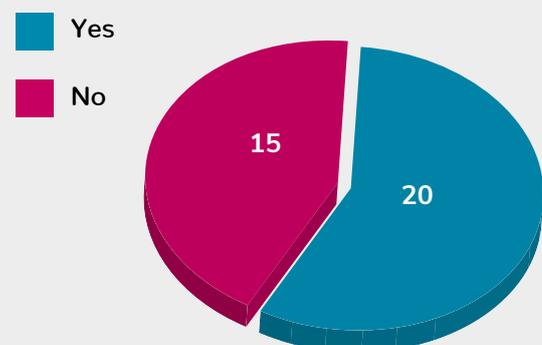
The data below is based on 35 questionnaires (See appendix 2) administered to Sector representatives, a total of 35 were completed, however, it is important to note that some questions were omitted.

Fig 1. shows that of the 35 surveyed 15 reported their organisation collected data on the ethnicity of staff, board members and service users, pointing to a lack of specific knowledge amongst Sector representatives about the specific number of Black, Asian and Ethnic representation, and engagement in the sector.

In addition, participants were asked about the ethnicity of their service users, only five sector representatives responded to this question, 2 identified as a Black, Asian, and Ethnic-led organisation and 22 participants responded, 'didn't know'.

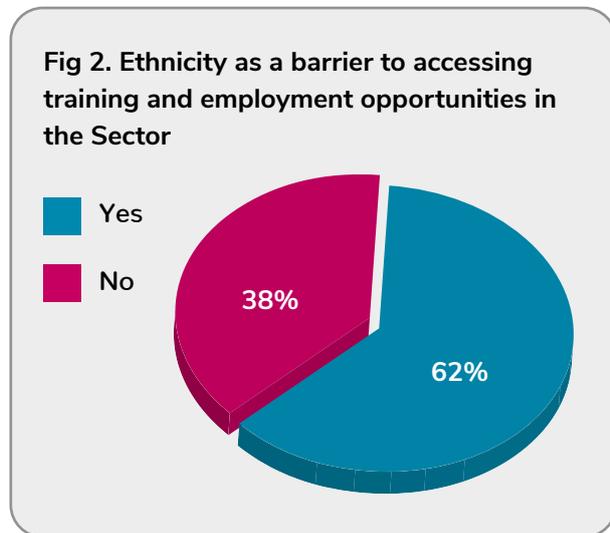
**Fig 1. Collection of Ethnicity Data**

(Based on Scottish Government Ethnicity Classifications)





Black, Asian, and Ethnic participants (n=31) were asked, Do you think your ethnicity has prevented you from accessing training and employment opportunities in the sector? Fig 2. shows the majority of participants (62%) reported sectorial barriers as a reason for their invisibility and engagement with the sector.



The qualitative data collected from Sector organisations paints a picture in which there was a dominant perception that The Sector was a barrier to change and/ or not proactive and committed to addressing the barriers that exist:

- Inconsistent mechanisms to collect data on ethnicity anonymously and in a voluntary capacity and some cases not at all.
- Does not provide support structures specifically for staff from Ethnic Communities.
- Does offer some Diversity, Inclusion & Equality Training. Mostly board room, on-line and part of CPD and in many cases compulsory. However, questions arose with regards to how effective and lack of practical application examples.
- Characterised as slow in increasing ethnic community service-users.
- Questions senior leadership team's commitment to increasing ethnic diversity.
- Demonstrate a lack of confidence, knowledge, and access to Black, Asian and Ethnic communities.

However, The Sector responses did show an openness and willingness to learn from Black, Asian and Ethnic members.

The qualitative data allows us to gain insights to perceptions held by Black, Asian and Ethnic participants 'Locked out of Nature'. There are reoccurring themes in the consultation data in which participants raised a range of issues they believe contribute directly or indirectly to the invisibility of Black, Asian and Ethnic members in outdoor and nature-based organisations and the outdoors more generally. Participants reported barriers associated with; access, direct and indirect exclusionary policies, and practice and, insufficient support by the sector to encourage and effectively support and/or build capacity within Black, Asian and Ethnic-led organisations, and communities. There is skepticism about the extent to which The Sector wants 'genuine' change, but what is also clear is participants' motivation to be part of the action to bring change to a problem that is complex, nuanced and longstanding. The sector data shows a willingness to identify strategies for working effectively with Black, Asian, and Ethnic communities to ensure they are an integral part of the change desired:

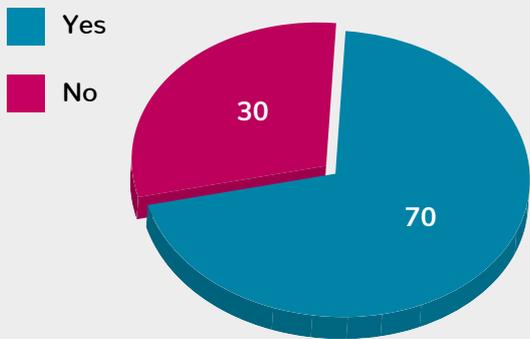
*"To bring change and open doors to create more opportunities for others and help to deliver something that would be beneficial, especially when mental health and physical health are so important for wellbeing."*

However, a clear message in the data was Black, Asian, and Ethnic representatives are open to working with the sector but also wanting leadership opportunities to be part of the change within communities and the sector:

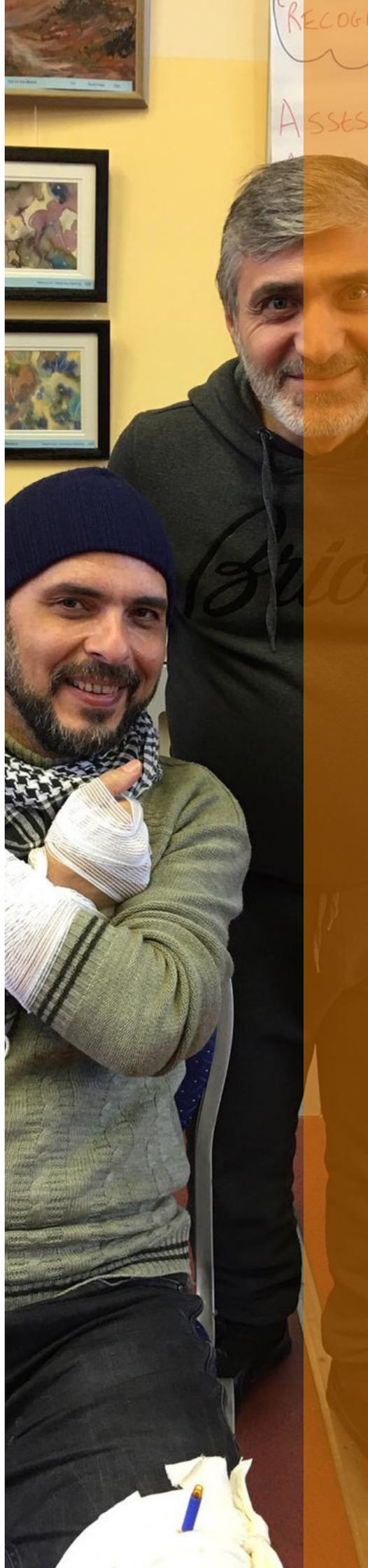
*"I want to engage youth in outdoor activities. Aiming to achieve a sustainable mindset where the youth eventually engage with the outdoors due to their desire rather than only participating in organised outdoor trips."*

The majority of Black, Asian and Ethnic representatives who completed the consultation survey (n=31) reported wanting to engage with the sector.

**Fig 3. Have you an interest of getting involved in The Sector?**



However, participants also raised several issues around Black, Asian and Ethnic communities' exclusion and/or marginalization by the sector. Table 2: The Barriers shows the multifaceted nature of this sense of exclusion, participants report lack of representation, employment opportunities, issues associated with progression, training and leadership opportunities when working within the sector. This is alongside issues associated with poor communication between the sector and Black, Asian, and Ethnic members and a concerted effort to work with communities to address problems associated with access and engagement and experience. The consultation highlights that Black, Asian and Ethnic communities' exclusion and marginalization are complex; shaped by the intersection's 'race', class, ethnicity and gender, culture and reproducing barriers, which are systemic and enduring.



**Table 2: The Barriers- qualitative feedback**

### Lack of confidence, knowledge, and access

- Both Black, Asian, and Ethnic communities and Sector organisations lack the confidence, knowledge, and access to each other.
- The Sector is a service industry and have a duty to challenge themselves and contact new communities.
- Black, Asian, and Ethnic members are putting themselves in challenging and uncomfortable situations as they search for and access opportunities in The Sector. Despite the barriers many Blacks, Asian and Ethnic members face; language, transport, funds etc.

