# Year 3

# Black & Green

# Insight Report

COMMUNITY FUND

Black & Green Ambassadors

98FM Ujima RADIO Keep on Movin!

BRISTOL GREEN CAPITAL PARTNERSHIP

May Project Gardens

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# Executive summary

Welcome this Executive Summary of the Year 3 Black and Green Ambassadors Programme Report! We hope this report will provide valuable insights to everyone involved with the programme, but also to other organisations in the environmental sector who share Black and Green's mission of connecting, empowering and celebrating diverse leadership and community action on environmental issues in Bristol and beyond.

**Why this research?**

The purpose of this research is to explore the Black and Green Ambassadors programme collaboratively, and to identify some key learnings so far. We looked for examples of what the programme does best, as well as what to avoid, and we identified positive impacts from the programme.

We used these learnings to suggest a new process to explore opportunities and future directions that the programme could take. We consulted Black and Green Ambassadors, programme staff, members of its steering group, community members, other collaborators, and environmental stakeholders across the city.

We were asked to compile recommendations aimed at improving the way Black and Green works, including recommendations for ways to structure and fund the programme in future. However, we found that there were several different ideas, so instead we developed a process for those involved in Black and Green Ambassador Programme to explore those ideas together.

We hope that this report will also help guide other organisations in the environmental sector, or other community groups who also share Black and Green's mission. This report may be used to inform and influence future works - not just for the Black and Green Ambassadors Programme, but other environmental community groups and the sector as a whole.

**Key findings**

The Black and Green program is a shining example of innovation to address inequality within the environmental sector. However, in the environmental sector, the second least diverse sector in the UK, still more work needs to be done to foster effective collaboration with Black and Brown communities.

The findings from this report stress the importance of partnership work, communication, trust building and understanding communities to develop this. Equity, wellbeing and avoiding power imbalances also emerged as central themes. Drawing on his experience, Ian also recommends the importance of nature connection to make sure that the' Green' in Black and Green is properly represented.

Creating strength in the future of the programme lies in adopting a bottom-up approach, emphasising

community involvement, partnership, and co-creation.

**Suggestions for Funding**

To secure the Black and Green Programme's long-term success, funding must be considered. Initially, finding short-term funding will help to make immediate improvements and ensure short-term stability. Exploring a variety of funding sources will help reduce reliance on one single source and make the programme financially resilient. In addition, funding and development strategies will allow programme staff to attract long-term investments that will support the programme's growth and impact in the future

# Suggestions for funding

1

### Short-Term Funding for Long-Term Exploration

Apply for short-term funding to explore opportunities for securing long-term funding and build relationships with potential funders who share alignment

2

### Funding/Development Strategy

Develop a strategy that encompasses a range of funding sources and aligns with program objectives

3

### Utilise Networks and Partnerships

Leverage existing networks and partnerships with different stakeholders, organisations, charities, and communities. Focuses on building relationships that align with the needs of the program

4

### Collaboration and Partnerships

Consider collaborating with larger partners and forming group of funders to pool resources and tap into national and regional funding networks

5

### Issues with Funding

Be cautious of potential challenges, including delayed funding, locking into impractical commitments, and maintaining program focus amidst sponsorships

6

### Improving Funding Outcomes

Advocate for flexible funding structures, prioritise relationship-building with funders, involve ambassadors in discussions, and consider organisational development or pilot phases for sustainable funding models

7

### Flexibility in Funding

More adaptability and flexibility from funders can support programs such as Black and Green. Consider whether co-production can encourage this change in funders' strategies

8

### Accessibility for Applicants

Work with funders to explore ways to make their grants more accessible to potential recipients, reducing the burden of change solely on applicants

9

### Equitable Funding

Recognise the importance of equity and equality, particularly in addressing climate change and disparities in Black and Brown communities, and ensure fair compensation for individuals involved

10

### Ethical Funding

Be mindful of the source of funding, considering whether it aligns with the program's values and mission. Some funding sources may not be acceptable

11

### Diversify Funding Sources

Seek funding from a variety of sources to mitigate funding risks

12

### Targeted Funding

Apply for funding for specific program elements, tailoring applications to the objectives of different funders e.g environmental sustainability, or climate justice

13

### Types of Funding Sources

Explore various funding avenues, including grant funding (large and micro grants), support from large organisations and institutions, community fundraising, sponsorship and commercial solutions

14

### Sponsorship

Seek sponsorship from for-profit businesses

15

### Marketing and Business-Based Solutions

Explore revenue-generation through merchandise, events, or partnerships that align with Black and Green's mission

16

### Ambassador Services

Offer tailored services by ambassadors, such as workshops, for-profit ventures, or other initiatives that generate revenue

17

### Specific Funding Sources

Explore funding opportunities from organisations like Triodos Bank, the School for Social Entrepreneurs, philanthropists, crowdfunding, and others

**Recommendations:**

The original brief asked for suggestions on the directions Black and Green should go in, in future. However, at the end of the research process a single, clear, way forward did not emerge. People suggested a number of quite different options including; restructuring the programme, scaling back the programme to avoid spreading too thin, scaling up the programme to spread out nationally or internationally, passing on Black and Green to a new organisation to run, or starting up a new independent Black and Green organisation. Without one clear detailed direction for the future being suggested, we designed a process for moving forward instead.

We drew out three possible options for future directions.

**The three options we found were:**

1. **BGCP and Ujima Continue to work in partnership and continue the programme**
2. **Hand over Black and Green to a new organisation**
3. **Set up new organisation (e.g a CIC)**

We then developed a process for deciding which option to take, and how to move on to delivering a new programme. This is explained in detail in Appendix 3.

**Conclusion**

In recognising the successes achieved up to now, and embracing the lessons learned, the Black and Green Programme sets a commendable precedent for addressing environmental and social challenges with creativity, inclusivity, and a commitment to equity. It is clear that this programme has the potential to continue making meaningful impacts at the intersection of race and environment, ushering in a more inclusive, innovative and sustainable future for years to come.

# Year 3 Insight Report

# 1. Introduction

# 1. Introduction

Welcome to the Year 3 Black and Green Ambassadors Programme Report! We hope this report will provide valuable insights to everyone involved with the programme, but also to other organisations in the environmental sector who share Black and Green's mission of connecting, empowering and celebrating diverse leadership and community action on environmental issues in Bristol and beyond.

The report is divided into the following sections: Firstly, this introduction provides background to the programme and the purpose of this research. Section 2 outlines the positives that respondents shared about the Black and Green Programme. Section 3 details what has been learnt from the programme, including our recommendations for ways to improve environmental programmes working with Black and Brown communities. Section 4 outlines key learnings and recommendations for the Black and Green Programme.
Finally, the conclusion in section 5 wraps up the report.

Appendix 2 explains our research process and the steps we took to gather and understand our data. Appendix 3 is dedicated to discussing future directions, which will look ahead and help suggest where the programme can go in future. In this section we also recommend a process to be followed to decide what should happen next for the Black and Green Programme.

### 1.1 Why are we doing this research?

The purpose of this research is to explore the Black and Green Ambassadors programme collaboratively, and to identify some key learnings so far. We looked for examples of what the programme does best, as well as what to avoid, and we identified positive impacts from the programme.

Various people fed their ideas into this study; we consulted Black and Green Ambassadors, programme staff, members of its steering group, community members, other collaborators, and environmental stakeholders across the city.

We were asked to compile recommendations aimed at improving the way Black and Green works, including recommendations for ways to structure and fund the programme in future.

However, we found that there were several different ideas, so it would actually be better to develop a process for those involved in Black and Green Ambassador Programme to explore those ideas together. This process is outlined in detail in Appendix 3.

This report will be shared widely across the Black and Green community, which we hope will encourage key stakeholders and supporters to share their thoughts, enabling them to continue their dedicated and valued work with Black and Green in the future.

We hope that this report will also help guide other organisations in the environmental sector, or other community groups who also share Black and Green's mission. Through this

influence on the community, Black and Green hope to work together to achieve environmental and social fairness and justice. This report may be used to inform and influence future works - not just for the Black and Green Ambassadors Programme, but other environmental community groups and the sector as a whole.

## 1.2 Background

### Bristol's Green and Black Programme

The Black and Green Programme in Bristol is focused on making the city fairer and greener; ensuring that Black and Brown communities are well represented in leadership and decision making spaces. Run in partnership between Bristol Green Capital and Ujima Radio, the goal has been to recruit and promote nine emerging Black and Brown leaders, called Black and Green Ambassadors, to work with different groups across Bristol to promote environmental sustainability, diversity, and inclusion.

### Black and Green's Vision:

**Connecting, empowering and celebrating diverse leadership and community action on environmental issues in Bristol and beyond; challenging perceptions, creating new opportunities and working towards ensuring the environmental movement is inclusive and representative of all communities.**

**Programme Goals**

The main goals of the programme have been to work primarily with Black and Brown communities to:

- Empower leaders from Black and Brown communities
- Invest in the Ambassadors to grow as leaders
- Increase awareness of environmental issues
- Bridge the gap between environmental and social justice
- Develop community resilience
- Create more opportunities within the environmental sector

The Ambassadors have worked on media projects, action research, and community engagement to achieve these goals.

## 1.3 The Black and Green Story

### How it started and why

In 2015, Bristol became the UK's first European Green Capital; a significant achievement for the city. Bristol City Council later declared a Climate Emergency in November 2018, reaffirming the city's commitment to sustainability. However, concerns emerged about the lack of representation of people from Black, African, Caribbean, Asian, and Minority Ethnic communities within the environmental sector. In response to these, the Black and Green Ambassadors Programme was born. Barriers preventing Black and Brown people's involvement included a lack of diverse leadership, feeling excluded, inaccessible events, work and childcare

constraints. Discussions about the programme began in 2015, driven by Ujima Radio and Bristol's European Green Capital Partnership. During that year, Ujima took a crucial step by organising 'Green & Black', debates, and projects.

**The first Green and Black Ambassadors**

This groundwork led to a partnership that resulted in the Green and Black Ambassadors pilot project in collaboration with Ujima Radio, Bristol Green Capital (BGCP), Bristol University's Cabot Institute and Up Our Street. The pilot aimed to identify and train new leaders from Black and Brown communities in Bristol.

From October 2016 to October 2017 the successful pilot program ran with Ambassadors Zakiya McKenzie and Jasmine (Jaz) Ketibuah-Foley who received leadership development training, mentoring, and funding. Their roles involved conducting Community Action Research to address exclusion in sustainability, collecting case studies from local inclusive green initiatives. They also produced media content and monthly radio shows to raise awareness of the Green and Black agenda, and underwent leadership development with mentoring opportunities and board-level engagement with environmental organisations. At the end of the pilot, Gnisha Bevan was hosted as an intern at Ujima Radio, and together with Roger Griffith, MBE, (one of the initial creators) they later established the Black Seeds Network.

Photo: Pilot Project  Roger Griffith, MBE, Zakiya McKenzie, Jaz Ketibuah-Foley, Paul Hassan

The positive impact and community engagement achieved during the initial project underscored the programme's effectiveness in promoting diversity within the city's environmental landscape.

**Relaunch -  Black and Green Ambassadors**

In 2020, Bristol Green Capital Partnership and Ujima Radio secured funding from the National Lottery Community Fund to launch the 'Black and Green Ambassadors' Programme, spanning three years. This initiative aimed to recruit, mentor, and support nine Ambassadors; emerging leaders passionate about environmental and social justice, who would collaborate across Bristol's diverse communities, businesses, and organisations, to address environmental sustainability, equality, diversity, and inclusion.

The initial cohort, including Asia Yousif, Olivia Sweeney, and Roy Kareem, underwent leadership development, engaged in various local and national forums, and conducted community research projects throughout 2020-2021. They also created radio shows, workshops, and collaborations, advocating for change locally and

beyond. The programme's impact was substantial, reaching over 600 people at events, fostering increased motivation for social and environmental justice, and enhancing understanding of equality and justice.

It also raised the profile of initiatives led by people from Black, African, Caribbean, Asian, and Minority Ethnic backgrounds, facilitated new connections, and encouraged decision-makers, environmental organisations, and academic researchers to embrace diversity and inclusivity. The programme also achieved notable online growth, with increased social media followers and website visitors.

In this year,  the programme also won a prestigious Ashden Award.

Photo: Y1 launch with all Ambassadors from Y1 and Pilot

Photo: Y2 Ambassadors

In Year 2, four new Ambassadors were recruited with three of them completing the full year-long programme. These three Ambassadors – Rosina Al-Shaater, Miss Divine, and Ruth Nortey were all new to environmentalism, and shared their journey with their dedicated audiences.

The Ambassadors were part of several projects, with Ruth campaigning for more access to parks for Black and Brown disabled mothers. Miss Divine was invested in a project that focused on levelling out the differences in street cleanliness around the city. Finally, Rosina's work had a focus on culture and creativity.

In its third year, the programme sought to consolidate its learning from the work done so far, through this research process.

Photo: Y1 and Y2 Ambassadors in discussion

**Outline research process**

The research methods we used in this study involved a mixed approach, combining **qualitative** and **quantitative** research methods to address the research objectives. To collect data we used **focus groups, workshops**, individual interviews, centred around six main questions. We also used an online survey. These methods were chosen to provide a solid understanding of the research questions and to capture both rich,

descriptive insights as well as measurable quantitative data.

The focus groups and workshops also included elements of nature connection, meditation, and nourishment to align with our values of equity and regeneration. Please see Appendix 2 for more information on our research process.

