

Mosaic Cymru: 2012-2015

An Overview of the Mosaic Model



Campaign for National Parks March 2015

Mosaic funders



Mosaic Welsh partners



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Introduction

The Mosaic programme aims to create sustained engagement between National Parks and new audiences, including black and minority ethnic (BME) communities, young people and others who have not visited National Parks before. This paper draws on learning from the Mosaic project we implemented with the three Welsh National Park Authorities and YHA (Youth Hostels Association) from 2012 to 2015¹. It provides an overview of the approach we developed and describes the principles and process we used to engage with BME communities and National Park Authorities. It provides an update to, and complements, an earlier paper produced in 2012².

We hope this paper will be useful to organisations implementing initiatives with similar goals and for diverse audiences.

Background

The Campaign for National Parks has worked with a wide range of community groups and individuals, National Park Authorities and the YHA since 2001 to develop effective engagement between people who have not used National Parks before and organisations managing National Parks or services in them. Since 2001, through our Mosaic projects, over 400 volunteer 'Champions' have promoted National Parks in their communities and introduced over 15,000 people to some of Britain's most inspiring landscapes for the first time. All 13 National Park Authorities in England and Wales have got involved. The National Park Authorities and YHA have worked with Champions to become more accessible to more people and involve more people in planning and making decisions.

National Park Authorities have a statutory duty to promote opportunities for public understanding and enjoyment of the National Parks and Mosaic provides a sustainable means to do this.

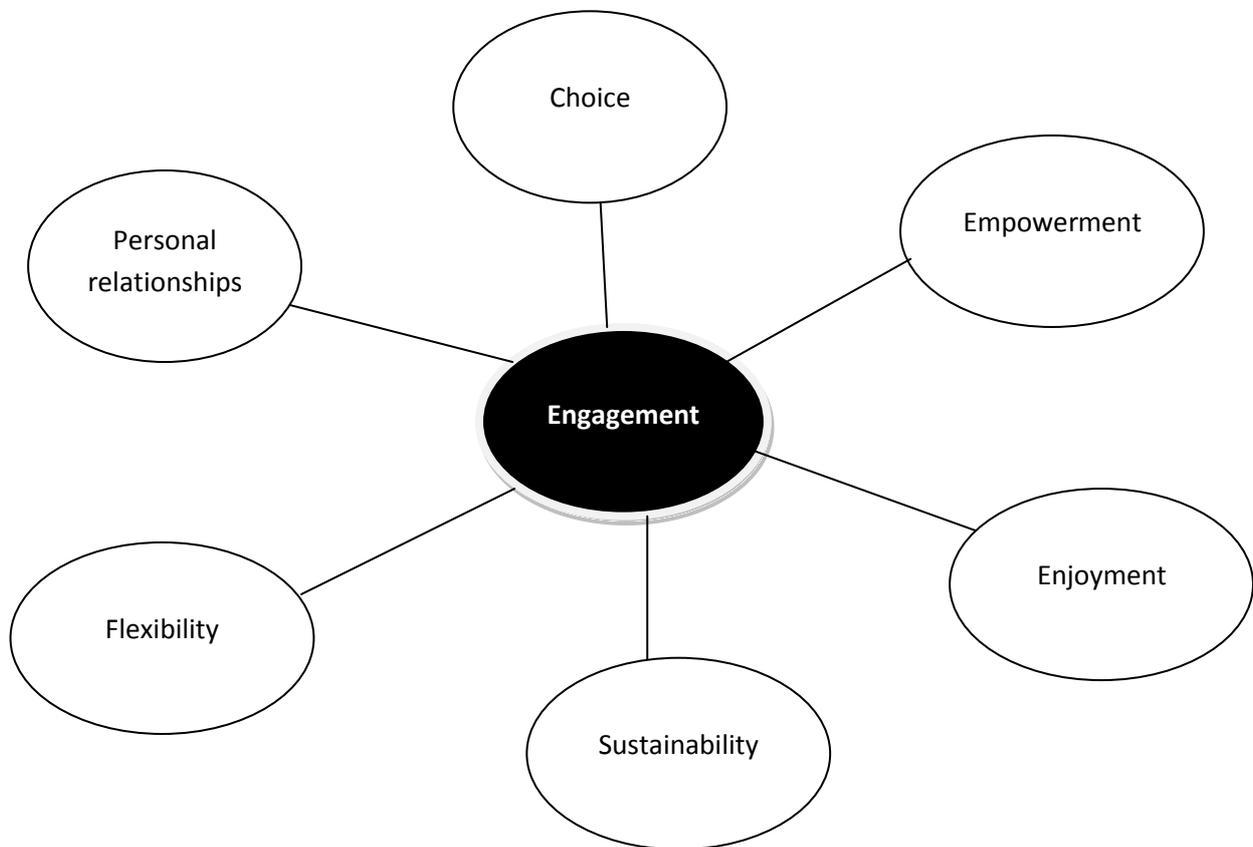
¹ This project was funded by the Big Lottery People and Places programme