### Lack of BAME Role Models

- There continues to be a visible lack of Black, Asian and Ethnic staff, volunteers, board members in the Sector – this has changed very little since the early research of the 90's.
- Black, Asian, and Ethnic members want opportunities to access a career in the sector, which will provide a fresh perspective and energy for the sector.
- **“Everyone looking at you and no-one looking like you”**

### Equality & Diversity & Inclusion Training

- Resources are spent on what is perceived as costly 'Board room' style training and in some cases, behaviours are excused by acknowledging that “Unconscious Bias” exists. The training is mostly regulatory and compulsory, delivered by non- Black, Asian and Ethnic consultants, those who lack the experience of marginalization, so the question raised: is this genuine or another tick box exercise? What examples are there of effective implementation?

### Gatekeepers to opportunities

- Both Sector and Black, Asian, and Ethnic leaders are gatekeepers to opportunities for their communities and members.
- Some Sector organisations hold the key to careers, training, and access to opportunities. Many remain closed to people that do not look/think like they do (unconscious bias). Governed by their membership body (members of the public) who may have discriminatory bias.
- Some Black, Asian and Ethnic Community leaders prioritize opportunities for their family and extended circle and do not share opportunities with the wider community. Some also deny opportunities if they are uncomfortable themselves, for example calling things off due to bad weather, unsuitable dates, travel, or they do not like the activity themselves etc.

### Unprofessional & Unethical Behaviour

- Some Black, Asian, and Ethnic members have shown a lack of commitment to accessed opportunities. Behaviours such as lateness, no-shows, lack of productivity are examples of behaviour.
- Some Black, Asian, and Ethnic groups and members are taking advantage of and have become reliant on free opportunities, creating a parent/child dependency relationship between the sector and Black, Asian, and Ethnic members and groups. This does not support a sustainable approach.
- Black, Asian, and Ethnic members and groups have been used for tokenistic purposes where the genuine intention is not felt or actioned: for example, photos, consultations, workshops, talks etc.
- Sector organisations using Black, Asian and Ethnic groups to access funding. In some cases, without consultation or the groups consent.
- Lack of trust and collaborative working between and within both Black, Asian & Ethnic groups and The Sector. For example, Plagiarism, egos. competition for funding, recognition and ownership of initiatives and ideas.

As outlined earlier, research in this area has been available for many years and today we continue to have similar conversations and spend resources on further research asking similar questions that were asked in the 90s. Yet, across the data participants point to some but limited shifts in the status quo. The consultations draw attention to ongoing factors that contribute to Black, Asian and Ethnic communities' relationship with The Sector and access and engagement in the outdoors more widely.

A theme emerging was the role for self-organizing within Black, Asian and Ethnic communities, 'doing for self' creating and contributing to building a sector that offered 'real' opportunities for collaborative partnership, working across personal, organisational, and institutional boundaries for change. Engaging in effective action to address longstanding barriers associated with the invisibility of Black, Asian and Ethnic communities in all areas of the outdoor arena.

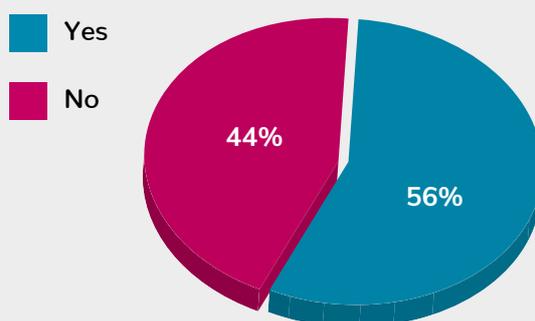
Black, Asian, and Ethnic participants identified the importance of the environment and the outdoors in community work on this agenda: A practitioner noted:

*"The environmental issues are seen as 'other issues' and not something as a community issue. Much of funding within the BME sector is issue-specific pertaining to the challenges within the community, and the environment is seen beyond the realm of subjects like social inclusion, community cohesion, violence against women etc. This means the community doesn't advocate for environmental issues as others are prioritized."*

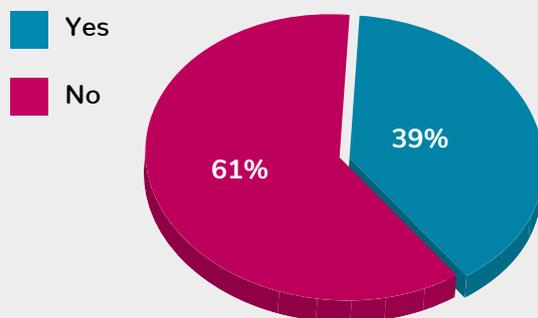
A suggestion was that the Black, Asian, and Ethnic Sector organisations were best placed to support and raise awareness of environmental issues through ... 'embedding environmental considerations across all programme delivery within the BAME sector?' (Environmental Practitioner, EP)

Fig 4: Are you part of a social Black, Asian and Ethnic Outdoor Group? shows over half of the Black, Asian and Ethnic representatives identified as being part of a Black, Asian, and Ethnic community outdoor group (n=31), Fig 5 shows 39% reported holding an outdoor qualification and as Fig 6 Black, Asian, and Ethnic employed in the sector in the past and present shows only 20% identified as working in the sector.

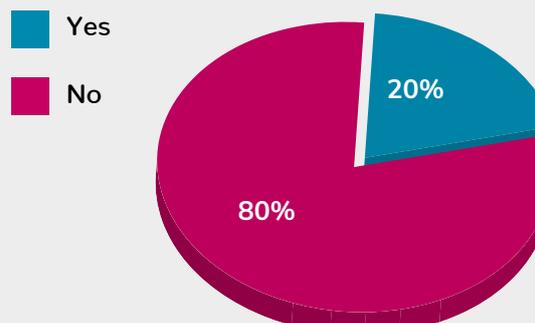
**Fig 4. Are you part of a social Black, Asian and Ethnic Outdoor Group?**



**Fig 5. Do you hold an outdoor qualification?**



**Fig 6. Black, Asian, and Ethnic employed in the sector in the past and present**



However, alongside, a perceived limited role or even questions raised about whether Black, Asian, and Ethnic community organisations are part of the wider outdoor and environmental sector, the absence of Black, Asian and Ethnic representation in the sector was accepted by Black, Asian and Ethnic and Sector participants as an ongoing barrier:

*"I have not seen many BAME representatives when discussing outdoor issues. More so, there is a lack of guidance for the local community in this matter."*

Both agreed that a missed opportunity was seeing diversification and communities as an effective mechanism for engaging Black, Asian and Ethnic communities with the outdoors:

*"Bridge the gap between The Sector and BAME/African groups so my community have the opportunity to access opportunities to be had in nature."*

*"I would like to be involved because I want to help bring together groups and individuals working in the space, so we can be stronger together. My limited experience in this area has shown that there are a lot of different 'silos' that do not interact with each other and it would be great to be able to collaborate across outdoor activities and groups so we can share learnings and raise each other up."*

Importantly, participants spoke about their exclusion or shared their understanding of how they perceived race, racialization and racism as playing a key role in the invisibility of Black, Asian and Ethnic members, and the outdoors<sup>6</sup>.

A reoccurring theme is how these factors operate across multiple dimensions individually, organizationally, the sector and within wider society and the implication for Black, Asian, and Ethnic members personally and professionally. The quotes below highlight experiences shared by participants during the consultation:

#### **Perceptions about belonging:**

*"I think I have been less confident going for opportunities with certain societies/ organisations where I've felt out of place."*

*"I do believe that being of an ethnic minority has not allowed me to access the same opportunities as other people who are perhaps more privileged."*

*"I have never felt I can naturally access training in the outdoor sector without having to take a formal route. It has been hard to feel connected."*

*"I have previously tried to be employed in the outdoor sector, but no one has ever shown an interest. Ethnicity has felt like a barrier as I don't look like your other guides."*

#### **Sector and organisational policies and practice identified as reproducing and sustaining barriers:**

*"I think less people have outwardly offered me opportunities as they assumed I would not be interested in a long-term commitment to the outdoor sector."*

<sup>6</sup>Race, refers to a notion that humans can be divided into racial groups based on physical characteristics (bone structure, skin, hair) or behavioural traits linked to ethnicity, nationality, and related concepts like shared language.