We want to make this study more accessible to a range of readers, so we aim to keep the language relatively uncomplicated. We have also included an explainer at the back in the Appendices section to explain any technical terms.

Photo: Workshop grounding nature connection exercise led by Ian

Photo: Workshops with Alumni Black and Green Ambassadors and stakeholders

Photos: Workshops at St. Pauls Adventure Playground and the Kuumba Centre

### 1.5 The Team: Who conducted this research?

Co-led by Ian Solomon-Kawall and Gnisha Bevan, who managed the project and oversaw the research, this project could not have been possible without the hard work and dedication of a team of committed consultants performing a range of roles.

We are: Ruben Babei, (data analysis, and workshop coordination, deputy lead-report writing), Zaira Rasool (editing), Dumebi Mkpuluma, (interview transcription and stakeholder engagement), Matthew Cornish, (interview transcription, report branding and writing support), Michelle Ogosi, (writing support, interview transcription, and stakeholder communication) Priscilla Lucente (stakeholder interviews) and Azaria Roshkani (operational support).

For more about our team and the work we do, please see the 'Meet the Team' pages in Appendix 1 at the end of this report.

# 2. Positives

# 2. Positives

The Black and Green Ambassador Programme has clearly been successful in many areas relating to its original aims. We were able to draw out a number of successes from a wide range of participants. These included: creating a buzz, providing an inclusive and safe environment, challenging stereotypes, changing the ecosystem of the environmental sector in Bristol, recruiting and developing Ambassadors, and many more.

This section will provide detailed explanations of these positive findings. However, anecdotally, we are also aware that several positives of Black and Green didn't seem to be fully captured. Whilst people were able to describe some thoughts about the benefits of the programme, successes often seemed difficult to measure and many struggled to fully express in great detail the full range of contributions the programme has made.

### 2.1 'Buzz' and excitement.

The Black and Green Programme has clearly generated a 'buzz' and excitement and generated a lot of goodwill from the sector. The questionnaire also returned results which were very favourable in terms of the successes of the programme. One of the first remarks that many people made about the programme was the originality and freshness that it brought.

Participants referenced the radio show, abilities of Ambassadors as speakers, and the new perspectives they brought, as factors that have contributed to this. The numerous organisations that have supported the programme throughout were referenced, for example through goodwill or sponsorship.

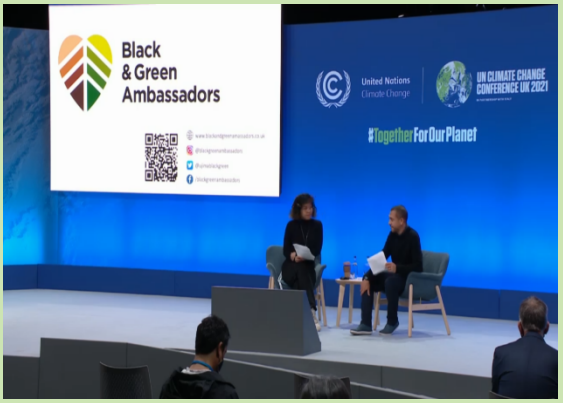



Photo: Year 1 Ambassadors Olivia and Roy at COP26 climate summit

*"There's so much sort of buzz and so much potential with it, and people were really excited".* ***Ruth Nortey***

*They (Ambassadors) spoke on these platforms, they worked with these organisations... they had a genuine impact, there was genuine enthusiasm to engage with them. There was genuine enthusiasm to engage with the issues that they raised at every level".*

***Donald McTernan***

### 2.2 Diversifying Bristol's Environmental sector

Another key component listed was the importance of diversifying the environmental sector. Many people described the appreciation they felt for being part of the environmental movement, in a space where Black and Brown people could feel represented.

*"For me, I kind of saw it more like having more advocates at the table- having more Black people involved in conversations."*
***Jackie Davis***

*"I think that's a huge step, because you don't have that many People of Colour, kind of on the scene, or... you know... lots of people have to work their way up. And I think coming through the Black and Green Programme... we were able to kind of just be on the scene..."*
***Zakiya McKenzie***

*"[In] some of the research work and community workshops that the Ambassadors undertook - and this is something that featured in the evaluation and the feedback forms that we got - people did say actually, 'That felt like the most diverse event I've ever been at on this subject'. And that it felt like a new and valuable space for people to be part of".* ***Viki Woolley, Bristol Green Capital Partnership***

Photo: Year 1 Ambassadors showcased their community research at the M-Shed

## 2.3 Inclusive and safe environment

The inclusive environment that the programme created was celebrated. Participants expressed that through Black and Green they felt listened to, and safe in expressing their thoughts and feelings. This is demonstrated in the quote below.

*"It's a safe space where everyone can come from different backgrounds and cultures and have their views, feel safe, and that they're listened to."*
***Participant, Stakeholder Workshop***

## 2.4 Connecting across difference and bringing people together

There is awareness that this programme has included people from very different roles and backgrounds, with varied lived experience and ways of taking action on green issues. People welcomed this opportunity and the bringing together of organisations that wouldn't usually work in partnership, recognising the advantages of these collaborations.

*"The connection with Ujima and Bristol Green Capital Partnership, they have such a wide membership and lots of people are connected to them. So I think people were excited for those two to come together because maybe that's not like a natural partnership"*
***Ruth Nortey***

*"This programme brings people together. People with lots and lots of differences but, with one thing in common, and that's working towards the Green and Black's vision."*
***Participant, Stakeholder Workshop***

## 3.9 Community engagement

Many people appreciated how the programme was able to reach into the community. Because of this, many felt the community demonstrated more

interest in climate issues. One example of this is the Ujima staff, who started to learn about environmental issues after engaging with the programme. However, questions arose about how connected Black and Green is to Black and Brown communities. People recommended working more closely with communities in future, with long term engagement strategies and deeper, more sustained relationship-building.

Photos: Community Engagement and Nature Connection, Pilot Year

### 2.5 Ambassadors' lived experience and expertise

The programme was praised for generating space for conversations exploring how race, equality, and the environment are all interconnected. Many people explained how much they had learned from the Ambassadors' expertise. This included Ambassadors' first hand accounts of their lived experiences of social and racial inequality within the environmental sector, and in society more broadly. In addition, new learnings about the experiences and environmentalism of people in the Global South were also mentioned.

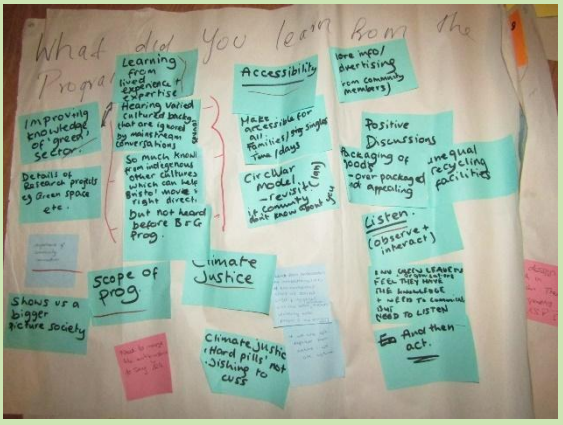



Photo: Workshop data - Learnings from the programme

## 2.6 Changing conversations in Bristol

There is acknowledgement of changing conversations in Bristol. Many people feel the programme and the Ambassadors have helped push issues of environmental and social justice to the forefront of the conversation.  There is also evidence that the programme has helped develop broader understandings of what it means to be 'Green'. One Ambassador explained how they feel the programme has helped them realise how it is not just academic studies and scientific research that makes someone 'Green'. Instead, simple acts like talking with likeminded people and spending time in nature is equally important.

*"I think, through the radio programme, it's done a fantastic job of lifting up and adding to the profile and showcasing Black led environmental initiatives."*
***Rich Pancost, Cabot Institute***

*"It feels like the Black and Green agenda is mainstreamed in Bristol. And I know that that's not the Black and Green project alone, that is part of the ecosystem that's grown up at the same time...[but it] feels like it's been part of a broader systemic change in the city. "*
***Vicki Woolley***

*"Although it's hard to point to a specific policy change, I think there is a profound cultural change where the Ambassadors have made a huge contribution."*
***Rich Pancost***

However, the importance of moving from conversation to action is also highlighted.

*'[There] Are some really big achievements that we can be really, really proud of. It's hard to document one particular thing that we've achieved in terms of the environmental and racial justice, conversation. I think we can argue that that needs to move beyond a conversation into some concrete actions."*
***Rich Pancost***

## 2.7 Challenging stereotypes

Challenging stereotypes was also a key positive that emerged from the programme. Black and Brown communities, clearly demonstrate to the environmental sector that they *can* and *do* care about the environment.

## 2.8 Removing barriers

One issue identified was the tendency of many organisations in Bristol to lack awareness of the concerns of Black and Brown communities about green issues. It is here that the Black and Green programme came into effect, helping organisations understand how their own exclusionary practices needed to be targeted instead:

Photo: Y1 Community Nature Craft Activity with Asia Yousif

*"So what what we were frustrated by is that often, when people would contact us, they were big fans of the programme and really wanted to engage, but they didn't recognise that one of the main purposes of the Ambassadors was, not to focus on, you know, the marginalised groups, but was actually focused upon* them *and what* they *were doing - their exclusionary practices, and how to improve."*
***Rich Pancost***

Despite calls to work together from the environmental sector, much work had to be done before this could happen.

*"It was almost tiring, because there was so much groundwork... we had all of these ideas, and they all looked amazing. But the more we started working, the more we felt like the ideas were actually really far away. And to get there, there was so much that needed to be done. There were lots of meetings. So many meetings [laughs], meetings about meetings and planning stuff from the meetings. And so it felt really difficult to do the great projects that I had in my head - I managed to get* one *out...But it did shine a light on how important it is to put those steps in before you can make the amazing things happen. Because otherwise, it probably won't be as sustainable and won't leave a lasting impact on people from different communities... and those big organisations".*
***Jasmine Ketibuah-Foley***

The Ambassadors developed a new skill set in removing barriers between Black and Brown communities and environmental institutions.

*"I definitely learned about trying to be a mediator between people who are very big organisations and very kindly forcing them to change language, and slow down, and take the time to talk to people a bit more, and make those connections a bit more. I felt like that was a big part of what I did when I was an ambassador, bridging those gaps and that felt really important... because this is all about grassroots and environmental stuff. It felt like if you want to have those conversations and really make a difference, the work was in also facilitating people who might not be comfortable slowing down... and when you're in a big organisations you have a very set way of thinking, and you have to break that mould, but it felt like this was a space for that."*
***Jasmine Ketibuah-Foley***

## 2.9 Raising awareness and challenging perceptions

Despite the fact that Black and Brown communities do care about the environment, the point was raised that the programme has successfully raised awareness and brought knowledge of climate issues to communities who previously had little information on 'mainstream' environmentalism. In addition, many believe that by bringing Black and Brown communities into the conversation, those with the knowledge and eagerness to share, had an opportunity to have their say.

*"I think it's raised awareness... It's challenged stereotypes. It's put the issue on some people's agenda, where it wasn't before- both internally and externally to the organisation. Ujima.. it reaches a community that other platforms, other organisations are not really reaching... if you reach just one person that can make change, a difference. It reaches over 30,000 people a day. So hopefully, over time, it's had a positive impact on people."*
***Donald McTernan, Ujima***

*"So I think that's definitely a positive thing ... my personal platform, with Rosina....I have my built in audience already... just bringing that information to the audience that I have. It was quite a monumental thing, personally, for me, being an Ambassador, because I didn't have any idea of the movement myself. So everything I learned, and I was vocal about*

*that the whole time…I was like, 'Yeah, everything I'm learning, I'm sharing with my audience.' It was all brand new for me. I just transferred that information through the medium of radio…So that's, like, the generic highlight that I would say… One of the best things for me."*
***Miss Divine***

### 2.10 Radio show

The Black and Green radio show at Ujima was widely recognised as a significantly positive experience throughout the programme. From the training that Ambassadors received, to the technical skills that they learnt, the Ambassadors expressed their enjoyment of the show. There was also particular appreciation for the dedicated space that the radio station provided, which was accessible to Black and Brown communities, and had such a wide reach of around 30,000 listeners.

Photo: Olivia's radio show on Ujima for Clean Air Day (17th June)

Photo: Ambassadors in the studio

Photo: Year 2 Ambassadors hosting their monthly radio show on Ujima

*"And I think especially with the radio, I think that for me, it was the best bit. Doing the radio show, putting it together, working with Ujima and other people down at Ujima. It was such a lovely family down there"*
***Ruth Nortey***

### 2.11 Wider impact

Several people spoke of the 'ripple' effects that have resulted from the programme, with knowledge of what the programme does reaching beyond Bristol and even beyond the UK. Some people referenced the international reach of the second year of the

program, which they said demonstrates it has had much more impact than many may realise. Some explained how they have since noticed organisations with similar missions starting up in Bristol, and how this demonstrates that the programme has arguably orchestrated a wider movement.

### 2.12 Enhancing Bristol's Green ecosystem

At the heart of the programme has been a mission to continue to enhance Bristol's green ecosystem, for everybody. How the program has contributed to this has been evident in this study; its roots are ten years old. Beginning with Ujima's Green Citizen Journalists, the programme brought together Ujima with partners including Bristol European Green Capital, Cabot Institute at Bristol University and the University of the West of England. There have been three intakes of Black and Green Ambassadors, programme staff and interns who have all gained new skills and networks from the programme.