² See paper '[Overview of Mosaic Model](http://www.cnp.org.uk/how-mosaic-works)' on our website <http://www.cnp.org.uk/how-mosaic-works>

The majority of people who get involved in National Parks for the first time through Mosaic cite many benefits including feeling better, having a venue for family or community to spend time together, gaining confidence and skills, strengthening identity and gaining understanding and confidence to get involved in decision making processes.

1. How it works – the Mosaic principles:

The Mosaic model and the principles that underpin it are all based on a process of engagement that is participatory, meaningful and inclusive.



Personal relationships: building personal relationships and networks between and across community members and service providers in the National Parks.

Choice: starting from Community Champions' and National Park service providers making a positive choice to engage; participation is not about compulsion, it is about choice.

Empowerment: giving individuals the skills and confidence to engage with National Parks and other partners at different levels, often through personal relationships.

Enjoyment: remembering that the project is about access to National Parks and everything in them, which were created for the benefit and enjoyment of the public.

Sustainability: making sure that the impact of the project lasts well beyond the period of core funding by consistently introducing people and withdrawing, while providing support where necessary. Being mindful that Mosaic is a temporary engagement at all times.

Flexibility: making sure that Community Champions and service providers in the National Parks can choose how to be involved, being flexible and adaptable to local and individual circumstances and interests.

2. What we do:

The Mosaic model rests on two parallel strands of activity:

1. Recruiting, training and supporting 'Community Champions' who promote National Parks to others in their community
2. Supporting organisations to develop and make changes to better reach new audiences.

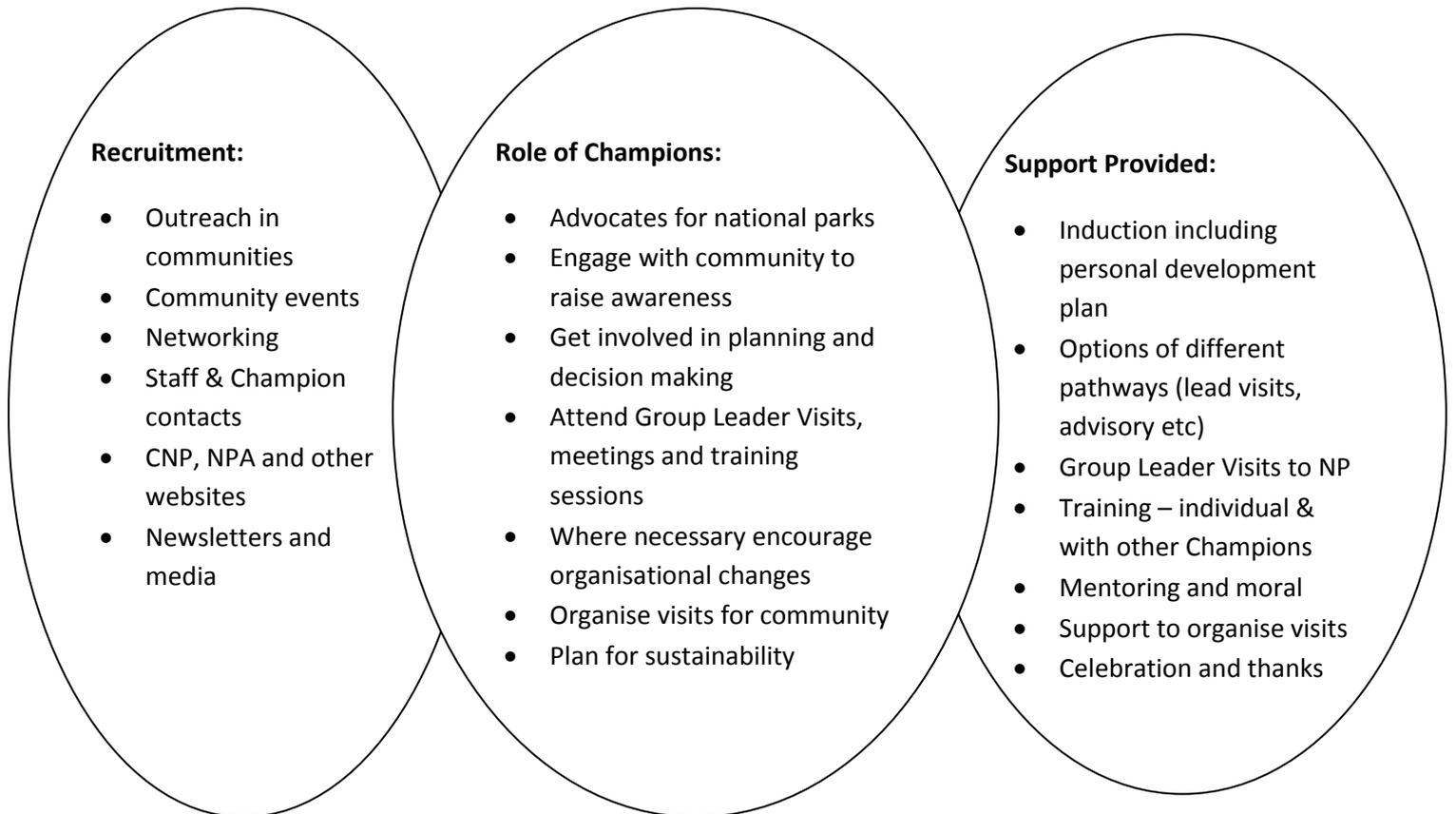
2.1 Community Champions: Flexibility, Trust and Support