Racialisation, refers to the process of categorizing, marginalizing, or regarding according to race. Racism refers to when a person is treated worse, excluded, disadvantaged, harassed, bullied, humiliated, or degraded because of their race or ethnicity. At an organisational level, it can also be the collective failure to provide an inclusive and professional working environment to people because of their race or ethnicity\*. This is sometimes described as 'institutional racism', based on the definition recommended by Sir William Macpherson in the 1999 Lawrence report (UK)

This is not to suggest that there were not examples of Black, Asian, and Ethnic representation, but even here, this merely raises wider issues associated with belonging in these spaces:

*"I think what may have given me an advantage in some instances is my privilege. I am very aware that I have a university education and am articulate, and when I reflect in some of the less diverse environmental spaces, sometimes I am the only BME woman in those spaces." (EP)*

*"Age - There are very little opportunities when you're young. You don't even know about it unless your parents are taking you out. Do schools still offer that? Everyone wants to get out and be outdoors".*

#### **Participants share experiences of what they perceive as direct racial discrimination:**

*"Yes, I think promotion in the sector, I did not "look" or "fit" with what they wanted. I did take a grievance out against ahead of department regarding promotion and discrimination at a local authority I was working at the time because I had more work experience and higher qualifications than the man who got the post. I won the internal grievance but was handled internally by the Local Authority because it was a senior member of staff that had been found guilty of what they classed as "bullying" but not discrimination."*

*"In terms of qualifications, I have an MBA and an MSc in Carbon Management. Additionally, over the years I have done various training and development courses in different subject matters and themes ...One of my core degrees- ...is around environmental studies. A significant proportion of my career I have a portfolio career trajectory given the limited scope of opportunities for BME women like myself within the environmental sector."*

*"Lack of a clear progression pathway (for women of BME origin) within the sector from beginners, mid-career and beyond."*

*"No networking or mentoring opportunities for diverse candidates where current opportunities are skewed towards a particular demographic."*

For this participant, working in the outdoor arena, having the lack of representation meant often being the only Black, Asian and Ethnic person and knowing this despite the barriers encountered:

*"I think what may have given me an advantage in some instances is my privilege. I am very aware that I have a university education and am articulate, and when I reflect in some of the less diverse environmental spaces, sometimes I am the only BME woman in those spaces." (EP)*

*"Accessibility in terms of cost, qualifications and travel, geographical location, availability, inclusivity, meet my needs as a Muslim woman in terms of e.g., female instructors, prayer facilities etc."*

Participants shared ways racial barriers unfold and contribute to their exclusion. Barriers were not merely a result of organizational system and processes but manifested in everyday interpersonal working relationships with white colleagues:

*"I take my professional credibility very seriously. While I might be the 'most visible' or the usual 'go to' person in a lot of cases as I am not very visible on social media and usual networking circles, every project I have worked on has either been path-breaking or innovative and addressed a need within the community or in relation to the environment."*

*"In a couple of roles, there were several instances of microaggressions from immediate line manager. Absence of conversations on the lack of representation and inclusion within the sector and no recognition of these issues when planning engagement and delivery of organization's work plan. Also, several instances of bullying which other stakeholders, but no action observed taken/no support given. ...In one of my previous roles where my research was undermined for not being worthy. In my experience, this stemmed from bullying and colourism more than racist undertones. However, there were silent onlookers who could have stepped in to stop the situation, their silence I would say stemmed from systemic discrimination."*

*"Always has been under-resourced. That is the very nature of the work within the BME sector. The complexities are not recognized in the resource format."*

Data from the survey targeted at Black, Asian and Ethnic representatives provide further insight with the majority identified discrimination and inequality as an issue for the sector (n=31). Nearly half of Black, Asian, and Ethnic representatives reported having experienced or observed racial discrimination (n=14). Fig 7 shows the number of times participants experienced or observed discrimination due to ethnicity.

**Fig 7. Number of times participants experienced or observed discrimination due to ethnicity**

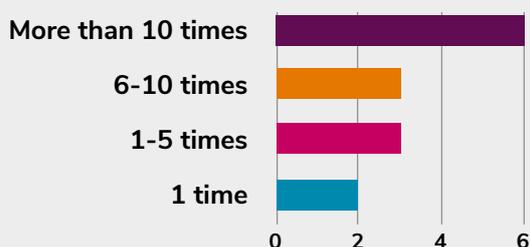
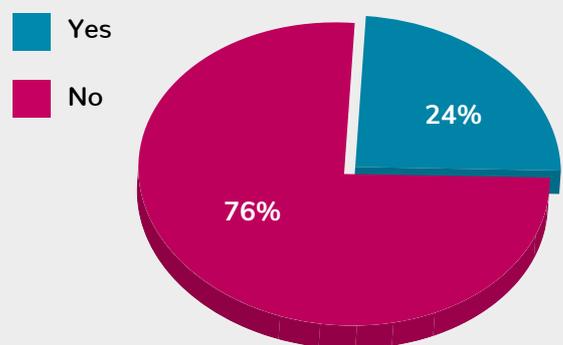


Fig 8 Is Black, Asian, and Ethnic community outdoor work sustainable? shows more than half that work with Black, Asian, and Ethnic communities reported that in their experience, this work was not sustainable. One of the primary reasons noted was due to the short-term, project specific nature of Black, Asian, and Ethnic community engagement initiatives that have a limited life span and dependent on short term external funding. This points to a lack of prioritization and resources for Black, Asian, and Ethnic engagement initiatives.

**Fig 8. Is Black, Asian, and Ethnic community outdoor work sustainable?**



## Summary of Key Issues

### Black, Asian, and Ethnic participants

- Believe discrimination/inequalities is still an issue for The Sector today.
- Have experienced and/or observed discrimination.
- Their outdoor work is not sustainable and under-resourced.
- Ethnicity has prevented access to training and employment.
- Do not have equal access to nature as a visitor or leader of groups.
- As outdoor leaders, they do not feel part of the sector.
- Very few holds formal qualifications.
- Very few are in employment or hold senior positions.
- Outdoor groups and organizations are led by volunteers.
- There is a desire to access opportunities provided by the sector; experiences, volunteering, training, and employment, however, they lack knowledge and access.
- New groups want support to be established in the Sector.
- Lack of trust of The Sector; being used for funding purposes or tokenistic tick boxing.
- Participants experiences of sector-wide barriers.

### Sector Participants

- Collect data on ethnicity anonymously and in a voluntary capacity and sometimes not at all.
- Do not provide support structures specifically for staff from Ethnic Communities.
- Provide Diversity, Inclusion & Equality Training. Mostly board room, on-line and part of CPD and in many cases not compulsory.
- Have very few volunteers, staff, board members, including applicants from ethnic communities.
- There is a slow increase in ethnic community service users.
- Senior leadership teams are committed to increasing diversity but need to be more proactive.
- Lack the confidence, knowledge, and access to Ethnic communities.
- Want to learn from Ethnic Community members.



# Actioning Change: Outcomes of the Symposium Webinar

The quote below captures a common goal of those attending the symposium webinar, a willingness to take an introspective look at the sector, scrutinizing practice and policies that shape the Sector's current approach and work. This was in conjunction with, an openness to better understand, how and why issues within and external to Black, Asian and Ethnic communities contribute to the barriers identified. There was acceptance that working together and developing a partnership approach to opening the outdoors and natural environment in all its guises to Black, Asian and Ethnic communities was the primary goal.

*"We all need to continue to critically reflect upon our practices and attempt to ensure that what we provide and how we provide it is underpinned by an understanding of and respect for 'others' who may not fit the white, middle-class, able-bodied, male mould." (Higgins & Humberstone 1999)*

Informed by the consultation and survey process, the symposium event facilitated by Backbone CiC, opened a dialogue leading to the identification of a set of actions around four key areas:

**1. Black, Asian, and Ethnic members access to opportunities in The Sector; activities, volunteering, employment, Board level.**

**2. Building an inclusive sector.**

**3. What support does the sector need to implement and integrate EDI policies and practice? Backbone CIC offer of support: Leaders for Change Training Academy.**

**4. Agree on steps for moving this work forward.**

The focus areas for the symposium webinar event were determined and informed by the preceding Stage 1 & 2 consultation and reflection process:

- Acknowledge our reality – Discuss the consultation findings and questions raised.
- Begin relationship building to increase confidence, knowledge, and access to each other.
- Identify our excuses for inactivity and blind spots.
- Identify immediate action that is genuine and sustainable.

Participants were divided into 10 small discussion groups of representatives of both Sector and Black, Asian, and Ethnic communities each with an allocated chair. 3 key questions were discussed with a facilitated plenary.

1. What practical steps and considerations do the sector need to make to ensure their services are accessible to Black, Asian, and Ethnic members?
2. How can the sector improve Black, Asian, and Ethnic members access to recruitment, training, employment, and board member opportunities?
3. What support does the sector need to implement and integrate EDI policies and practice?  
Backbone CIC offer of support: Leaders for Change Training Academy

Suggestions put forward were wide-ranging and actions targeted at the sector and/ or Black, Asian, and Ethnic communities. The following is a summary of what participants had to say.