During this time, there has also been close working with both Bristol Mayors as well as many other public, private, and community organisations. Organisations such as the Centre for Sustainable Energy, Bristol Energy Network, and Eastside Community Trust were all mentioned as organisations that had changed their ways of thinking and working significantly as a result of the work of the Black and Green Ambassadors. This has created lasting legacies which still have ripple effects today.

*"It (the program) feels like it's been part of a broader systemic change in the city. Also, that the narrative of the Black and Green Ambassadors was so accessible and understandable, it made something that was difficult to talk about, easier to grasp... It helped again to increase the understanding and awareness of where the Black and Green Ambassadors programme sat within the national and international movement for change. And that feels something that's also quite special for Bristol."*
***Vicki Woolley***

Another key positive was the 'opening of doors' that occurred for many of those involved in the program. These opportunities were real and tangible, and benefited not only the Ambassadors, but also the City of Bristol too. This included engagement and employment opportunities around branding and communication, designing the logo, films made for the initial launch, and website design and maintenance. Following their involvement with the programme, Roger Griffith, MBE (one of the original creators of the programme) and Gnisha also went on to subsequently set up the Black Seeds Network, which has provided jobs and opportunities for a number of Black and Brown environmentalists over the last three years.

Clearly much has been achieved, which should be celebrated. There is also special recognition for Ujima Radio, who demonstrated leadership from the start, opening up a lot of doors for partnerships and collaboration.

## 2.13 Development of Ambassadors

The development of the Ambassadors as a result of the programme was a significant theme that emerged. Many referenced the new range of skills and scientific knowledge they had gained around climate change, including the environment and environmental justice.

This also included seeing Ambassadors achieve new career roles as a result of the knowledge and experience of the programme, as can be seen in the quotes below.

*"One of the things that I would celebrate is... being able to have worked with the Ambassadors and seeing their continued development into the role, taking that role of an Ambassador in so many different ways, and seeing it come to fruition"*
***Vicki Woolley***

*"It's real, tangible, professional opportunities, benefiting not just the Ambassadors themselves, but the city through the experience that they're bringing to it."*
***Vicki Woolley***

Ambassadors have developed in their roles and have gained valuable leadership experience as a result of the programme, propelling many of them into new and impactful roles. One participant recalled seeing Asia Yousif's excitement for her role with Bridging Communities which she attributed to her Ambassador experience.

Several Ambassadors explained how they themselves had developed personally in their career in climate and environmental spaces as a result of the programme. Olivia Sweeney recounted how her air quality research led to a professional position. She now works for the Clean Air Fund, focusing on global clean air projects with an equity perspective. Olivia credits the programme for opportunities such as a climate justice exchange in the US, and her strong network in air quality. Additionally, the programme has led to her involvement in the One City Environment Board, speaking engagements, and chairing roles for Bristol Ideas Festival, including notable opportunities like speaking alongside George Monbiot.

Roy Kareem now sits on the One City Environment Board and notes how his time as an Ambassador further informed his work on Bright Green Futures - an environmental leadership programme for young people from marginalised backgrounds. Rosina and Miss Divine have gained interest and collaboration opportunities, potentially advancing their environmental careers while Ruth Nortey has explored trustee and director roles. Zakiya Mckenzie was also vocal about the personal development she experienced alongside the successful community work. She explained how she believes the programme set her up for a career in climate and environmental spaces.

*"Because you kind of feel like, well, I'm not an academic. I'm not like a scientist, or I don't have* specialist *knowledge on environmental issues, or anything to do with green things. But then you start broadening. I definitely broadened my understanding of what that means"*
***Jasmine Ketibuah-Foley***

Ambassadors also identified how the programme has taught them what is

most important while working and what should be prioritised, for example, ensuring you are alongside like-minded people. Others explained how they learned the skill of being a mediator between Black and Brown communities and large organisations. Furthermore, there was evidence of Ambassadors growing in confidence because of the programme, helped by the support of those around them.

*"I think probably before doing the programme, there was a sort of imposter syndrome... and that's not like gone away, but I think because I had the cloak of the Black and Green Ambassadors... I was like, 'okay, I can kind of go and do that, you know, come and talk about like, weather, climate etc' ... that sort of slowly got built and built into a level of, I don't know, acceptance or confidence..."*
***Roy Kareem***

The mentorships were also praised, with expressions of appreciation for the relationships people had with their mentors. However, there was a wish for them to have been introduced earlier.

There was a positive show of gratitude for Bristol Green Capital Partnership, explaining an understanding of how vital they have been to the programme. There is a demonstration of appreciation for how they have acted as 'catalysts' for this mission.

*"I also want to say I'm really thankful for the partnership catalysing this, because I understand the intention, I really am so thankful".*
***Workshop participant***

Others highlighted the networking opportunities that the programme has enabled, which included more knowledge about the city they live in. This included meeting key organisations and influential individuals in the environmental sector, and being given the opportunity to both learn new things and present their own thoughts in key debates. However, as can be seen in the quote below, some felt that once out of the programme, it can be difficult to step back in and feel connected again.

*"I think now that I've taken a step back from it, it all seems really quiet and it all seems a bit mysterious. But once you're in the mix and in the bubble, then you're included, and you get invited to places or you see that you're in the networks and you see all the different information about stuff that's going on. But once you step out of it, then it's kind of just like, closed"*
***Ruth Nortey***

# 3. Key Learnings and Recommendations

# 3. Key Learnings and Recommendations

The key aims of this research were to explore the Black and Green Ambassadors Programme, gain an understanding of what went well and what did not, and use this to guide the decisions made for its future. In this section, we'll share what we discovered during our research and recommend actions based on our findings. We've gathered and analysed the data to give a picture of the situation and provide practical steps going forward.

**Key learning: Flexibility and Structure in Balance is Fundamental**

Ujima and BCGP have suggested that partnerships, and programme design, delivery and reporting need to be flexible and adaptable. We found that a rigid programme structure and reporting requirements can lock partners in to delivering a programme that may not suit the best working styles of all involved. This can mean being asked to deliver the programme in ways that put undue strain on community organisations, who are often under resourced and have different ways of working to established environmental organisations. Power imbalances can be inadvertently set up if close attention is not paid to a range of factors, and this should be avoided as far as possible.

**Recommendation: Incorporate Flexibility and Balance through partnership and programme design**

Our findings have clearly shown that a balance between flexibility and structure is key. Flexibility should underpin all areas including:

- Funding
- Partnership working
- Contracts and conflict resolution
- HR/support structures for Ambassadors and Staff Teams
- Programme design, delivery and reporting

**Key learning: Programmes for Black and Brown people in environmentalism should be led by them**

A wide range of people in the study recommended that the Black and Green programme should be led by Black and Brown people. Since programmes such as Black and Green cater for the needs of Black and Brown people, it makes complete sense that Black and Brown organisations should be leading partnerships, programmes, and projects. Black and Brown people clearly best understand their lived experiences and assets and needs, and are therefore best placed to design programmes aimed to support them.

**Recommendation: The Black and Green Ambassadors Programme should be Black led**

Participants recommended that Ujima, as the Black-led organisation in The Black and Green Ambassadors Programme, should act as the lead partner. A range of supporting partners

can then be sought to support the programme. This puts the talents, skills, knowledge, and vision of Black and Brown people at the heart of the programme, making sure that it can fully cater for the needs of Black and Brown communities in environmentalism. Participants also recommended that this was a way to prevent unequal power dynamics.

A key suggestion mentioned by Black and Green leads was developing criteria to select partners to work together. This criteria may include the following:

- Ability to implement best practice around community work
-Ability to work in anti-racist and inclusive ways
- Ability to listen and adapt according to feedback
- Have grassroots experience of environmental work
- Be willing to go through training and ongoing reflection/mentoring to ensure they are able to work effectively with Black led/diverse organisations

## 3.1 Partnership Working

**Key learning: Effective and equitable partnerships- the essential foundation**

Partnerships are a very effective way of bringing together different organisations and skill sets to deliver innovative and exciting new programmes. However, partnerships can easily run into difficulties. A number of factors can threaten partnerships and research shows that unequal partnerships fall apart eventually.

The Black and Green program brought together partners who may not have ordinarily worked together. Through this partnership, they delivered an award winning program. Our research revealed a number of key ingredients for effective partnership working, as well as recommendations for strengthening partnerships even further.

Building strong partnerships especially when bringing together 'very different organisations' is a vital foundation for delivering a programme like the Black and Green Ambassadors programme. Failing to build partnerships effectively can lead to a host of problems later on, including breakdowns in communication, trust, and feelings of mistreatment. In the worst cases, when partnerships become inequitable, this can have long-term effects on the mental health of those involved, and for those who are already marginalised, this can lead to further trauma.

**Key learning: Trust building is an essential part of partnership work**

For highly effective partnership working, our findings show that it is vital trust is built from the beginning. People we spoke to mentioned the need for plenty of time for relationship building as part of setting up partnerships. This time should include time for communication and getting to know one another.

Organisations with different ways of working, and different expectations of how 'things should be done' need to take time to figure out the ways of working that will suit them both. It is important to recognise any factors which might set up unfair power

imbalances and try to remove them. This requires openness, honesty and a willingness to look at structural factors that cause inequality and exclusion, and conversations about how to remove them. This also requires action to be taken when issues are raised.

When environmental sector organisations are working with Black and Brown led community organisations, this also requires open and trusting anti-racist conversations about unconscious bias and equity. If the programme is looking to work with a truly diverse range of people, several intersecting needs and assets will need to be catered for. Partners should enter into the relationship ready to be 'comfortable about being uncomfortable' when holding these conversations, and take action to find solutions together.

**Recommendation: build trust from the start**

Partnerships need to be strengthened by building in trust from the start. This means that relationship building, equity, effective communication and conflict resolution practices should be designed into programmes from the beginning.

**Recommendation: allocate time for relationship building, learning about one another**

Moving forward, we recommend time for relationship building should be written into programme design. One way of doing this is for partners to visit each other in their places of work. For example, doing a work exchange could help partners understand each other's worlds and build understanding from a place of recognition and mutual respect. It can help them learn about the different expectations and paces of working in different environments. An exchange can facilitate environmental organisations to see first hand the assets and limitations of working in communities.

Using creativity can be a powerful force. In the Black and Green programme, creativity is a central part of the work of Ujima and the Ambassadors. In addition, BGCP has commissioned several creative commissions both for Black and Green and in their wider work. We recommend that partners learn from one another, teaching respective tasks to upskill one another. Being creative can help partners to change their thinking and can be fun and relaxed!

**Recommendation: Environmental Sector workers should learn from Black and Brown organisations about community work**

When working with Black and Brown communities, partners from the environmental sector without lived experience, should go through training and mentoring to ensure they are able to work effectively with Black led/diverse organisations. This should also be accompanied by a process of ongoing reflection.

Drawing on our experience, we recommend that training should be based in locations that Black and Brown communities work or reside in. An independent consultant and or trainer

who has environmental and community experience can support with this, and training can also be delivered by Black and Brown groups. Paying groups who have lived experience / protected characteristics can ensure equity.

Emotional intelligence and empathy are crucial for change to happen and to create dialogue. Black and Brown people have a daily experience of navigating white spaces and oppression and this kind of training is a great opportunity to present this experience in varied ways to foster greater understanding.

We note that without this, it is possible that environmental sector workers may remain in their comfort zones, and experience a 'bubble' where the lived experience of Black and Brown communities is not understood or even referenced; being only experienced at a distance through media, books and reports etc.

**Key Learning: effective communication is essential**

One of the key learnings from the programme is that communication between partners is vital. The ways in which partners communicate needs to be discussed and agreed at the beginning of the process.

In order to prevent power imbalances, communication must accommodate the needs of grassroots community partners as well as environmental institutions. For example, lengthy emails, or rigid reporting systems which rely on heavy amounts of text with inaccessible language can cause problems for community organisations. This is made worse when staff are part time, or are even volunteers. Failing to listen to the needs of communities can pull programmes into repetitive cycles where the same issues crop up regularly.

Drawing on our experience of working in communities, Ian and Gnisha note that best practice in community work often uses face to face communication or phone calls which work better than emails for grassroots groups. Regularly visiting communities helps to build trust and open lines of communication. It is important to talk with community organisations and find out what their communication needs are.

Environmental institutions often have communication practices which are difficult to change, and sometimes these are influenced by factors outside of their control – such as funder requirements. These practices should be communicated and explained well to community organisations to work out how both groups can be catered for effectively.

The Black and Green Ambassadors program actively recruited Ambassadors and programmeme staff from a diverse pool of experiences and expertise. Every care must be taken to make sure that best practices for equality, diversity, inclusion (EDI) are followed. Where **reasonable adjustments** for communication are required on the basis of disability, mental health, race, and other **protected characteristics**, these must be provided to the highest standard possible. Making sure that funding caters for this, means that those running the programme will have

time and capacity to work with individuals to find the best ways to support their needs. Where there is a lack of experience in providing effective reasonable adjustments, training and consultancy should be sought to improve practices.

Our findings also showed that poor communication can be **triggering** for people with lived experience of racial and economic inequality and can lead to feelings of trauma. Listening to Black and Brown led organisations and acting on what they have said can help prevent this.

**Recommendation: agree how communication will happen as part of partnership and programme set up.**

During partnership and programme set up, time should be given to thinking about how communication will happen between partners, and programme staff. Thought must be given to how reasonable adjustments can be catered for, and where to look for high quality support.

How often communication will happen, who the key contacts will be, and what forms of communication will be used, should be agreed together. This should be recorded and revisited if organisations wish to deviate from the plan.
Service level agreements between partners can be a way to do this and are less formal and more flexible than contracts.

