



ORGANISATIONAL CHANGE: WHAT WE LEARNT FROM MOSAIC

The work of the Campaign for National Parks' community engagement project, Mosaic, is based on two parallel strands of activity: assisting the project's partner organisations (the ten English National Parks and the YHA) to make changes to reach new audiences, and recruiting and training Community Champions to promote National Parks, youth hostels and the countryside. This document looks at some key things we learnt about organisational change across the project partners. (Please note that this document compliments *Value of ethnic minority engagement to partner organisations*).

Key Lessons

1. *'Doing business' with new audiences can be fun and lead to change.*

The Campaign for National Parks' Mosaic projects' success was built on the fact that the people and organisations involved *chose* to take part. They had fun and enjoyed learning from each other and therefore changed behaviour and attitude, almost, by default. The passion and enthusiasm of the Community Champions and staff in partner organisations was critical in affecting any change.

2. *Some generic organisational change aspirations are very difficult to implement in the space of three years.*

For example most partners have a desire to change their workforce profiles to reflect users/visitors. However change in this area is very difficult to achieve over a short timeline due to extremely low staff turnover, organisational shrinkage due to funding cuts and prohibitive distance from population centres to their offices.

3. *Success is usually small and incremental.*

Often improvements and changes were small and localised; a particular member of staff attending a local urban event with Community Champions or a National Park Authority member joining a Group Leader Visit activity, for example. While these activities may seem insignificant, it is these small steps that change attitudes and give staff skills and greater confidence to develop further change.

4. *Moving from a short-term add-on project to long-term business planning.*

Some partners were only beginning to look at engagement with urban black and minority ethnic communities by being part of the Mosaic project. Others had already incorporated specific targets and indicators in their management and business planning for work with the new audiences that Mosaic was targeting. This difference meant that the Campaign for National Parks needed to develop individual actions and objectives with partners that reflected where they were on this journey. We did this by agreeing a 'Partner Action Plan' with each partner which set targets relevant to that partner and provided a framework for activities.

5. *Community Champions provided feedback to National Park Authorities*

- Community Champions tested wording and images on materials to ensure they appealed to a wider audience and were in language that is easy for everyone to understand. This worked well for specific materials, but didn't necessarily have an effect across the board.
- Community Champions undertook mystery shopping activities on services and information provided by the National Park Authority.

6. *A focus on people more than process*

The Mosaic model of community engagement focused on people more than processes to look for the seeds of long-term change. This is best exemplified in two key areas - volunteering and governance.

Volunteering: Each Mosaic project partner developed a succession plan during the final year of the project to work to once the project came to an end. As part of this, all partners agreed that they would aim to integrate their Community Champions into their volunteer systems and practices. This has thrown up some interesting challenges including:

- Community Champions did not perceive themselves to be 'volunteers' in the institutionalised sense of the term. This is partly due to the fact that the word 'volunteer' is not commonly used in many communities that the Community Champions come from;
- Most organisations have long-established roles for volunteers, such as conservation volunteering or volunteer rangers. The Community Champion role of promoting the National Park in urban areas is, in many cases, new. It can be challenging to integrate these two 'types' of volunteers;
- Partners had to review and reshape their volunteering strategies to accommodate a new type of volunteer, for example many Community Champions live some distance from the National Park Authority, which has implications on expenses;

Governance: Partners (including secondary partners such as the National Parks' Societies) have recruited and involved Champions in decision-making structures. This approach is long-term and allows individual relationships to develop and contributions to be made that influence change. We led by example and recruited a Community Champion to the Campaign for National Parks' Board of Trustees and partner organisations including the YHA, Friends of the Peak District and the Yorkshire Dales Trust also did this. However, one outstanding challenge remains; improving the diversity of National Park Authority members.

'The Campaign for National Parks' Mosaic project has helped us move along a bit quicker, really given a very tangible aspect to our work. So instead of it being abstract, it's tied into a strategy. [We] have been able to point to real progress, real champions, real projects on the groups, and that's helped build a sort of confidence...' Jim Dixon, CEO, Peak District NPA

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