## 1. Participating in activities offered by The Sector

- a. What practical steps and considerations do the sector need to make to ensure their services to the public are accessible to Black, Asian & Ethnic members? To include “Excuses for inactivity” & Blind Spots. Any requests from Black, Asian & Ethnic communities/ members?
- b. What practical steps and considerations do Black, Asian & Ethnic members/communities need to make to ensure they access and use the services offered. To include “Excuses for inactivity” & Blind Spots. Any requests from The sector?
- c. What immediate actions can we take from this conversation?

### Suggestions for the Sector to support the development of inclusive services

#### **An inclusive approach to Networking**

- A need for active networking.
- Face-to-face work with communities where the doors are genuinely open.
- Share and work together around funding opportunities.
- Do your homework and raise your awareness of organizations who are out there that can support community groups to access your services.
- Address “we don’t know, what we don’t know”. Educate communities on what is out there.



#### **Vertical and horizontal channels of communication**

- Organisations need a clear communication strategy and approach that is inclusive for example a named inclusion contact person.
- Consider how the sector communicates what they do. Consider ways of messaging to different communities, explore using a tailored approach. People who are not part of community groups struggle to find information and access points – how can the sector address this?
- System literacy.
- Black, Asian, and Ethnic members need to know where to look for information and share it.

#### **Relationship Building**

- Raise the importance of relationships between the sector and Black, Asian, and Ethnic communities and within and between Black, Asian, and Ethnic communities.
- Reigniting connections and building relationships that will be sustainable and based on honesty and trust. There is a power in honesty.
- A safe platform to share personal stories so that we can build connections through understanding more of each other. Learning from each other is incredibly powerful and more inclusive. Putting everyone at ease in holding the conversations that need to happen.
- There is a need for stronger relationships and communication between Black, Asian and Ethnic community groups and sector organisations - How can we make those links?

### Working inclusively with communities

- A strategic sector wide approach is required to engage Black, Asian, and Ethnic communities.
- Understanding the diversity within and between Black, Asian and Ethnic communities and proactively working to engage with them in their uniqueness.
- Recognise intersectionality of individuals: rather than outcomes and single identity issues.
- Overcome the fear of getting it wrong. People feel genuine intention.
- Recognise the role of volunteers' role and the reach they have at a grass root level.
- Think and act out of the box.
- What are the entry points to the diverse range of outdoor and nature-based activities?

### Actions noted from question 1

- Networking. This group will find ways to stay in touch and connect with each other as required. Be aware of who already exists and who and how they can provide support.
- Find better communication methods - should include use of language, but also systems literacy (who do I get in touch with? how do I get the information that I need?).
- Black, Asian, and Ethnic community targeted events.
- Treat people as professional leaders. If they are in a leadership position and want to develop their leadership, treat them as such. Do not disrespect their leadership role and treat them just as interpreters or a connection to the community.

### General remarks

- Raise awareness about the sector back in the community.
- The Voluntary nature of groups needs to be recognised and valued.
- Value of initiatives is based on funding – how can we change this?
- A cultural change is required in communities. The environment/outdoor education is not seen as a career choice for some communities.
- Backbone CiC Community Leaders Programme is working, and we need more of this to develop Black, Asian and Ethnic role models in the sector.
- Access to transport is an issue. We have many Black, Asian and Ethnic members do not drive or have access to transport, particularly refugees.
- Understanding the needs of diverse communities.
- Provide steppingstones to engagement for different communities.



## 2. Accessing Recruitment, Training, Employment and Board Member Opportunities

- a. What are our “Excuses for inactivity” & Blind Spots.
- b. What do we need to do to make these opportunities more accessible?
- c. Recruitment ideas.
- d. Accessing career paths.
- e. What immediate actions can we take from this conversation.

### Accessible Opportunities

- Target people of all ages not just young Black, Asian and Ethnic people. Many of the older generation have the skills and ability but missed out on opportunities in their earlier years.
- Mentorship programmes for Black, Asian, and Ethnic members. To include coaching for senior leadership and Board roles.
- Rework how opportunities are presented that make them more inclusive.
- Co-produce aspirations and initiatives with communities. This will provide the opportunity to share stories of how Black, Asian, and Ethnic practitioners entered the sector and co-create pathways for Black, Asian, and Ethnic to enter the sector in the future.
- Link training and career work to the STEM agenda.
- Create accessible and valued volunteering opportunities for Black, Asian, and Ethnic communities to learn about the sector.
- Create strategies that focus on skills and experience development and not just accreditation.
- Offer training that leads to formal qualifications in the sector.
- Co-design and / co-produced activities.

### Ideas for Recruitment

- Career events that target schools, colleges (students) and in the community (all ages and abilities) sharing knowledge, information, and advice on the sector.
- Engaging Black, Asian, and Ethnic members with recruitment - how can we apply for jobs at the National Park? What do they look like?
- Governance: Suggest reviewing the current rules and structures to ensure inclusivity, to include reviewing the use of vacancy panels.
- Board recruitment: Broaden networks and avoid tokenism.
- Revisit recruitment processes and consciously look to tap into a diverse workforce.
- Incorporate diverse interview panels.
- Sector-wide recruitment campaign targeting Black, Asian and Ethnic communities. For example, Collaborative job fairs.
- Capture exit data to understand why people leave organizations (volunteers and staff).
- CV enhancing activities for Black, Asian, and Ethnic members supporting sector jobs.



### Accessing Career Paths

- Develop a realistic Strategy working with EDI consultants, have a strategy and network with critical Black, Asian, and Ethnic friends and ensure they have the right data. To include a timescale for delivery.
- Volunteerism: Recognise the potential burnout of 'pure volunteers' and think about placing real value on their contribution through funding to support voluntary groups.
- A structured training programme for volunteers.
- Recompense for volunteers.
- Connecting staff on different levels.

### Accessing Board Positions

- Provide opportunities for shadowing, and joining sub-committees.
- Offering more places to Black, Asian and Ethnic members on Executive Committee.
- Open decision-making process to include Black, Asian, and Ethnic representatives. This will give more people access to the key tools and structures of the sector (voting and existing structures).



### 3. What support does the sector need to implement and integrate EDI policies and practice? Backbone CiC offer of support: Leaders for Change - Training Academy

Preceding this question Backbone CiC presented an overview of their offer of support and shared the concept of the “**Leaders for Change - Training Academy**”

#### **Leaders for Change – Training Academy Concept**

To support behavioural change through direct and collaborative action in The Sector.

There is an element of the ‘unknown’. The lack of ethnic diversity within the sector has been an issue for many years. This initiative will have a life span of 3yrs delivery plus a further 2yrs evaluation and legacy building.

Backbone CiC is proposing to use their Community Leadership Project training model as a template, a proven and successful model in developing Black, Asian, and Ethnic leaders in the outdoors. There are 5 strands of learning:

- **Skills and qualifications**
- **Leadership in the outdoors**
- **Personal development through leading groups in the community**
- **Volunteering and conservation**
- **Organisational development**

Further information can be found here:

<https://www.backbone.uk.net/leadership/>

The academy will offer modular based learning in a residential setting using experiential methodology. It will utilise a collaborative delivery team of both Sector and Black, Asian & Ethnic practitioners, showcasing Black, Asian and Ethnic role models, and the power of genuine partnerships.

Recruitment will be targeted and reaching a national audience. To include career fairs, educational institutions and in the community. This will also provide an opportunity for sector organisations to network, share information and knowledge of their services.

The symposium gathering will continue annually, allowing for the organic growth and development of this forum. This will form an Advisory Group with the potential to influence policy relevant to the sector.

#### **The academy will provide accessible opportunities for Black Asian and Ethnic members to:**

- Qualifications, training, and volunteering in a variety of outdoor / nature-based activities. To include activities “what we don’t know, we don’t know until we are informed.”
- Organisational development for Black, Asian & Ethnic outdoor groups to build sustainable and safe organisations that are included and part of The Sector, and who continue to provide opportunities in the outdoors to their own communities.
- Access volunteering, internships, placements, and board roles; locally and nationally / urban and rural.
- Network with each other and with a variety of sector organisations.

#### **The academy will provide The Sector direct contact with Black, Asian, and Ethnic members and organisations, providing opportunities for:**

- Networking and partnership working.
- Increase confidence, knowledge, and access to new groups.
- Recruiting volunteers, staff and Board members from Black, Asian and Ethnic communities.
- Accessing newly qualified and experienced practitioners.

The academy alumni will form an Advisory Group of representatives of both Sector and Black, Asian, and Ethnic representatives to influence policy makers.

## Participant comments

Many were interested in the academy concept and wanted further detailed information.