**Key learning: Different working cultures and practices need to be respected**

Findings from this study show that different partners may have very different ways of working and expectations of how to run programs and projects effectively.

Drawing from our experience, we know that communities are also full of assets with dedicated leaders and groups achieving amazing things. Community work may be done through a complex set of relationships and networks which can be difficult for outsiders to understand. There may be cultural differences (both in terms of heritage, and of organisational cultures) around communication, time keeping, relationships, hierarchy, and how things are done in general.

On the other hand, we add that grassroots community organisations may have a number of additional pressures that are not faced by many environmental sector organisations. For example, challenges relating to structural inequality and racial trauma are likely to be more present in these spaces.

Those in the environmental sector may find themselves surrounded by more like minded people, with similar ways of doing things. However, failing to change some practices and systems can result in excluding a range of grassroots organisations.

Our findings suggested that partners need to be able to understand these differences, and find the commonalities. They need to be able to find ways of

working together effectively. However, care needs to be taken to ensure partners are able to operate according to their best ways of working. Failing to do this, can set up an unequal power dynamic. For example, if one organisation is comfortable with institutional or corporate ways of working, this may not suit a partner grassroot community organisation. If a grant funder then requires strict time frames and heavy admin processes, a community organisation with a large number of part-time programme staff may struggle to meet deadlines, or fund the admin required.

Trusting their leadership, designing a more flexible process, and reducing the amount of admin required could greatly benefit the grassroots partner and allow them to run the programme in a much more efficient way.

**Recommendation: set expectations around working styles and (organisational) cultures**

For a smooth running partnership, we recommend that partners discuss and explain their expectations around working styles and cultures to one another. They should work together to find the best possible ways for one another to operate according to their best ways of working. This is also tied to effective communication and trust building. Where barriers and exclusions exist, partners should work together to break these down, and best practice in equitable working should be followed at every step.

## 3.2 Equality and Equity

**Key Learning: Avoiding Power Imbalances is essential**

Power imbalances potentially threaten the overall success of a program for Black and Brown people in environmentalism. We identified several factors that can lead to power imbalances, even when not intended. These include:

- Ways of working that mainly cater for institutions and organisations with more corporate approaches rather than reflecting the needs of grassroots organisations
- Lack of understanding of the different requirements when working in community and institutional environments
- Unrealistic expectations of what work can be completed within a certain time
- Expectations of overperforming which could make conditions difficult for people to perform their roles
- Hard, inflexible deadlines
- Relying heavily on reporting structures that require large amounts of admin
- Pay structures that reinforce inequality (even if this is not intended)
- Lack of experience in providing reasonable adjustments for people with disabilities including physical impairments, neurodivergence and mental health needs
- A lack of listening when those with protected characteristics request reasonable adjustments.
- A failure to take timely action to effectively support those who need it.
- A lack of time and resources to cater for additional needs based on protected characteristics

- Failure to take action when racial inequality is being spoken about and felt by Black and Brown organisations

**Key Learning: Equity must feed through all stages of the partnership and programme, and be embedded into ways of working**

A key learning that has been drawn out from this research is that equity must feed through all stages of partnership working and through programme design and delivery. There needs to be a recognition that equity is a way to move towards equality. Equity does not mean giving everybody the same thing, but instead it means allocating opportunities and resources to people according to their needs.

In a programme like The Black and Green Ambassadors programme, this means recognising that equity seeks to correct historical imbalances. This means avoiding structures that consciously or unconsciously reinforce the barriers or inequalities that the programme seeks to address.

The difference between equality, diversity, inclusion (EDI) was drawn out. To most effectively work with Black and Brown led organisations, anti racist approaches should be embedded in all ways of working. The importance of listening was mentioned repeatedly. But listening is not enough, action must be taken in response to feedback from Black-led organisations. This could mean changes to ways of working, adding in additional support, and reviewing programme design and the fairness of payment arrangements.

Programmes will benefit from time for reflection to plan for equity, and from best practice.

**Key learning: equity in pay and salaries is required**

We recognise that the programme has done well in terms of paying people for their time when they are participating in workshops, events or steering group meetings. However, a key learning has been around the salaries for Ambassadors and Ujima staff.

When the programme was first designed, our findings tell us that pay rates were set in a transparent process. At that time, the partners looked at comparable salaries of community workers locally. The pay rates were set according to local average rates. However as this work unfolded, it became apparent that the work done by Ambassadors and staff at Ujima required a very high skill set. This work was also emotionally difficult and can have longer term impacts on mental health.

Situations where people are not paid for all the hours which they are required to work to complete the programme successfully can set up unequal working conditions and result in stress for many involved. Also, having differences in pay where environmental sector organisations have a full salary whilst those in community organisations are paid less can set up inequality and power imbalances.

Ambassadors recognised that their skill set vastly improved during the programme and requested that they

should be supported into becoming consultants who can advise on a range of issues relating to Black and Brown communities in environmentalism. Pathways for this and other entrepreneurial activity should be developed.

**Recommendation: Pay all staff and Ambassadors fairly and equitably**

Community work is often highly skilled and requires a deep understanding of local contexts. It is often reliant on people's existing networks and social capital which have been built over years. High levels of diplomacy and tact are necessary when engaging a variety of audiences in conversations around race and the environment. This work can also carry a heavy emotional load. The true value and skill of work done by all involved in Black and Green needs to be fully recognised and pay must reflect this.

To be able to participate fully, some people involved in the programme may need further financial support such as for childcare.

**Key Learning: Equity is vital in working practices**

A number of areas were mentioned that would benefit from having equity designed in from the beginning of partnership working, and programme design. These included contracts, conflict resolution processes and questions around who will own intellectual property.

**Recommendation: Design in flexible and equitable working practices from the start.**

Contracts and conflict resolution processes are usually agreed early on in partnerships, but our findings show that these should have a certain amount of flexibility to make sure they continue to work for all partners. Service level agreements can also be used as less formal documents which can be updated later on to serve the needs of people involved in the programme.

**Recommendation: Design equitable ways of sharing intellectual property**

When working in partnership on a programme aimed at empowering new Black and Brown leaders, the question comes up of who owns the intellectual property (IP) of what has been created. In order to create a regenerative programme that is equitable, recognition must be given to those who are using their unique expertise and lived experience to create innovative new contributions to environmentalism.

We recommend that the IP goes to the people who are creating the work. As part of developing an initial partnership, time should be taken to work out what this involves.

## 3.3 Wellbeing

**Key Learning: Working in environmentalism and climate justice can take a heavy toll on wellbeing**

After running the programme for more than three years, the emotional load of being a Black and Green Ambassador has become apparent. Ambassadors spend a lot of time having difficult conversations that draw on their lived experiences of racism and other societal inequalities.

The effect of racism on mental health has been documented. Also, racial trauma is something that exists within people in multiple ways. Programmes working at the intersection of race and environment must actively support those working for change. A comprehensive programme of pastoral support must be offered to ensure the well-being of ambassadors and to avoid further racial trauma.

Drawing on our experience, we also recognise that lived experience of racism and other forms of inequality brings several kinds of trauma including **intergenerational trauma**. Programmes that are designed to be more supportive, with **trauma informed** approaches could make ground breaking change.

We also note the potential for those without lived experiences of racism to find some conversations about racial inequality challenging. Building in time to reflect and find supportive spaces to develop **allyship** could help improve their wellbeing.

In addition, there is the potential for all involved to face **eco-anxiety**. Culturally appropriate support for this should also be developed.

**Recommendation: Design well-being support in to programme through all stages- for all involved**

We recommend designing in well-being to all stages of the programme, available for all staff involved. This could involve **safe/brave spaces** for sharing, time for **nature connection** and or creativity, access to a range of therapies, fostering support networks and allocated time for reflection.

We make this recommendation after drawing out a number of instances where people within the programme referenced negative impacts on their mental health. Further research is needed to decide what wellbeing support should be, and this should be factored into partnership and programme design.

**Recommendation: Pastoral care needs to be well developed for Ambassadors**

One clear theme that emerged was that Ambassadors would benefit from much more well developed pastoral support.

Funding can be sought for a designated person whose role is to provide **pastoral care** for Ambassadors. This person could also provide support in terms of effective adjustments to cater for a range of needs and working styles for all involved.

**Key Learning: Overperforming should be avoided**

Our findings show that overperforming has been present throughout the running of the programme.

Causes working for social and environmental good are known to be led by dedicated people who often work voluntarily. However, this can lead to over working in comparison to the resources available.

Long term, this can lead to negative consequences and effect the long term sustainability of vital work. Overperforming can lead to burnout which can have long lasting impacts including the loss of talented and highly skilled people from projects and programmes. This loss can have wider repercussions across a whole ecosystem and must be avoided. From a financial perspective, this also ultimately leads to an inefficient use of resources.

**Recommendation: Reduce Overperforming**

Partnership and programme structures must be reviewed to ensure that overperforming is reduced. Both should be designed to increase well-being, and healthy and equitable working practices.

**Recommendation: Make Space for Nature Connection**

Drawing on his experience, Ian highlights the power of nature connection activities, especially for their known mental health benefits.

For many people who have first hand, lived experience of oppression in society e.g on the basis of race, class and economics, the trauma of those experiences can be difficult to express verbally.

Treatments of these traumas are still embedded in many indigenous and non-western cultures such as through music, dancing, yoga, and family connection as part of everyday life. There are many cultures and civilisations who have a more holistic relationship with nature but many have been disrupted, or their knowledge has been **appropriated**.

Nature can provide grounding and equitable experiences. It can act as a leveller of people. Framing lived experience in a positive way that can be seen as an asset to society, and providing creative environments for this to be expressed in nature, builds resilience. From a bio-diversity perspective, a more resilient ecosystem is stronger.

In Western, modern terms, the best example of a design system that integrates people and nature is **Permaculture** which can be applied to all aspects of lives. Permaculture Principles work in harmony with the land as opposed to against it. Its ethics of *Earth Care, Fair Share,* and *People Care* are found in most traditional societies.

Ian advocates for a focus on People Care since the Earth is not currently cared for (hence Climate Change) and land is not fairly shared. There are also two principles that reframe diversity in nature as an asset as opposed to a

problem. These are Permaculture Design Principle 10: *Use and value diversity* and 11: *Use edges and value the marginal*

Many people in the environment sector do not work in a natural environment, and may not have worked in grassroots communities from an **intersectionality** perspective.

Yet we know that the environmental sector is the second least diverse industry next to farming . We can help make the sector more diverse by looking at nature and our relationship with it; humans are not separate.

Inequalities people face in connecting to nature are linked to the emergence of the Western concepts of humanity and nature being separate. We must see them as one to fix the climate crisis.

# 4. Recommendations for Black and Green

# 4.Recommendations for Black and Green

## 4.1 Programme Structure

The scope of what the Black and Green Ambassadors programme was trying to achieve was ambitious and ground-breaking. People praised its innovative nature and what it has achieved.

However, we drew out a number of key learnings around programme structure and design. There appears to also have been a lack of clarity from wider stakeholders on the aims of the programme. Improvements to the programme structure overall were also suggested.

### Clear Vision, Mission and Goals

**Key learning: Programme focus can become unclear**

Some people raised the issue that the focus of the programme had become unclear. This may be partly due to the widespread appeal of the programme, which grew rapidly in Year 1 to international proportions. However, in the scope of the programme it is not possible to cover all green issues affecting Black and Brown communities. There were also questions about how well the goals have been communicated to the communities Black and Green seeks to work with.

There were further questions about how connected the programme is to its communities; Should there be a wider focus on communities, rather than on the Ambassadors themselves? How can communities be more involved with the programme? What can they gain from Black and Green? What is the legacy of the programme for Black and Brown communities and should this be strengthened?

**Recommendation: Revisit programme vision, mission and goals in collaboration with communities**

It was recommended that Black and Green should develop a clearer vision statement. The need for Black and Green to consider where it sits in the environmental sector ecosystem was also mentioned as other groups are acting in the sector.

In terms of the City of Bristol, we also ask: How could Black and Green act as a bridge connecting the needs of Black and Brown communities with the city's environmental priorities such as the One City Climate and Ecological emergency strategies, and with the UN Sustainable Development Goals?

We recommend revisiting programme goals, to see which goals have been

achieved, which are still relevant and achievable, and which goals need updating. In order to discover which goals are still relevant, we recommend collaborating with Black and Brown communities to ensure that the programme is aligned with their interests and needs. We recommend re-developing clear vision and mission statements together with communities. The Ambassadors also expressed a desire to be at the heart of the programme, so should play an active role in this.

Once updated, the vision, mission and goals should be clearly communicated with communities. A comms strategy on how to do this would be very effective in this situation.

**Recommendation: Revisit Programme Design**

Our findings suggest a number of ways in which the programme could be improved. We recommend that the programme structure is revisited, updated and mutually agreed between partners. Following on from the recommendation for the programme to be Black-led, this will involve restructuring.

Key questions to be considered:

- How can flexibility in ways of working be built into the programme?
- Can key programme staff and Ambassadors work with funders to develop this flexibility into programme design?
- How can equitable payment, realistic expectations, good working conditions and reducing overperforming be designed into the programme?
- How can wellbeing for all be designed into the programme?
- How can power imbalances be avoided?
- How will Black and Green make sure their work is embedded in communities?
- What legacies does the programme wish to leave and how are these planned for?