Community champions in Mosaic project in Wales are volunteers from Black and Minority Ethnic (BME) communities with a growing passion for National Parks. They promote the National Park that is most local to them through various activities such as organising visits for members of their community; giving out information about the National Park informally; giving formal presentations; working with National Park Authority staff on stands at urban multicultural events.

Community Champions as community representatives meet with staff and members from the National Park Authorities and other organisations, are supported to take part in decision-making fora or advisory groups and join the Mosaic project board. The aim is to introduce and involve community champions in the decision making

process and support them to be a catalyst for change by raising awareness within organisations associated to National Parks.

Recruitment and support of champions is a key part of the Mosaic model and takes up the most resources. Using the principles above, the diagram below outlines the activities involved.



2.2 Organisational Development: A Collaborative Approach

Organisational development is integral to the Mosaic Model. It is a longer and more challenging process than Community Champion development. It focuses on partners who have made a positive choice to engage with the project and play an active role. The key and crucial starting point to enable change to take place is senior level 'buy in' to engaging with new audiences pro-actively. The underpinning principle is to build personal relationships between a range of staff and champions, recognising the two-way benefit: both parties have a lot to learn from each other. This builds understanding on both sides and creates opportunities for new activities or inputs based on personal interest of Champions, for example, as shown in the right hand box below.

Organisation pre-requisites	Key Activities	Opportunities for Champions to influence Organisation Development
<p>Senior level buy-in</p> <p>Dedicated staff time to meet Champions both formally and informally</p> <p>Recognition that, from the outside, organisations can be daunting</p>	<p>Partner Action Plan agreed between Mosaic and NPA provide framework</p> <p>Opportunities for staff, volunteers and members to meet champions informally</p> <p>Formal meetings between staff and Champions to share ideas and feedback</p> <p>Introduction to NPA office with some meetings / training held there</p> <p>Attend cultural events in urban areas to promote NPs</p> <p>Diversity Training based on real experience</p> <p>Agree succession framework & exit strategy</p>	<p>Signing up as volunteer</p> <p>Work-shadowing staff in area of interest</p> <p>Support to stand on advisory bodies or decision-making bodies</p> <p>Mystery shopping specific services for inclusivity</p> <p>Support to Champions who want to apply for governance posts</p>

3. Mosaic Management

The principles in this paper also underpin the way the project is delivered and managed. Mosaic is delivered by a tight team. A project officer for each area maintains strong relationships with Champions and the institutions we are working with (National Park Authority, local YHA). Project Officers have a high degree of independence, and work alone, making changes to project design to fit local realities while sticking to the principles and framework. A manager ensures good communication and understanding across the team. The unit is supported and managed by the Campaign for National Parks, an independent charity. This neutrality is important to the success of the project.

4. Impacts of Mosaic Model

Mosaic aims to create sustained engagement between new audiences and National Parks. Using the principles and activities outlined above, there are many wider impacts than successful engagement.

- It supports social inclusion, democracy and the right to participate in community as well as public assets such as National Parks
- It provides a space where disadvantaged individuals and communities can exercise power
- It uses inspirational venues to develop social capital and social cohesion and support integration and community development
- It contributes to a sense of culture, belonging to national parks and community
- It attracts significant interest in improving health and well being through contact with nature and the outdoors
- It is the source of considerable innovation that derives from an entrepreneurial culture which responds quickly to meet need

For further information about Mosaic, please visit the Campaign for National Parks website: www.cnp.org.uk/Mosaic