A request for a timeline for the training academy.

To be mindful to avoid duplication with existing training that is being offered or is there a way to combine existing training into delivering the academy?

Scope of the work, is it locally, Scotland-wide, and nationally?

Ensure the trainers/practitioners are from diverse backgrounds so that we have the right role models.

The academy sounds holistic.

The academy could make a shift in thinking and the people the sector interacts with.

We would like to see the recruitment drives to incorporate outreach work with new communities.

This will require a shift of thinking on how The Sector can open conversations with different community groups rather than waiting for Black, Asian, and Ethnic members to start the conversation.

Develop a peer strategy.

Make a stance on forward facing-media; "open to everyone".

Use community groups to act as a hub for sharing information and being the link to sector organisations.

How can we be sure this is right for individuals?

This could develop a seamless progression route to the sector.

Can the academy offer accreditation if required and a link to career pathways?

Partnership working to avoid repetition is important in this context.

What support is available for leaders to take their skills back into the community and develop leaders themselves. Is it the same as Backbone CiC Community Leadership Projects?

The coordination of placements to ensure the provision of a diverse range of experiences within the offering.

Will the academy provide support for understanding how to apply for funding and training in how to successfully complete grant applications?





# Backbone CiC conclusion and recommendations

## Symposium: Changing Landscapes – Actioning Change

Facilitating the three -stage Symposium: Changing Landscapes – Actioning Change has been a challenging and eye-opening process. This process verifies Backbone CiC's 40yrs of lived experiences and observations which continue to be alive and kicking today. Our<sup>7</sup> Sector continues to lack Black, Asian, and Ethnic representation without adequate role models and representation we are not 'serving' all communities, surely as a service industry we have a duty to reach out to everyone? This fact we find disturbing and has stirred us into the next level of action.

We have labelled the following as **Excuses for Inactivity**:

Repetitive research syndrome.

Myth and reality of equality & diversity & inclusion training.

Lack of Black, Asian and Ethnic role models in the Sector.

Lack of confidence, knowledge, and access to Black, Asian and Ethnic communities.

Unprofessional and unethical policies and practices.

Gatekeepers to opportunities.

Lack of resources.

We must tackle the issues listed above through collaborative action and accountability supported by adequate resources and prioritisation. To **CHANGE THE LANDSCAPE** of our sector we have a collective responsibility to challenge and **ACTION CHANGE** of unethical practices and policies.

We have observed and experienced over 40yrs of conversations, dialogue, workshops, research etc. but struggle to see true meaningful action! Indeed, after 40yrs working in the sector, we are disappointed with the pace of change, evidence points to a sector that remains very 'white' and why is that? The question in mind: "As a sector are we institutionally racist?"

Despite the exposure to the symposium and the conversations and actions identified, we have observed and experienced sector organisations engaging in unethical practices and policies, that serve to continue the marginalisation and add to the lack of trust reported. Examples of Backbone CiC experiences since the symposium webinar 2 months ago:

- We have been included in grant/funding applications, at times without our permission and many where we have no input and, in some cases, where our catchment area makes it practically impossible for us to be involved.
- Immediate requests for letters of support when we clearly will have no input in the proposed projects.
- Requests to market and support recruitment at all levels without a consultation process or strategy and on a voluntary basis.
- Request for contacts of Black, Asian and Ethnic community groups without a consultation process or strategy and on a voluntary basis.
- An expectation that we will review EDI policies, deliver workshops, talks etc. on a voluntary basis.
- Plagiarism rather than a collaborative approach.

The experiences of many of the participants in this process, both Black, Asian, and Ethnic, and Sector representatives are telling us that there is still work

<sup>7</sup>We include ourselves as part of 'The Sector' to highlight the point of inclusivity/exclusivity

to do to address existing disparities in our sector and evidence of a sector that is not equal or fair. We are aware that change is complex and will take time, but there are some immediate actions that we can all be responsible for.

The Symposium webinar in June identified the hard-hitting fact that most Black, Asian, and Ethnic members work in the outdoors as volunteers, many using their own resources to offer community experiences. These are skilled and experienced leaders in the outdoors, they are undervalued, and the question arises as to “Why have Sector organisations not grabbed this talent?” Backbone CiC’s immediate action to address this has been to reach out to our leadership alumni pool offering paid sessional work and to pay our volunteers for their time and input. We also continue to develop role models by offering free training and qualifications to community leaders, so they are equipped to safely lead groups in the outdoors.

Backbone CIC was set up as a vehicle to expose and respond to the inequalities highlighted in the symposium. Whilst we have not achieved all that we want, we have successfully made a dent in terms of growing Black, Asian and Ethnic role models, and leaders in the great outdoors. One of the key components of our success is partnership working with and between both Black, Asian, and

Ethnic community groups and Sector Organisations based on our core values of:

Genuine intention & trust

Integrity and respect

For the direct benefit of ALL communities

Our recommendations are such that we move forward in an authentic and holistic manner, an approach that is evidenced as successful. The essence of which is genuine collaborative, partnership working between Black, Asian and Ethnic communities, and The Sector.

Now go and action the feedback outlined in this report and join us on our next adventure, **Leaders for Change - Training Academy**. This new initiative will take on board the feedback and comments from this symposium process. The academy will build our confidence, knowledge, and access to each other as we develop the next generation of Black, Asian and Ethnic role models working in and shaping the future of OUR sector.

Collectively we will be responsible and accountable for our actions, learn from each other and challenge inappropriate behaviours, attitudes, policies, and practices. Together we can be part of **Changing Landscapes** by **Actioning Change** in our industry, creating a sector that is truly inclusive and accessible to everyone.

We look forward to working with you.

**Pammy Johal**

**Founder & Operations Director Backbone CiC**

### Key recommendations

1. The Sector agencies set medium and long-term goals in their strategies as a way of moving away from short-term activities that could be perceived as ‘window dressing’ and not sustainable.
2. A need for greater transparency from Black, Asian and Ethnic community groups, to avoid accusations of nepotism and gatekeeping.
3. Leaders for Change: Training Academy. A vehicle for the sector and Black, Asian and Ethnic community groups to collaborate as equal partners in a shared venture, with joint accountability and responsibility.



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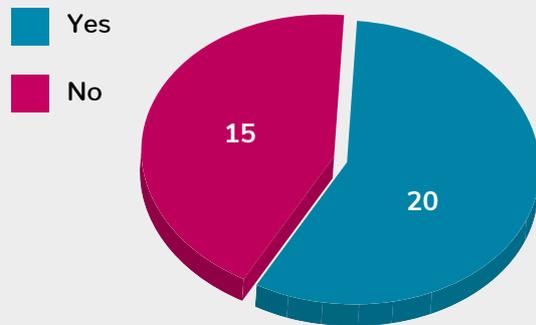
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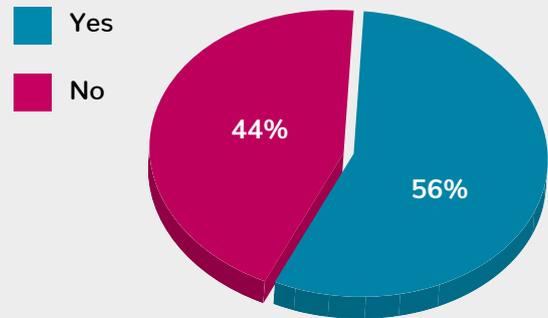
# Figures and tables

**Fig 1. Collection of Ethnicity Data**

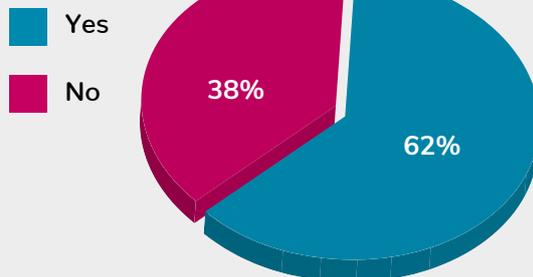
(Based on Scottish Government Ethnicity Classifications)



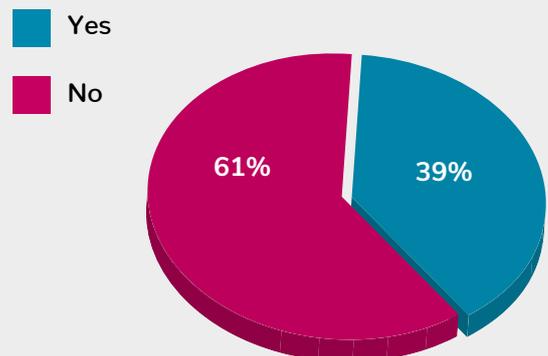
**Fig 4. Are you part of a social Black, Asian and Ethnic Outdoor Group?**