## 4.2 Improvements to programme design

**Recommendation: Improve Nature Connection**

Drawing on Ian's experience we recommend incorporating more nature connection into the programme. Since the programme is called 'Black and Green' we suggest that the 'Green' element can be better supported by going into nature more. Ruth mentioned positive experiences with nature connection during her Ambassadorship and recommended incorporating more of these into the programme- especially for wellbeing.

Drawing on his 16 years of experience, Ian recommends that working collectively in natural environments can help resolve several challenges, by providing frameworks with a nature based perspective. Using permaculture design principles also centres *People Care* alongside working with nature and

could be very beneficial for the programme.

**Recommendation: Build in reflection and learning time to structure**

The findings in Section 3 outline the need for reflection and learning time to be built into partnership and programme structures. We recommend working with funders to co-create the next phases of the programme in order to create designated time for this.

**Recommendation: Review programme staff structure**

One suggestion from the research is that the programme could be improved by adding additional roles. Adding a support team could improve the overall functioning of the programme in the following roles:

- Project Manager
- Funding / Development lead
- Comms/Engagement lead
- Organisational support roles in comms, finance, ops & HR
- Wellbeing /pastoral care/safeguarding role

**Recommendation: Improve legacy planning**

One of the findings drawn out in Section 2 was that whilst many participants noted positives of the programme, we noticed that people often struggled to reference the many positives easily. We recommend planning in measurement techniques to capture changes in attitudes as a result of the work of the Black and Green programme. This will enable clearer reporting against the programme's theory of change.
As referenced previously, participants also felt that the programme should be more connected to Black and Brown communities, and more consideration should be given to the legacy that the programme leaves for them.

## 4.3 Ambassadors and their roles

The Ambassadors gave several suggestions for how the programme could be improved to support effective working practices and their well-being. In general, Ambassadors wanted to be at the heart of the programme and felt that they should be involved in planning from the start.

**Recommendation: Ambassadors at the Heart of the Programme**

One suggestion for moving forward was that the Ambassadors should get together and have a discussion about what works based on their experiences. They can then recommend ways to practically redesign the programme. It was suggested that the programme should plan to cater to Ambassadors' strengths from the start.

**Recommendation: Review Length of Ambassadorships**

The length of ambassadorships was a frequent theme that came up. Ambassadors were in high demand, and this placed pressure on those in the role. There was a general feeling from many that we spoke to that one year is

not enough to respond to the demands of being an Ambassador.

Suggestions for improving this included: longer ambassadorships, having a longer training and induction period before becoming an active Ambassador, and continuing to add to the number of ambassadors working each year so ambassadors work for longer periods.

There were also suggestions that the program should have more realistic expectations of Ambassadors and what is achievable in the time.

**Recommendation: Strengthen employment processes**

Ambassadors reflected on the need to have some structures in place to support them in their work.

A well planned induction process was suggested, with managed handover from one group of Ambassadors to another.

Flexible, work based support was also recommended. A less formal version of HR support would be welcomed by Ambassadors.

**Recommendation: Improve training offer for Ambassadors**

The importance of planning an effective training offer was also mentioned. This should both be planned in advance, but also there should also be opportunities to add specific training according to the individual needs of Ambassadors.

Ambassadors mentioned skills that would be useful for them in early stages of their role such as how to set up as a self employed free-lancer.

A skills curriculum of planned, and flexible ad hoc training would greatly benefit the Ambassadors. Better structured and planned mentoring support would also be effective.

# 5. Funding suggestions

# 5. Funding suggestions

In many ways, The Black and Green Ambassadors program has been well funded, contributing to its remarkable achievements. However, as with all prograames which rely largely on grant funding, there are always concerns about long-term sustainability. We also note that certain key areas relating to partnership working, programme design and delivery suffered from a lack of funds.  To address this, there's a growing need to develop comprehensive funding and development strategies that go beyond grant funding and sponsorship.

This section explores a wide range of suggestions gathered from research participants in workshops, focus groups and interviews. We make recommendations based on these.

## 5.1 Key learnings and recommendations

**Key learning: More funds are required to run the programme well.**

There is the need for more funds to ensure the prograa's effectiveness and sustainability over the next 3-5 years. The programme should be regenerative and sustainable, as the disproportionate effects of climate change on Black and Brown people are not going away. Many funders require programmes to be self-sustaining which also aligns with this goal.

Specific updates to programme funding should include budgets allocated for:

- Appropriate salary levels
- Extra support staff
- Overheads
- Programme costs
- Built in time for relationship building and reflection
- Funding to support equity across the programme.
- Dedicated funds for workshops
- Remuneration for community participants
- An 'access' fund.

When programmes are not fully funded, the search for extra funds to fill funding gaps e.g through sponsorship can become a distraction from the programme's core operations.

**Recommendation: Seek a range of funding sources to ‘de-risk’ funding**

A wide range of ideas for generating funds for the programme were suggested by participants. The image below captures these:

During the research, participants recommended seeking a wider range of

funding sources to reduce risks to the programme. These are explored more fully later in this section.

Several types of funding and income generating ideas were suggested, although it is important to note that different funders, sponsors and businesses will have different preferences for what they will fund. Different types of funding and income generation should be explored. This should include a range of sources such as grant funding, but also income generation and marketing/ commercial solutions (see above image).

**Recommendation: Develop a Funding/Development strategy**

Funders, investors and sponsors often seek specific outcomes, for example those focused on the environment, personal development, or improvements for marginalised communities.

We recommend creating a funding and development strategy considering different ways to support the Black and Green programme financially that align with its vision, mission and goals.

Existing networks and partnerships, which includes various stakeholders, organisations, charities, and communities can also be drawn on for support.

**Recommendation: Apply for short term funding to explore long term funding**

We recommend applying for short-term funding to explore options for the future, strengthen partnership working, and engage in relationship-building activities to secure longer-term funding.

The next step would be to secure pilot funding to redesign the project, emphasising partnership restructuring and programme structure. The pilot project can be used to trial working more closely with Black and Brown communities, how appropriate programme goals are, communicating effectively, trust building and equitable approaches.

It is also important to involve potential future funders and sponsors at an early stage.

**Key Question: Can funders become more adaptable & flexible?**

A challenge with funding is that it can potentially be inflexible, leading to objectives and structures that may become less appropriate after a programme has started. There can be pressure to accomplish a lot within tight timeframes, often resulting in overperformance without adequate resources.

Needs such as relationship building, trust-building, equity, and reflective periods which require dedicated budgets can be neglected if there are insufficient funds. If these are not accounted for, this may lead to problems later. Therefore, maintaining some administrative breathing room can sometimes be crucial for successful programmes.

Delays in payment of funds can disrupt project timelines, and when one partner holds the funds, it can create power imbalances. Black-led organisations often receive funding later and in smaller amounts, highlighting a message for funding bodies to be innovative and open to change.

**Recommendation - work with funders on partnership and programme design**

Collaborating closely with funders to co-design partnerships and programmes is highly recommended. We recommend engaging funders in the programme's planning and design process, to ensure that the financial support aligns with the programme's objectives and long-term goals. We recommend that community organisations work with funders to convey their specific needs and jointly create adaptable and effective solutions.

This approach not only strengthens the programme's financial foundation but also fosters a shared commitment to its success. It allows for a more strategic allocation of resources, potentially enhancing a programme's ability to make a lasting impact. Ujima staff and Ambassadors as well as BGCP staff would be well placed to work closely with funders on programme design.

**Key Question: Expectations to change are usually on applicants. How could funders explore ways to make themselves more accessible?**

**Recommendation: Develop relationships with funders – see who's aligned.**

Our findings drew out the recommendation that trusting and understanding relationships need to be built with funders. For successful collaboration, Funders should share values and align with the programme's aims and objectives. programmes will be strengthened when there is mutual understanding between funders and grantees. Shorter term funding could help to begin this process, to lead to longer term funding later on.

Ian draws on his experience to provide more insight into this recommendation:

*"As a CEO with dyslexia, the writing process does not work for me as we have to sequence information in a logical process. My thought process is circular, not linear.*

*20% of the population has neurodiversity. I have to rely on others to secure funding applications.*
*The demand for the skill for bid writing means that the power is in the hands of the bid writer to decide who they wish to work for. This in turn creates a power imbalance as they then have the financial power within the organisation and this also creates competition.*

*There should be more of a focus on funders having personal relationships with projects and supporting these projects in applying if they are eligible; recognising the multiple challenges that the grassroots face i.e capacity to even complete grants.*

*Within Bristol there are several projects that are addressing this. E.g please see*
*bristolredistro.org*
*Community Resilience Fund (bristol.gov.uk)*
*Funding Plus | Esmée Fairbairn Foundation (esmeefairbairn.org.uk)*

Strong, embedded funding partnerships from the programme's inception could be most effective. Adding new funding partners at different stages as the programme is being delivered can lead to differences in expectations of what will be delivered for the money provided.

## 5.2 Types of funding suggested

A wide range of ideas were suggested by participants, these are outlined in more detail below.

The image below shows several funders which were mentioned by name. These could provide interesting avenues to explore in future.

### Community Fundraising

Community fundraising was suggested at the stakeholder workshop. Participants suggested exploring community fundraising and share options.

Participants recognised that even small amounts of funding can have a greater impact in communities compared to funding received by large corporates.

They also mentioned the importance of funding initiatives aimed at reducing poverty and improving the quality of life in Black communities as well as environmental issues.

However it is difficult to raise the amounts of money required for the Black and Green programme to fully function, so would not be realistic to completely rely on community funding.

### Types of Grant Funding

Grant funding is useful, whether that be in large grants, or smaller, 'micro' grants.

Types of grant funding suggested:

| Large Grants | Micro Grants |
|---|---|
| National Lottery | From organisations who fund racial justice |
| Central government | Participatory funding |
| Trusts | From major green industries |
| Heritage fund | |
| Arts Council if Arts element to ambassadorship | |
| From Universities, perhaps as part of research funding | |

It is important to remember not all funding is acceptable to everyone, for example funding from gambling revenue may go against the beliefs of certain communities.

## Large Organisations/Institutions

This includes securing funding from universities, including research funding. University students could also be provided with a service which they pay for, and receive a student discount.

Larger organisations can be encouraged to back their commitment to important causes with financial support. Finally, it is important to highlight the significance of funders sharing values that align with the mission and goals of the initiative.

## Collaboration and partnerships

Large partner networks including Bristol Green Capital Partnership can help to bring in funding. Forming a consortium of funders, could be considered. For example the Joseph Rowntree Foundation collaborating with the National Lottery and potentially other organisations, and even government entities.

Organisations could be invited to create a consortium, such as Bristol's Natural History community, including Bristol Zoo, Avon Wildlife Trust, and Wetland Trust, contributing jointly for greater impact. In return, they could receive advice from Ambassadors and programme staff on how to become more inclusive. After a period of time, whether organisations have adapted their policies and practices to incorporate lessons learned can be evaluated. However, it should be noted that environmental organisations may have limited financial resources.

At the national level, for activities spreading out across the UK, an option could be collaborating with organisations with access to national funding networks, while also fostering connections among local organisations in specific regions.

## Donors, Benefactors, Philanthropists

Various other sources of funding suggested include philanthropists who contribute substantial sums. Benefactors could provide smaller donations ranging from £2,000 to £5,000 to support initiatives. Care must be taken to ensure that values are shared with the programme. Additionally, funding can come from individual donations and crowdfunding efforts.

## Sponsorship

Sponsorship for the programme should have mutually beneficial aims, or else it can disrupt the programme's purpose and the work of its Ambassadors.

Ambassadors should have a say in the work they do, and sponsorship agreements should be established beforehand to prevent sponsors requiring them to do work outside of their plans.

## Marketing/business based solutions

There are various marketing and business-based solutions, such as ticketed events, merchandising, postcards. Partnerships where donations are made per item sold could be made, and local artists could be commissioned to create and sell unique products to contribute funds to the programme. There is also the option for

Ambassadors to offer tailored services, including workshops on topics like climate change communication, connecting with people through music and radio, meditation, and cultural showcases. Although, particularly regarding climate change workshops, many people can expect this for free; therefore, it will be useful to understand how committed audiences are to paying for it.

Additionally, there's an option of commercialisation, highlighting the need for a strong business plan and entrepreneurial thinking. Although this also raises the question of whether commercialisation may compromise the core mission, as services that were once provided for free must now generate profit, potentially creating a conflict between providing a service and making money.

# 6. Conclusion

# 6. Conclusion

The Black and Green Programme is an inspiring example of what can be achieved when diverse people and experiences come together to drive positive change. There is so much to celebrate! The remarkable work already accomplished has had ripple effects throughout Bristol and beyond. This should be praised and used as a source of motivation for future innovation.

The Black and Green programme is a shining example of innovation to address inequality within the environmental sector, and we underline the importance of measuring the programme's successes in order to draw on them for years to come.

In the environmental sector, the second least diverse sector in the UK, still more work needs to be done to create effective collaboration with Black and Brown communities.

The findings from this report stress the importance of partnership work, communication, trust building and understanding communities well to develop this. Equity, wellbeing and avoiding power imbalances emerged as central themes. Drawing on his experience, Ian also recommends the importance of nature connection to make sure that the' Green' in Black and Green is properly represented.

Creating strength in the future of the programme lies in adopting a bottom-up approach, emphasising community involvement, partnership, and **co-creation**. This approach not only develops ownership through participants being at the core of decision making, but it also empowers people to actively shape the programme's future.

To secure the Black and Green Programme's long-term success, funding must be considered. Initially, finding short-term funding will help to make immediate improvements and ensure short-term stability. Exploring a variety of funding sources will help reduce reliance on one single source and make the programme financially resilient. In addition, funding and development strategies will allow programme staff to attract long-term investments that will support the programme's growth and impact in the future.

To ensure the programme's continued success, we recommended 3 possible options. In Appendix 3, we laid out a clear process to decide which one Black and Green should pursue in future.

These options are:

1. **BGCP and Ujima Continue to work in partnership and continue the programme**
2. **Hand over Black and Green to a new organisation**
3. **Set up Black and Green as a new organisation (e.g a CIC)**

We recommend using this report to explore issues and implement ideas, using the process in Appendix 3 as a methodology to move forward and decide which option is best.

In recognising the successes achieved up to now, and embracing the lessons learned, the Black and Green

programme sets a commendable precedent for addressing environmental and social challenges with creativity, inclusivity, and a commitment to equity.

It is clear that this programme has the potential to continue making meaningful impacts at the intersection of race and environment, ushering in a more inclusive, innovative and sustainable future in years to come.

# Appendices

# Appendix 1

## Meet The Team

### Ian Solomon Kawall

CEO Award Winning May Project Gardens EcoSystem

Ian has over 20 years of experience in the youth, education, and community sector, having delivered for partners including Merton, Lambeth and Islington Councils, BBC, BFI, and the Southbank Centre. Content of his work has ranged from health and wellbeing, sports, employability skills and raising academic attainment for disengaged young people. Ian is a qualified Teacher/Trainer with practical and creative techniques for tackling discrimination in schools and ensuring teaching is fully inclusive and engages students from all backgrounds. He has managed MPG for the past sixteen years, making the organisation financially sustainable, securing it as one of Capital Growth's first plots in 2007; winning the 2015 Team London Award and creating the model for the Merton Grow, Cook and Eat pilot.

### Gnisha Bevan

Co-Lead and Co-Creator of Black Seeds Network, Educator, Consultant
Gnisha Bevan co-developed and co-leads the Black Seeds Network with Dr. Roger Griffith, MBE which showcases and supports the incredible work of Black environmentalists, and environmentalists of colour in and around Bristol. She works as consultant advisor on a range of environmental and social justice projects. She specialises in brokering equitable partnerships between grassroots communities and 'mainstream' environmental organisations.
She has a passion for promoting equality in environmentalism especially by representing and recognising the existing work of environmentalists of colour. She is a published author on this subject; in a book chapter co-written with Roger Griffith and edited by Dr. Karen Bell, and on two published papers as a research assistant. She also studied this subject for her MSc in Sustainable Development in Practice at the University of the West of England Bristol for which she was awarded a distinction. With a love of people's stories from our diverse cultures and heritages, Gnisha has led teams to produce new and exciting content aimed at challenging our ideas of who environmentalists are.

## Ruben Babei

Researcher, Writer, Facilitator

Ruben Babei's academic journey is marked by excellence, earning him a place on the Dean's List in 2021 and graduating with First-Class Honors in Criminology and Sociology from the University of the West of England. Ruben also showcases exceptional leadership qualities; in delegating tasks and mentoring junior team members.

He is an experienced researcher having worked for Mindshare UK, The Black Seeds Network and Bristol Reconnect. Throughout various projects, including the current consultancy role with Black & Green Ambassadors, his experience includes facilitating productive discussions with stakeholders, and generating and analysing both quantitative and qualitative data.

An accomplished writer, Ruben collaborates with clients to enhance their understanding of their target audiences. His demonstrable writing expertise allows him to craft comprehensive reports for a range of demographics.

Ruben combines a commitment to learning and strong work ethic with a passion for social change and research excellence. His impressive track record, along with exceptional communication, relationship-building, and critical thinking skills, positions him as an invaluable asset to any team striving for success in research and social change initiatives.

## Dumebi Mkpuluma

### Psychologist | Mental Wellbeing Advocate

Dumebi Mkpuluma is a compassionate psychologist who has an MSc in Health Psychology from Coventry University. This, alongside her active membership in psychological associations such as the Nigerian Psychological Association and American Psychological Association, demonstrate Dumebi's dedication to promoting mental well-being's impact on physical health. Dumebi's advocacy effectively breaks down mental health stigma due to her professional credibility as a psychologist, personal dedication, and holistic approach that emphasises the connection between mental and physical health. Her open dialogue initiatives and emphasis on emotional resilience, combined with her engagement with diverse audiences, make her a compelling advocate in the fight against mental health stigma. Beyond her profession, she engages with diverse audiences, sharing expertise as a sought-after speaker and influencer in holistic health and wellness.

## Matthew Cornish

Human Geography Student | Sustainable Transport Enthusiast

Matthew Cornish is a forward-thinking third-year student at the University of the West of England. He's pursuing a degree in Human Geography, with a particular focus on sustainable transportation and urban revitalisation. Matthew is deeply passionate about reimagining infrastructure and urban spaces to make them more livable and environmentally friendly.
His academic journey reflects his dedication to addressing urban challenges. Currently, he's conducting research for his dissertation, which explores Bristol's transportation networks in comparison to a European model.
Matthew's commitment to bridging theory and real-world impact in urban development is evident through his work on EU transport projects with the UK Department for Levelling Up, Housing, and Communities (DLUHC). Matthew recently completed a successful internship with Black Seeds Network where he developed the foundations for their impact report and yearly comms strategy. He designed the branding for this report.

## Priscilla Lucente

Environmentalist | Urban engineer

Priscilla Lucente is an environmental and urban engineer, currently studying an MSc in Sustainable Development in Practice at UWE Bristol. She has managed projects and campaigns focused on sustainability, diversity and mobility and was formerly a member of the Student's Union Sustainability Committee. Her experience covers working with environmental, social, governance and climate risks. Travelling, hiking, and spending time with her family, dogs and friends are some of the ways she finds to enjoy life.  Along with the passion for all these things comes a feeling of caring that makes her want to protect what she loves - the people and our planet. She believes this will to preserve has created a strong bond between her and sustainability.

## Michelle Ogosi

Sustainability Consultant | Environmental Advocate

Michelle Ogosi, a dedicated sustainability consultant and environmental advocate, holds an MSc in Environmental Management from UWE. Her dissertation focused on the effects of Clean Air Zones on marginalised communities, emphasising the need for targeted environmental solutions and greater participation of people from diverse backgrounds in decision-making processes. Michelle's discussion has helped bring the topic to the forefront of conversation in Bristol, even receiving a dedicated blog post on the Black Seeds Network website. Michelle ardently advocates for environmental inclusion, actively collaborating with marginalised groups to amplify their voices. Her unwavering dedication to better inclusion establishes her as a distinguished figure in the field.

## Azaria Roshkani

Azaria is a seasoned personal assistant with a knack for optimising lives. With a solid organisational background, she excels in managing calendars, travel arrangements, and correspondence. Clients value her professionalism, problem-solving skills, and practical approach. Dedicated to continuous improvement, Azaria's goal is to simplify your life and help you soar to success.

## Mohamed Errebbaa Gnawa

Mohamed Errebbaa, a Moroccan Gnawa Maalem, began his musical journey at age ten, performing with traditional Sufi brotherhoods in Rabat. Awarded the title of Maalem at 28, he's collaborated with international artists and graced prestigious events like Festival Gnawa et Musique de Monde and Visa for Music. His recent presence in the UK, highlighted by performances at Snape Maltings, Afrika Eye Film Festival, as well as at Bergenfest - Norway, has solidified his rising acclaim. Gnawa music, an ancient healing trance genre fusing Arabic, Berber, and Sub-Saharan African influences, enchants with its uplifting dance and deep spiritual resonance.

## Melissa

Drift Away Therapies has been providing professional therapies for over eight years. The clinic is run by Melissa, a highly qualified massage therapist and reiki healer. Melissa has a rich background in fitness and well-being, and many who have experienced her treatments say she has ‘healing hands.’ Melissa offers a wide range of massages and other therapies, which aim to bring relief from chronic and holistic conditions.

https://www.instagram.com/driftawaymassagetherapy/

https://www.facebook.com/Driftawaytherapiesbristol/

## Zaira Rasool

Tech Innovator | Social Advocate

Zaira Rasool is a Full-Stack Software Engineer and the founder of Coderoots. With a strong technical background and a focus on user engagement and management, she combines empathy, intuitive understanding of user needs, and effective communication. Beyond her technical expertise, she is dedicated to social impact and has founded initiatives to promote digital access and health and well-being, particularly among software engineers. Zaira has also served as a Software Engineering Coach and Engineer at organisations like Makers and WorldRemit, and she has a background in backend engineering. Her commitment to community and social impact extends to her roles as a Non-Executive Director, Co-Director, and other positions in organisations working on social and environmental issues. Zaira's versatile skills and dedication to technology and social change make her a dynamic and impactful professional

# Appendix 2

## Our Research Process

This section explains the research methods we used, our overall approach, and our thought thinking behind the decisions we made about the design of the research project.

**How We Collected Data:**

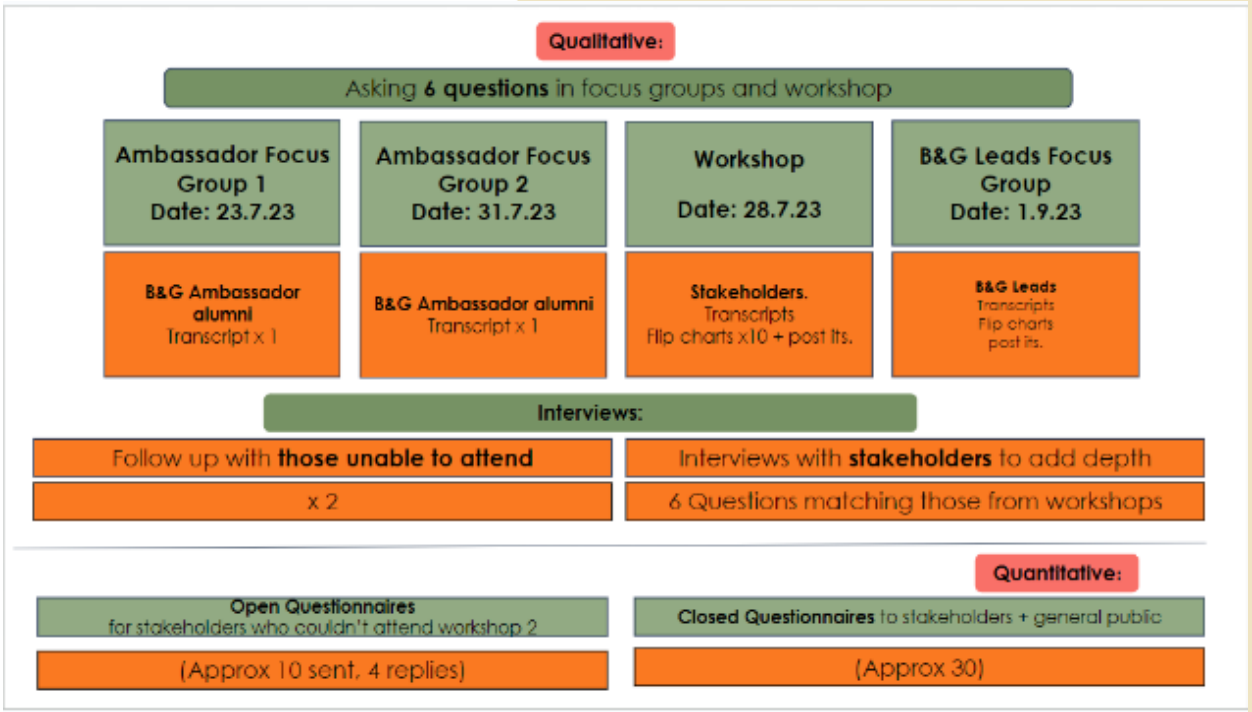
In this project we used focus groups, workshops, and individual interviews to collect qualitative data. We asked six main questions in a **semi-structured approach** i.e. allowing flexibility based on responses. We then asked follow up questions where necessary, to gain a deeper understanding of any key comments or issues.

**We asked the following questions:**
1.What positive impacts has the programme had and what can we celebrate?
2. What did you learn from the programme?
3. What would you do differently?
4. Where could Black and Green go in the future?
5. How could the programme be designed differently?
6. How could the programme be funded ?

We recorded conversations at all focus groups, workshops and interviews, and these were transcribed by our team. All transcriptions were then checked by Gnisha.

Except for one, all workshops were held at local Black owned/led venues, in keeping with the shared values of both Black and Green, and us as consultants, to focus on equity and regenerative approaches to working with Black and Brown Communities. We aimed to be as non-extractive as possible, and many of the workshops also included nourishing elements such as nature grounding exercises/meditation, **Ital food** and healing with music and sound. This was to ensure that as much as we were collecting information from people, we were also giving something back, providing new information and more nourishing experiences for those involved. All participants had the option to be paid for their time.

Throughout the process, Gnisha and Ian also held a number of conversations where they reflected on what they were finding. They held each other accountable to make sure that they were being led by the data (what people were saying) and not their own biases and assumptions. They recorded notes on their thoughts and how their thinking was changing as new data was being generated.
The diagram below shows the data collection process we used:




We held two focus groups with the Alumni Black and Green Ambassadors, providing two dates to accommodate their availability. For those Ambassadors who weren't able to attend, we invited them to attend one to one interviews or other workshops. The first was held at St. Pauls Adventure Playground, and the second was held at the Kuumba Centre, St Pauls. In both focus groups, we asked the Ambassadors the questions and shared food and music.