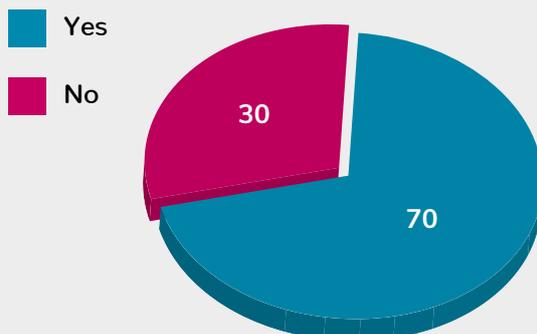
**Fig 2. Ethnicity as a barrier to accessing training and employment opportunities in the Sector**



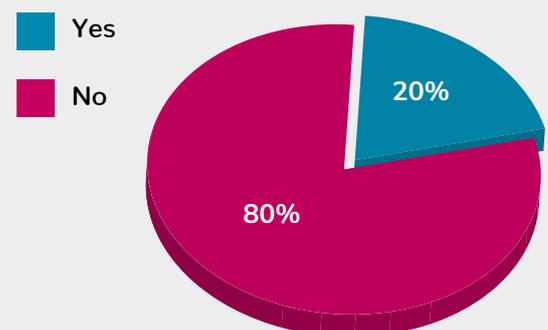
**Fig 5. Do you hold an outdoor qualification?**



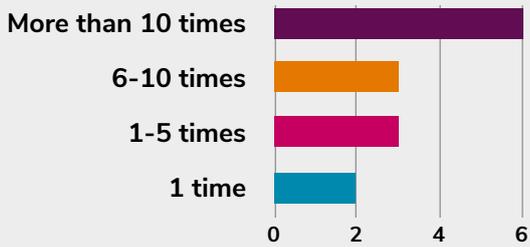
**Fig 3. Have you an interest of getting involved in The Sector?**



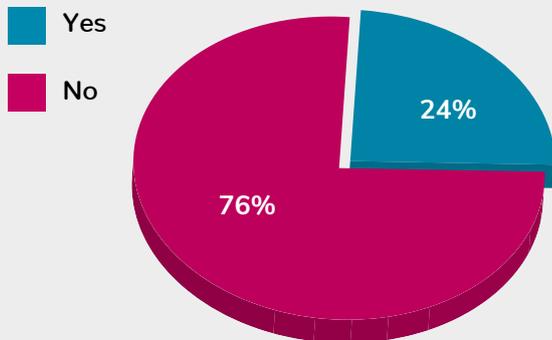
**Fig 6. Black, Asian, and Ethnic employed in the sector in the past and present**



**Fig 7. Number of times participants experienced or observed discrimination due to ethnicity**



**Fig 8. Is Black, Asian, and Ethnic community outdoor work sustainable?**



**Table 1: Summary of participants**

### Stages 1 & 2: Survey & Reflection

73 in total completed the survey:

- 38 Black, Asian & Ethnic representatives.
- 35 Sector representatives.

### Stage 3: Symposium Webinar

92 stated they would attend the webinar with 85 actual attendances.

- 39 Black, Asian & Ethnic representatives Representing: 32 organizations and 7 individuals.
- 46 Sector representatives representing 39 organizations.



**Table 2: The Barriers- qualitative feedback**

### Lack of confidence, knowledge, and access

- Both Black, Asian, and Ethnic communities and Sector organisations lack the confidence, knowledge, and access to each other.
- The Sector is a service industry and have a duty to challenge themselves and contact new communities.
- Black, Asian, and Ethnic members are putting themselves in challenging and uncomfortable situations as they search for and access opportunities in The Sector. Despite the barriers many Blacks, Asian and Ethnic members face; language, transport, funds etc.

### Lack of BAME Role Models

- There continues to be a visible lack of Black, Asian and Ethnic staff, volunteers, board members in the Sector – this has changed very little since the early research of the 90's.
- Black, Asian, and Ethnic members want opportunities to access a career in the sector, which will provide a fresh perspective and energy for the sector.
- **“Everyone looking at you and no-one looking like you”**

### Equality & Diversity & Inclusion Training

- Resources are spent on what is perceived as costly 'Board room' style training and in some cases, behaviours are excused by acknowledging that “Unconscious Bias” exists. The training is mostly regulatory and compulsory, delivered by non- Black, Asian and Ethnic consultants, those who lack the experience of marginalization, so the question raised: is this genuine or another tick box exercise? What examples are there of effective implementation?

### Gatekeepers to opportunities

- Both Sector and Black, Asian, and Ethnic leaders are gatekeepers to opportunities for their communities and members.
- Some Sector organisations hold the key to careers, training, and access to opportunities. Many remain closed to people that do not look/think like they do (unconscious bias). Governed by their membership body (members of the public) who may have discriminatory bias.
- Some Black, Asian and Ethnic Community leaders prioritize opportunities for their family and extended circle and do not share opportunities with the wider community. Some also deny opportunities if they are uncomfortable themselves, for example calling things off due to bad weather, unsuitable dates, travel, or they do not like the activity themselves etc.

### Unprofessional & Unethical Behaviour

- Some Black, Asian, and Ethnic members have shown a lack of commitment to accessed opportunities. Behaviours such as lateness, no-shows, lack of productivity are examples of behaviour.
- Some Black, Asian, and Ethnic groups and members are taking advantage of and have become reliant on free opportunities, creating a parent/child dependency relationship between the sector and Black, Asian, and Ethnic members and groups. This does not support a sustainable approach.
- Black, Asian, and Ethnic members and groups have been used for tokenistic purposes where the genuine intention is not felt or actioned: for example, photos, consultations, workshops, talks etc.
- Sector organisations using Black, Asian and Ethnic groups to access funding. In some cases, without consultation or the groups consent.
- Lack of trust and collaborative working between and within both Black, Asian & Ethnic groups and The Sector. For example, Plagiarism, egos. competition for funding, recognition and ownership of initiatives and ideas.

# Appendices

## Appendix 1

Questionnaire BAME Organisations

## Appendix 2

Questionnaire BAME Community  
Representatives

## Appendix 3

Questionnaire BAME Practitioner

## Appendix 4

Questionnaire Sector Organisations



## Questionnaire - BAME Organisations

**Data Protection:** The data collected will be anonymized and confidential. Data will be used for research to validate and inform participants on the subject matter. This questionnaire will be deleted after 2 weeks. Please contact us if you have any concerns regarding how this data will be used.

Please complete the questionnaire and return to [pammy@backbone.uk.net](mailto:pammy@backbone.uk.net)

You may not be able to answer all the questions in this questionnaire. Please don't be concerned about this. If you cannot answer please leave the question blank.

### Section 1: About your organisation

#### 1. About your collection of ethnicity data

How often do you collect ethnicity data? • Service users • Staff • Board/Members • Whole organisation	What methods do you use?

#### 2. Please tell us about your service users:

	Estimated % of service users	Describe this group: Age, gender, ethnicity, voluntary organisation, corporate etc.
School groups		
Community groups		
Other		

#### 3. From what Local Authority do your service users come?

## SECTION 2: Overview of ethnicity and your organisation

### 4. Ethnicity of your service users (using Scottish Government Classifications)

	Number	% service users	Don't Know
<b>Total numbers of BAME service users in 2019</b>			
White: British, Scottish, Welsh, English, Irish			
White ETHNIC: Gypsy/Traveler, Polish or other white ethnic group			
Mixed or Multiple ethnic group			
Asian, Scottish Asian or British Asian: Indian, Pakistani, Chinese, Other			
African, Caribbean or Black			
Other Ethnic Group: Arab & Other			

### 5. Ethnicity of your staff (using Scottish Government Classifications)

	Number	% service users	Don't Know
<b>Total numbers of BAME applicants in 2019</b>			
White: British, Scottish, Welsh, English, Irish			
White ETHNIC: Gypsy/Traveler, Polish or other white ethnic group			
Mixed or Multiple ethnic group			
Asian, Scottish Asian or British Asian: Indian, Pakistani, Chinese, Other			
African, Caribbean or Black			
Other Ethnic Group: Arab & Other			

### 6. Ethnicity of your Board (using Scottish Government Classifications)

	Number	% service users	Don't Know
<b>Total numbers of BAME applicants in 2019</b>			
White: British, Scottish, Welsh, English, Irish			
White ETHNIC: Gypsy/Traveler, Polish or other white ethnic group			
Mixed or Multiple ethnic group			
Asian, Scottish Asian or British Asian: Indian, Pakistani, Chinese, Other			
African, Caribbean or Black			
Other Ethnic Group: Arab & Other			

### SECTION 3: Successes and challenges in BAME Participation

7. We would now like to think about how you are finding the process of involving BAME members of the community in participating in Sector activities. What is working well, and what are the challenges?