Photos: Workshops at St. Pauls Adventure Playground and the Kuumba Centre

We also held a participatory workshop at the Kuumba Centre for stakeholders. For this workshop, invitations were sent to a wide range of stakeholders from a list provided by the Black and Green team **(purposive sampling)**. A range of people attended these, including local

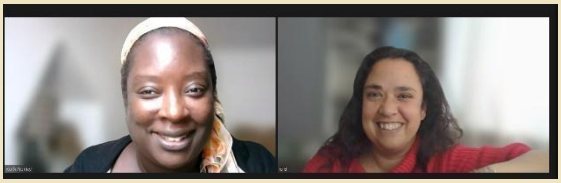
community members, members of the Bristol City Council Climate and Ecological Emergency team, representatives of Bristol's mainstream environmental sector, as well as Black and Green Ambassadors, Ujima Radio staff, and BGCP staff.

We opened with a grounding nature connection exercise led by Ian. We then split the whole group into smaller groups and asked them to answer the six questions. Groups discussed these and recorded their answers on post-its and flip chart paper. We came back together as a whole for feedback and shared answers together. After recording these answers, our team later transcribed them so that we could draw out any themes from what was shared.

Photo: Workshop grounding nature connection exercise led by Ian

Photo: Workshops with Alumni Black and Green Ambassadors and stakeholders

The focus groups and workshop were also accompanied by five interviews with stakeholders. These lasted on average from around 20 minutes to 1 hour and 30 minutes. The interviews were based on the six questions and were semi-structured; including follow up questions to add depth. Interviews were conducted and recorded by Gnisha and Priscilla, then transcribed by our team.



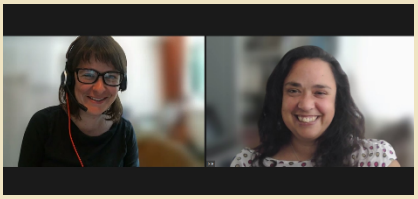


Photo: online interviews

After data was collected from workshop two, Gnisha and Ian held two meetings to discuss the findings and organise

them into themes. We took a collaborative approach to generating themes. Gnisha and Ruben worked to draw out initial themes from all interview and focus group data collected so far. Matthew and Dumebi also supported with creating bullet points of themes they felt were interesting or important from their transcriptions. These themes were organised into a long list in bullet points, divided into sections with the headings: 'Learnings - positive', 'Learnings - negative', 'Funding', 'Future Directions', and 'What to do differently'. This was all sent to the Black and Green team just before the final focus group.

For the final focus group, Ian and Gnisha met with Jackie Davis, Year 3 Project Lead for BGCP and Donald McTernan, Year 3 Project Lead for Ujima Radio, to discuss which themes had come out, and which were the most important and relevant.

We shared post-it notes and flip charts displaying the initial findings so far, and asked Donald and Jackie to comment on them. We asked them to share their thoughts, helping us fill any gaps in our understanding of the data. We recorded this conversation and the team transcribed the audio, which Gnisha and Ian then used to form the basis of structuring the final findings and recommendations.

Our original plan was for a final workshop with members of the Black and Green Steering Group and the Black and Green Ambassadors. However, only one person signed up, which meant the decision was made to meet with Jackie and Donald as leads instead.

After each focus group and workshop, Bristol Green Capital Partnership sent out an email which also included quantitative survey questions for participants to complete. This was important as it allowed for respondents to give further information on their experience of the programme.

This questionnaire asked participants to rate on a scale of 1-10 how successful they felt various elements of the Black and Green Programme had been. Questionnaires were also sent to the general public to try to find a more varied understanding of people's thoughts towards the Black and Green programme. Ian recorded a radio advert on Ujima to encourage people to take part. We collected 19 responses. In this way, we reached people through a mixture of purposive and random sampling.

During the research process, we made the decision to reach out to people who were unable to attend the workshops but asked for other ways to take part. The timing of the project, between the busy summer months of July through to September, meant that many people had other commitments such as looking after their children during the holidays. In order to address this, we created an electronic version of the six questions that we could send to people via email on request. We felt this allowed a reasonable alternative to attending a workshop in person.

**How We Designed the Research:**

As consultants we proposed an outline of the research design, which we then co-edited with leads of the Ujima and Bristol Green Capital teams. We used an

iterative approach - making changes as the research unfolded. We worked as a team of consultants working on a range of activities from workshop organisation, to transcription, to helping to generate themes and report write up.

We decided to use a mix of both qualitative and quantitative research methods. Qualitative research methods explore and seek to understand people's thoughts, feelings, and experiences through open-ended discussions and observations. This can help to give rich detail, but can't always be used to make generalisations. Qualitative methods provide a useful snapshot of people's experiences in a particular time and place.

Quantitative research methods study things by counting and measuring them; helping to find out how many of something there are, how often things happen, or if there's a connection between two things.

Because the aims of this research were to gain a rich understanding of project impacts, learnings, and possible directions for the future, we used a mostly qualitative approach, with some elements of quantitative research. This allowed us to generate more descriptive data to capture respondent's feelings and emotions more fully and also allowed us to get a sense of the positives of the programme from a wider group.

**Data Analysis Methods:**

We used thematic analysis to understand the qualitative data we collected. This meant going through material - transcripts, post-its and notes on flipcharts- to look for themes, concepts, or ideas that regularly appeared. We also captured themes which came up less frequently, but added more depth to the research.

We looked for patterns in the data by organising and categorising it, creating specific codes to mark important information, and then grouping these codes into final themes. We also used online data visualisation tools to create charts to display the data.
For the quantitative surveys, the software automatically generated charts which showed the percentage of responses for each question.

Our original aim was to have used Nvivo, a piece of software that helps identify themes from big blocks of texts, such as interview transcriptions. We hoped to use this to study the interviews in a detailed manner that would draw out all the possible themes. However, with the time constraints and pressure to meet deadlines, we chose to identify themes manually which proved satisfactory for this project's needs.

**Ethics:**

We carefully considered ethics throughout the research process, including giving information sheets and consent forms to all respondents before speaking to them which disclosed how their information was going to be used.

All the data that we collected was stored in line with the General Data Protection Regulation (GDPR). Furthermore, all team members also signed Non-Disclosure Agreements (NDA's) before data was collected. This was also

required for other individuals present at the workshops where data collection was taking place, for example the sound healers who were there to perform their session at the end.

In terms of any biases that could affect our research, it is first important to note that it is impossible to be completely free of them. This is because everyone has their own beliefs and experiences that can unconsciously influence how they gather and understand information. This can be completely unintentional, yet still affect the results. However, it was still important that we did everything we could to keep the study fair, with one example being addressing Gnisha's former connections to the programme. This could have potentially meant she was more likely to have drawn upon old experiences during the study. To combat this, Gnisha and any other members of the team who had previous experience with Black and Green, focused on being led by only the new data that was being collected. However, it was not possible to completely remove any instances of personal experience, particularly when analysing suggestions. In order to limit the effects of this, any time a team member brought in their own experiences to the research process, this was done with transparency and reflection.

To further reduce the chance of bias, we reflected on our positionality. This meant we took an extensive look at influences on how we see and understand the world- including our identities and backgrounds. We recognise that as researchers on this project, we all move between being 'insiders and outsiders'. There are times when we share the lived experiences of those we are working with, and times when we do not. This awareness helped us understand how our judgments and decisions can be shaped by our own biases and privileges. Recognising positionality helped us be more self-aware, consider different viewpoints, and make more thoughtful ethical choices.

In order to ensure the results of the study are both valid and reliable, both Gnisha and Ian examined and stated their positionality throughout the whole research process. Our positionality statement reads as follows:

In this report, we draw on our experiences as Black and Brown environmentalists. Gnisha was raised in a middle-class environment and is of mixed heritage and mixed-class. She participated for a long time in 'mainstream' environmentalism, largely uncritically and in denial about structural racism. She experienced shock after returning home from international development work and began exploring exclusion in 'mainstream' environmental circles. She has worked for equality in environmentalism for the last 5 years in Bristol. She has previous experience of working with Black and Green, both as a Steering Group Member and as an intern.

Ian is from a working class background. He has worked for 16 years as the CEO of the award winning May Project Gardens providing affordable, practical, solutions. He uses Permaculture as a methodology to work with a range of people from different backgrounds to empower marginalised groups to

address poverty, disempowerment and access to resources and influence. His work has a strong focus on promoting mental health and wellbeing.

Both Gnisha and Ian held each other accountable during the study. This was achieved through being as open and honest as possible throughout all steps of the research process. This meant we carefully looked at our decisions and actions to make sure they had been performed in a way that would mean the results of the investigation were fair and trustworthy. We worked closely with the Black and Green team, to further reduce the chance of error, and strengthen how reliable the findings were.

**Limitations:**

The Black and Green programme itself has gone through many stages. This meant that many people have joined at different times, so getting a clear understanding from start to finish was challenging within the time available. We made efforts to speak to a range of participants from across these stages to try to gain a comprehensive picture that took the whole programme into account.

One of the issues we encountered when running the project was the limited time available. This tightened deadlines, and had knock on effects throughout the process. For example, we experienced difficulties in getting invites out to a wide range of participants. One of the knock-on effects of this was that some people at the stakeholder workshop hadn't had much experience of working with the Black and Green Ambassadors. With this, their perceptions of how the programme has performed, and their discussions about its future plans, were affected. However, it is worth noting that this also raised some positives. Including individuals who had limited experience with the programme meant there was also a varied range of perspectives which gave us valuable insights. It raised the questions of, firstly, how connected has Black and Green been to its communities? Secondly, why was it not possible to mobilise Black communities to attend as quickly?

The tight schedule for the planned workshops was also born out of time constraints.  With such a quick succession of workshops after one another, many people felt confused about which workshop they should attend. To combat this we released a list of workshop dates circulated as a flyer to give participants a clearer understanding of what they were invited to and when. We also released workshop invites only after the previous workshop was finished. This was done to reduce confusion, although a side effect was that it gave people less notice. Arguably this could have contributed to lower stakeholder attendance.

Another important factor which was out of our hands, is the period of time allocated to conduct this study. Concern about this was also raised by several people we spoke to. We brought on more staff to complete the project, but this did also lead to **overperforming**. Conducting the study earlier in the year, over a longer period could have resulted in a more considered and in-depth study.

# Appendix 3

# Future Directions

A key aim of this report was to draw out ideas for future directions from those involved with Black and Green; from the Ambassadors, to the partners to the steering group, to wider stakeholders.

The original brief asked for suggestions on the directions Black and Green should go in, in future. However, at the end of the research process a single, clear, way forward did not emerge. People suggested a number of quite different options including; restructuring the programme, scaling back the programme to avoid spreading too thin, scaling up the programme to spread out nationally or internationally, passing on Black and Green to a new organisation to run, or starting up a new independent Black and Green organisation.

Other suggestions included:
- a new structure
- an associate programme
- a network
- a youth programme
- a schools programme
- connecting to the UWE green skills prog.

Without one clear detailed direction for the future being suggested, we designed a process for moving forward instead.

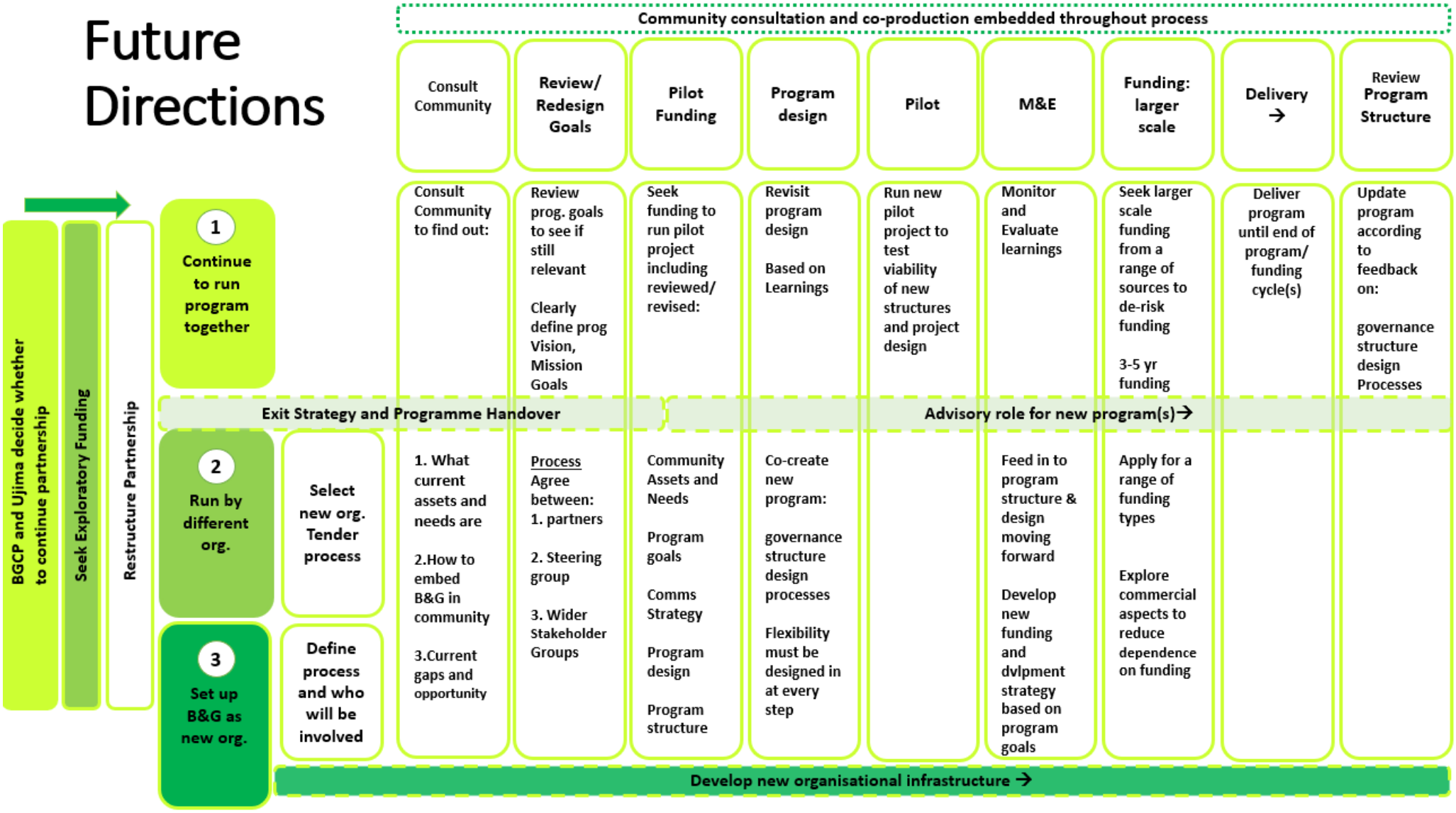
From people's responses, we drew out three possible options for future directions.