Percentage of BAME participants (an estimate is fine)	Are you undertaking any actions to increase this? If so, what are they?	What's working well and are there any barriers? If so what are they?

8. We would now like to think about how you are finding the process of involving BAME members of the community in volunteering with The Sector. What is working well, and what are the challenges?

Percentage of BAME participants (an estimate is fine)	Are you undertaking any actions to increase this? If so, what are they?	What's working well and are there any barriers?

9. We would now like to think about how you are finding the process of accessing employment opportunities for BAME members of the community in Sector organisations. What is working well, and what are the challenges?

Percentage of BAME participants (an estimate is fine)	Are you undertaking any actions to increase this? If so, what are they?	What's working well and are there any barriers?

10. We would now like to think about how you are finding the process of accessing Board Level opportunities for BAME members of the community in Sector organisations. What is working well, and what are the challenges?

Percentage of BAME participants (an estimate is fine)	Are you undertaking any actions to increase this? If so, what are they?	What's working well and are there any barriers?

11. To what extent do your service users feel involved in local decision making that impacts on your local/ community's environment?

Please score 1-10 where 1 = 'not at all involved' and 10 = 'fully involved'	Why do you score their involvement this way?

**SECTION 4: Your hopes for the symposium**

12. Who in the Sector would you like to talk to and what questions would you like to ask? This might be a specific individual, organisation or anyone else.

Who would you like to talk to?	What questions would you like to ask?

13. Do you have any other comments, questions or suggestions about the feedback you have given so far, or about the process going forward?

## Questionnaire - BAME Community Representatives

**Data Protection:** The data collected will be anonymized and confidential. Data will be used for research to validate and inform participants on the subject matter. This questionnaire will be deleted after 2 weeks. Please contact us if you have any concerns regarding how this data will be used.

Please complete the questionnaire and return to [pammy@backbone.uk.net](mailto:pammy@backbone.uk.net)

You may not be able to answer all the questions in this questionnaire. Please don't be concerned about this. If you cannot answer please leave the question blank.

### Section 1: About You

Are you part of a social BAME outdoor group? Please describe the group	Yes/No	
Do you formally lead groups in the outdoors?	Yes/No	
Do you hold qualifications in the outdoors?	Yes/No	
How would you describe your qualifications and experience in the outdoors?		
Could you tell us about The Outdoor Organisations you have had contact with; who are they? Public Body, Private Companies, Voluntary Organisations etc. Describe your experiences.		
Are you employed in the sector: Yes/No		
If you are a leader of groups, do you see yourself as part of the outdoor/environmental Sector? Please tick and expand on your answer	Yes	No
Comments/Other		

## SECTION 2: Successes and challenges of a BAME Member in The Sector

### 1. We would now like to find out about your experience in the outdoors

Have you experienced and/or observed discrimination due to ethnicity? Both past and present. Please tick and comment Please state as an outdoor leader or a visitor in the outdoors.	Yes	No			
If yes, how many incidents can you re-call both experienced and observed? Please state; Only 1, 1 to 5, 6 to 10, more than 10. Please Tick	Only 1		1-5	6-10	10+
Do you think your ethnicity has prevented you from accessing training and employment opportunities in outdoor groups or Outdoor Sector? Please tick and comment	Yes	No			
Have you an interest in getting involved with Outdoor groups and Outdoor Sector? Please tick and comment What, if any, are the barriers?	Yes	No			
Do you feel you have equal access to the opportunities in nature, whether as a visitor or as a leader of groups? What, if any, are the barriers?	Yes	No			
Do you think there is less inequalities due to ethnicity in The Outdoor Sector today than when you started visiting nature sites? Please tick and comment	Yes	No			
Comments/Other					

2. We would now like to find out about your BAME Organisation working in The Sector (Outdoors)

Have you been asked to lead on BAME projects? Please tick and comment	Yes	No	
In your experience and observations has/ is BAME work sustainable? Please tick and comment  What has been the average life span of BAME projects?	Yes	No	
Has your work been undermined or discredited? Please tick and comment	Yes	No	
Has your work been tokenistic? Please tick and comment	Yes	No	
Has your work been under-resourced? Please tick and comment	Yes	No	
Other Observations & Comments			

3. We would now like to find out about your experience of discrimination/inequalities in The Sector

Please describe the nature of the discrimination/ inequalities that you have both observed and experienced: Direct and/or Indirect. Please do not use names/organisations		
Has your ethnicity given you an advantage in employment, training or any other opportunities within The Sector? Please tick. If yes please describe.	Yes	No
Do you think discrimination/inequalities due to ethnicity is still an issue for The Sector? Please tick and add your comments	Yes	No

### SECTION 3: Experiences and observations of BAME engagement at all levels of the Outdoor Sector

4. We would now like to think about the process of involving BAME members of the community in participating in outdoor activities. What is working well, what are the challenges/barriers and how can we address these?

	From your experience and observations what do Outdoor Organisations do to encourage BAME participation in activities?	From your experience and observations what do BAME communities do to encourage BAME participation in activities?
What is the working well?		
What are the challenges and barriers?		
How can we address the challenges/barriers identified above?		

5. We would now like to think about the process of involving BAME members of the community in volunteering for outdoor organisations. What is working well, what are the challenges/barriers and how can we address these?

	From your experience and observations what do Outdoor Organisations do to encourage BAME volunteering?	From your experience and observations what do BAME communities do to encourage BAME volunteering?
What is the working well?		
What are the challenges and barriers?		
How can we address the challenges/barriers identified above?		

6. We would now like to think about how BAME members access information on training and employment opportunities with outdoor organisations. What is working well, what are the challenges/barriers and how can we address these?

	From your experience and observations what do Outdoor Organisations do to make training and employment opportunities accessible to BAME members?	From your experience and observations what do BAME communities do to make training and employment opportunities in the sector accessible to their members?
What is the working well?		

What are the challenges and barriers?		
How can we address the challenges/barriers identified above?		

7. We would now like to think about how BAME members accessing senior roles with outdoor organisations. What is working well, what are the challenges/barriers and how can we address these?

	From your experience and observations what do Outdoor Organisations do to make senior roles accessible to BAME members?	From your experience and observations what do BAME communities do to make senior roles in the sector accessible to their members?
What is the working well?		
What are the challenges and barriers?		
How can we address the challenges/barriers identified above?		

8. We would now like to think about what and how BAME members of the community can do to increase BAME engagement in The Sector at all levels. What is working well, and what are the challenges?

From your experience and observations what is working well in BAME communities to encourage BAME engagement in The Sector at all levels?	From your experience and observations what are the challenges for BAME communities to encourage BAME engagement in The Sector at all levels?
What is the working well?	

**SECTION 4: Your hopes for the symposium**

9. Who from both The Sector and BAME communities would you like to talk to and what questions would you like to ask? This might be a specific individual, organisation or anyone else.

Who would you like to talk to?	What questions would you like to ask?

10. Do you have any other comments, questions or suggestions about the feedback you have given so far, or about the process going forward?

## Questionnaire - BAME Practitioner

*Data Protection: The data collected will be anonymized and confidential. Data will be used for research to validate and inform participants on the subject matter. This questionnaire will be deleted after 2 weeks. Please contact us if you have any concerns regarding how this data will be used.*

Clarity of purpose: How best to support the Symposium process from the BAME Practitioner perspective.

The Symposium is for BOTH The Sector and BAME communities – only when this happens can we get maximum benefit for communities we represent.