**The three options we found were:**

1. **BGCP and Ujima Continue to work in partnership and continue the programme**
2. **Hand over Black and Green to a new organisation**
3. **Set up new organisation (e.g a CIC)**

We then developed a process for deciding which option to take, and how to move on to delivering a new programme. This section describes the process for exploring these options in more detail going forward. The diagram on the next page shows the steps we recommend.

# Future Directions



**Decide whether or not to continue partnership**

It was not clear during the study whether Ujima and BGCP still wish to continue working together on the Black and Green programme. Whichever option is taken, the first thing that both partners need to decide on is whether or not to continue working together to deliver the programme.

**Seek Exploratory Funding and Restructure Partnership**

After BGCP and Ujima have decided if they want to carry on working together, we suggest seeking funding to explore ways to restructure the partnership. The partnership will be much more strengthened with a focus on; becoming Black-led, trust building, well being, communication, equitable practices and co-production. For more details on recommended ways to do this please see Section 5.

**Process for three options**

For all options the process is broadly the same and good practice from all the learnings from the programme so far should be used. However, if Option 2 to hand over Black and Green to a new organisation is taken, a process will need to be developed to decide on new organisations to run the programme. This may include developing a selection process, and/or going out to tender.

If Option 3 to set up a new organisation (e.g a CIC) is taken, time should be spent defining the process of how this will work, and who should be involved. The new organisation will take time and resources to set up, so people with the necessary skills in building organisations, environmentalism, and racial and social justice should come together to work on this.

For both Options 2 and 3, an exit strategy and phased programme handover will help to smoothly transition from one set of partners to another. During the piloting phase, Ujima and BGCP could begin to exit the programme, and continue in an advisory role after this.

The exploratory funding could cover all this activity, as well as community consultation and review of goals until funding for a pilot project is found.

**Consult Community**

Since the findings suggest that there has been a lack of clarity around community understanding of the Black and Green programme goals, we recommend going back to consult communities. The first step is to redefine and re-clarify which communities Black and Green seeks to work with. After this, the programme needs to consult with communities to discover what their current assets and needs are. Thinking needs to be done around how to embed Black and Green in communities, as well as what legacy it will leave for communities. This consultant can identify what the current gaps are as well as what opportunities are available.

**Review/Redesign Goals**

After working with communities to find out what their priorities are for a Black and Green programme, the next stage is to redefine Black and Green's programme goals. One of the findings from the research was that there seemed to be a lack of clarity around the programme's vision, mission and goals and how these are communicated. We recommend a process where partners review and redesign Black and Green's vision, mission, and goals. The steering group can be consulted to further refine these, before working with wider stakeholder groups. We then suggest devising a comprehensive comms strategy to communicate these goals effectively to a broad range of stakeholders.

**Pilot Funding**

The next step is to seek pilot funding to re-design a project focusing on restructuring partnerships as well as programme structure. This pilot project can test whether community assets and needs are well reflected in the programme, if the programme goals reflect appropriate action, if the comms strategy communicates the aims of the programme well, if the programme has been well designed, and if the programme is now structured in the best possible way.

**Programme design**

This is an opportunity to revisit the programme design based on learnings from this review. After receiving funding, the Black and Green team can co-create a new programme. Together the team and wider stakeholders can redesign features such as governance, structure, programme design and processes. Our findings show that flexibility must be designed in at every step in order to ensure that the programme is successful. We recommend once again that these are designed first with Black and Green leads, next with the steering group, followed by wider stakeholder groups.

**Pilot and M&E**

After running the pilot project to test the viability of the new structures and project design, the project should be evaluated. Learnings from this should feed into the programme structure and design moving forward. After once again reviewing the programme's vision, mission and goals, we recommend developing a new funding and development strategy based on programme objectives. Funding should aim to meet these objectives rather than running a programme according to the needs of funders.

**Funding: larger scale**

After the pilot project, Black and Green can then seek larger scale funding. Funding should come from a range of sources to de-risk funding for the programme. A range of sources have been suggested (See Section 5). The quantitative survey showed that there is interest in Black and Green running for another 10 years, this was also supported by those we spoke to who felt Black and Green should seek longer

term funding. We recommend that Black and Green looks for funding for three to five years. We recommend applying for a range of funding types and working with funders to co-produce a programme that runs well. Another recommendation is to explore commercial opportunities to reduce Black and Green's dependence on funding.

**Delivery and Ongoing Programme Structure Review**

Once larger scale funding has been secured, the programme governance, structure, design and processes should be regularly reviewed in an ongoing cycle to make sure that it is meeting its aims and objectives. This review should also focus on ensuring that the programme is running in an equitable way as possible. This should continue until the end of programme delivery.

**Scale up or scale back?**

Different ideas were shared on the scale of the programme. Scaling up the programme was mentioned a number of times, whist others felt that the programme had grown too quickly, and that the objectives weren't always clearly communicated to stakeholders. The programme has already reached far beyond Bristol; Jaz recalled the Black and Green Programme being studied in a London school, while the Year 1 launch drew on Bristol's international links including a number of high-profile speakers. In that same year Olivia and Roy spoke on the global stage at COP26. There is clearly vast potential to scale the programme.

However, there was also the sense that Black and Green has inspired many new conversations, and could head in a number of new directions. There were suggestions for Ambassadors to work with a wide range of groups, on a wide range of topics. This could however potentially lead to a lack of focus and there are a number of challenges when scaling projects.

*"I don't think [the programme has] grown enough to be able to support every single, part of the Black and green issues that are out there. But to have a laser approach would probably be more... attractive to, funders and to philanthropists who say, "Actually, I'm not interested in that. But I am interested in* this*". Getting buy in. Mission statement. Having a really clear mission statement."*
**Jackie Davis**

On the basis of these findings, at this stage, we recommend scaling back the Black and Green Programme before scaling up.

Longer term however, there is plenty of potential to scale up, once the right groundwork has been done. If the decision is made to scale up, we recommend that a way forward should include:

- defining how scale up could happen
- developing a process to find large scale national or regional partners, as well as community partners
- revisiting programme structure and design
- Having smaller, more achievable, more focused goals
- making sure that the correct infrastructure is in place for scale up
- handing over to new partners

*"I think it could be run both regionally and internationally with the right partnerships in place."*
**Roger Griffith**

# Appendix 4

## Explainer

| Term | Explanation |
|---|---|
| **Allyship** | Showing support and taking action to help marginalised or oppressed groups, often by those who are not part of the affected group. |
| **Appropriation** | The act of borrowing or taking elements from one culture, often without understanding or respect, and using them inappropriately or superficially. |
| **Bias** | Bias means having a preference or leaning towards one thing more than another, which can affect decisions and judgments. It's like seeing things from a particular angle that might not be completely fair or equal. |
| **Black and Brown** | Terms often used to collectively refer to people of African, African-American, and non-European descent (Black) and people with origins in Asia, the Middle East, or Latin America (Brown). |
| **Co-creation** | Collaborative efforts involving multiple stakeholders or individuals to collectively generate ideas, solutions, or outcomes. |
| **Data** | Data is information, and includes stories, reflections, facts and numbers that are used to analyse something or make decisions. |
| **Eco-anxiety** | Feelings of distress or unease caused by concerns about environmental issues, such as climate change. |

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| **Equality** | Equality means that all individuals are given the same opportunities and rights, regardless of their differences, to ensure fairness and justice for everyone. |
| **Equity** | Equity means giving people what they need to have an equal chance at success, even if it requires different levels of support for different individuals. It's about fairness and levelling the playing field. |
| **Focus groups** | Small meetings where a few people get together to talk about a topic. They share their thoughts and ideas, and someone listens and takes notes to understand what they think. |
| **GDPR (General Data Protection Regulation)** | GDPR is a set of government rules to protect people's personal information. Companies and organisations must ask to collect it, use it correctly, and prevent problems. If they don't, they can be fined. |
| **Intergenerational trauma** | Emotional pain and suffering passed down through generations due to past traumatic events, affecting descendants who didn't directly experience the trauma. |
| **Intersectionality** | The interconnected nature of social categories like race, gender, and class, which can result in unique forms of discrimination or privilege. |
| **Ital Foods** | A diet consisting of plant-based food, originally from the Rastafarian movement. It is vegetarian food that is prepared and considered clean and pure, with no chemicals, salt, meat, and prepared in an uncontaminated way. |
| **Lived experience** | Personal knowledge and understanding gained through direct personal encounters or situations. |
| **Nature connection** | A sense of belonging and harmony with the natural world, often associated with spending time in nature. |

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| **Non-Disclosure Agreements (NDA's)** | An NDA is a promise not to share private information. If you break it, there can be legal problems. It keeps sensitive information safe between people, companies, or organisations. |
| **Open-ended questionnaires** | Open-ended questionnaires are surveys where people can give detailed answers in their own words. They're not limited to just yes or no answers. This way, people can share their thoughts and feelings more freely. |
| **Overperforming** | Overperforming means doing better or achieving more than what was expected or required in a particular situation or task. It can be a problem as it can lead to burnout, unrealistic expectations, neglect of work-life balance, unhealthy competition, diminished quality, missed opportunities, or perfectionism. |
| **Pastoral care** | Support and guidance, often provided in educational or religious settings, to help individuals with their personal, emotional, or spiritual needs. |
| **Permaculture** | A sustainable design system that mimics patterns in nature to create productive and regenerative ecosystems. |
| **Positionality** | As a researcher, positionality is about understanding how your own personal background, experiences, and beliefs can influence how you see and understand things. It's about recognising that who you are can affect your perspective on a topic or situation. |
| **Protected Characteristics** | "It is against the law to discriminate against someone because of:<br>age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, These are called protected characteristics.<br>You are protected under the Equality Act 2010 from these types of discrimination."<br>https://www.equalityhumanrights.com/en/equality-act/protected-characteristics |

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| **Purposive sampling** | Purposive sampling means picking specific people on purpose to take part in a study because they have certain qualities or knowledge that we want to learn from.<br>We chose this method because we had a specific objective of hearing from the organisation's stakeholders. |
| **Random sampling** | Random sampling means choosing people by chance, like picking names out of a hat, so that everyone has an equal opportunity to be included in the study. |
| **Reasonable Adjustments** | Under the Equalities Act, "employers must make reasonable adjustments to make sure workers with disabilities, or physical or mental health conditions, are not substantially disadvantaged when doing their jobs.<br><br>This applies to all workers, including trainees, apprentices, contract workers and business partners."<br><br>https://www.gov.uk/reasonable-adjustments-for-disabled-workers |
| **Reliability** | Reliability is about how steady and trustworthy something is. In research or information, the question is asked whether the result would stay the same if the study was done again in the exact same way. |
| **Safe/brave spaces** | Environments where people can express themselves, share their experiences, and engage in conversations without fear of judgement or harm (safe) or where difficult discussions can occur openly and respectfully (brave). |
| **Stakeholders** | People who have an interest or connection to something, like a project or a company. They can include employees, customers, investors, and others who care about the success or outcome of that thing. |
| **Thematic analysis** | Thematic analysis involves finding the main ideas in a bunch of information, like notes, interviews, or conversations. It helps understand what's important and what people are talking about the most. |

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| **Transcribe** | Transcribing involves recording something written, spoken, or played by writing it down. In a study, this makes it a lot clearer and easier to analyse. |
| **Trauma informed** | Approaches and practices that consider the impact of trauma on individuals, promoting understanding, safety, and support in various settings. |
| **Trigger** | "Triggers refer to the experience of having an emotional reaction to a disturbing topic (such as violence or the mention of suicide) in the media or a social setting. However, there is a difference between being triggered and being uncomfortable.....Feeling triggered isn't just about something rubbing you the wrong way. For someone with a history of trauma, being around anything that reminds them of a traumatic experience can make them feel like they're experiencing the trauma all over again" https://www.verywellmind.com/what-does-it-mean-to-be-triggered-4175432 |
| **Validity** | How accurate and truthful something is. When talking about the validity of research or information, the question is asked of whether it represents what it's supposed to. |
| **Wellbeing** | Overall health and happiness, encompassing physical, mental, and emotional aspects of a person's life. |
| **Workshops** | Workshops are special meetings where a group of people come together to learn or work on something specific. It's a hands-on and interactive way to explore a topic, share ideas, and practise new skills. |

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