### Agenda:

1. Introductions
2. Purpose of the Symposium: As explained by Pammy on 1:1 phone calls
3. Best way to gather information/facts from BAME Practitioner's perspective ideas:
  - a. Questionnaire
  - b. Today as group discussion: Observations & Experiences
  - c. On-going: email/chat etc
4. Who else should we invite/contact?
5. What Next

## Section 1: About You

### 1. About Your Outdoor/Environmental Practitioner Career

How long have you been a Sector Practitioner?		
How would you describe your qualifications and experience in the Sector?		
Could you tell us about The Sector Organisations you have worked with; who are they? Public Body, Private Companies, Voluntary Organisations etc. Including your current role. <b>You are not required to name the organisation.</b>		
Do you see yourself as part of the outdoor/environmental Sector? Please Tick and expand on your answer	Yes	No
Comments/Other		

**SECTION 2: Successes and challenges of a BAME Practitioner in The Sector**

2. We would now like to find out about your experience in The Sector

Have you experienced and/or observed discrimination due to ethnicity in your place of work? Both past and present. Please tick and comment	Yes	No			
If yes, how many incidents can you re-call both experienced and observed? Please state; Only 1, 1 to 5, 6 to 10, more than 10. Please Tick	Only 1		1-5	6-10	10+
Do you think your ethnicity has prevented you from accessing training and employment opportunities in The Sector? Please tick and comment	Yes	No			
Do you think your ethnicity has prevented you from accessing senior positions in The Sector? Please tick and comment	Yes	No			
Do you think there is less inequalities due to ethnicity in The Sector today than when you started your career? Please tick and comment	Yes	No			
Comments/Other					

3. We would now like to find out about your work in The Sector

<p>Have you been asked to lead on BAME projects? Please tick and comment</p>	<p>Yes</p>	<p>No</p>	
<p>In your experience and observations has/ is BAME work sustainable? Please tick and comment</p> <p>What has been the average life span of BAME projects?</p>	<p>Yes</p>	<p>No</p>	
<p>Has your work been undermined or discredited? Please tick and comment</p>	<p>Yes</p>	<p>No</p>	
<p>Has your work been tokenistic? Please tick and comment</p>	<p>Yes</p>	<p>No</p>	
<p>Has your work been under-resourced? Please tick and comment</p>	<p>Yes</p>	<p>No</p>	
<p>Comments/Other</p>			

4. We would now like to find out about your experience of discrimination/inequalities in The Sector

Please describe the nature of the discrimination/ inequalities that you have both observed and experienced: Direct and/or Indirect. Please do not use names/organisations

Has your ethnicity given you an advantage in employment, training or any other opportunities within The Sector? Please tick. If yes please describe.	Yes	No
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Do you think discrimination/inequalities due to ethnicity is still an issue for The Sector? Please tick and add your comments	Yes	No
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### SECTION 3: Experiences and observations of BAME engagement at all levels of the Outdoor Sector

5. We would now like to think about the process of involving BAME members of the community in participating in outdoor activities. What is working well, what are the challenges/barriers and how can we address these?

	From your experience and observations what do Outdoor Organisations do to encourage BAME participation in activities?	From your experience and observations what do BAME communities do to encourage BAME participation in activities?
What is the working well?		
What are the challenges and barriers?		
How can we address the challenges/barriers identified above?		

6. We would now like to think about the process of involving BAME members of the community in volunteering for outdoor organisations. What is working well, what are the challenges/barriers and how can we address these?

	From your experience and observations what do Outdoor Organisations do to encourage BAME volunteering?	From your experience and observations what do BAME communities do to encourage BAME volunteering?
What is the working well?		
What are the challenges and barriers?		
How can we address the challenges/barriers identified above?		

7. We would now like to think about how BAME members access information on training and employment opportunities with outdoor organisations. What is working well, what are the challenges/barriers and how can we address these? ?

	From your experience and observations what do Outdoor Organisations do to make training and employment opportunities accessible to BAME members?	From your experience and observations what do BAME communities do to make training and employment opportunities in the sector accessible to their members?
What is the working well?		
What are the challenges and barriers?		
How can we address the challenges/barriers identified above?		

8. We would now like to think about how BAME members accessing senior roles with outdoor organisations. What is working well, what are the challenges/barriers and how can we address these?

	From your experience and observations what do Outdoor Organisations do to make senior roles accessible to BAME members?	From your experience and observations what do BAME communities do to make senior roles in the sector accessible to their members?
What is the working well?		
What are the challenges and barriers?		
How can we address the challenges/barriers identified above?		

9. We would now like to think about what and how BAME members of the community can do to increase BAME engagement in The Sector at all levels. What is working well, and what are the challenges?

From your experience and observations what is working well in BAME communities to encourage BAME engagement in The Sector at all levels?	From your experience and observations what are the challenges for BAME communities to encourage BAME engagement in The Sector at all levels?

**SECTION 4: Your hopes for the symposium of the Outdoor Sector**

10. Who from both The Sector and BAME communities would you like to talk to and what questions would you like to ask? This might be a specific individual, organisation or anyone else.

Who would you like to talk to?	What questions would you like to ask?

11. Do you have any other comments, questions or suggestions about the feedback you have given so far, or about the process going forward?

## Questionnaire - Sector Organisations

**Data Protection:** The data collected will be anonymized and confidential. Data will be used for research to validate and inform participants on the subject matter. This questionnaire will be deleted after 2 weeks. Please contact us if you have any concerns regarding how this data will be used.

Please complete the questionnaire and return to [pammy@backbone.uk.net](mailto:pammy@backbone.uk.net) by **MONDAY 1ST MARCH 21**

You may not be able to answer all the questions in this questionnaire. Please don't be concerned about this. If you cannot answer please leave the question blank.

### Section 1: About your organisation

#### 1. About your collection of ethnicity data

How often do you collect ethnicity data? <ul style="list-style-type: none"> <li>• Service users</li> <li>• Staff</li> <li>• Board/Members</li> <li>• Whole organisation</li> </ul>	What methods do you use?

#### 2. About Diversity/Inclusion training available

Is diversity/inclusion training available?	If so, what is offered, and who has access to it?

#### 3. About support for BAME members; staff, volunteers, board members

Are there specific support structures for BAME members available?	If so, what is offered, and who has access to it?

## 4. Ethnicity of your staff (using Scottish Government Classifications)

	Number	% of staff	Don't Know
Total numbers of BAME applicants in 2019			
White: British, Scottish, Welsh, English, Irish			
White ETHNIC: Gypsy/Traveler, Polish or other white ethnic group			
Mixed or Multiple ethnic group			
Asian, Scottish Asian or British Asian: Indian, Pakistani, Chinese, Other			
African, Caribbean or Black			
Other Ethnic Group: Arab & Other			

## 5. Ethnicity of your Board (using Scottish Government Classifications)

	Number	% of staff	Don't Know
Total numbers of BAME applicants in 2019			
White: British, Scottish, Welsh, English, Irish			
White ETHNIC: Gypsy/Traveler, Polish or other white ethnic group			
Mixed or Multiple ethnic group			
Asian, Scottish Asian or British Asian: Indian, Pakistani, Chinese, Other			
African, Caribbean or Black			
Other Ethnic Group: Arab & Other			

## SECTION 2: About your Service Users

## 6. Please tell us about your service users

	Estimated % of overall service users	Describe this group: Age, gender, ethnicity, voluntary organisation, corporate etc.
School groups		
Community groups		
Other		

## 7. From what Local Authority do your service users come

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8. Ethnicity of your Service Users (using Scottish Government Classifications)

	Number	% of service users	Don't Know
Total numbers of BAME applicants in 2019			
White: British, Scottish, Welsh, English, Irish			
White ETHNIC: Gypsy/Traveler, Polish or other white ethnic group			
Mixed or Multiple ethnic group			
Asian, Scottish Asian or British Asian: Indian, Pakistani, Chinese, Other			
African, Caribbean or Black			
Other Ethnic Group: Arab & Other			

**SECTION 3: Successes and challenges in BAME Participation**

9. We would now like to think about how you are finding the process of involving BAME members of the community in participating in your organisation's everyday activities offered to service users. What is working well, and what are the challenges?

Percentage of BAME participants (an estimate is fine)	Are you undertaking any actions to increase this? If so, what are they?	What's working well and are there any barriers? If so what are they?

10. We would now like to think about how you are finding the process of involving BAME members of the community in volunteering with your organisation. What is working well, and what are the challenges?

Percentage of BAME volunteers (an estimate is fine)	Are you undertaking any actions to increase this, If so, what are they?	What's working well and are there any barriers? If so what are they?

11. We would now like to think about how you are finding the process of employing BAME members of the community with your organisation. What is working well, and what are the challenges?

Percentage of BAME applicants and percentage of BAME staff (an estimate is fine)	Are you undertaking any actions to increase this, If so, what are they?	What's working well and are there any barriers? If so what are they?

12. We would now like to think about how you are finding the process of involving BAME members of the community with your organisation at Board level. What is working well, and what are the challenges?

Percentage of BAME board members (an estimate is fine)	Are you undertaking any actions to increase this, If so, what are they?	What's working well and are there any barriers? If so what are they?

13. We'd now like you to think about to what extent you feel your senior leadership team are committed to increasing diversity:

Please score 1-10, where 1 = 'not at all committed' and 10 = 'fully committed'	Why do you score your senior leadership team's commitment to increasing diversity this way?

**SECTION 4: Your hopes for the symposium**

14. Who in the BAME communities would you like to talk to and what questions would you like to ask? This might be a specific individual, organisation or anyone else.

Who would you like to talk to?	What questions would you like to ask?

15. Do you have any other comments, questions or suggestions about the feedback you have given so far, or about the process going forward?

*“Everyone looking at you  
and no-one looking like you”*

