



OVERVIEW OF THE MOSAIC MODEL

The Mosaic project has proved successful in engaging new audiences with the outdoors in an empowering and sustainable way. The project is structured around a distinct model, the “Mosaic Model”. This document provides an overview of the Mosaic Model specifically focusing on our experience of ethnic minority communities and the National Parks, and the basic elements that would be required to replicate it elsewhere. We believe that the model is transferable, both to other settings (e.g. urban nature reserves), sectors (e.g. museums) and audiences (e.g. youth).

Fundamental Principles

The six fundamental principles underpinning the Mosaic model are:

Empowerment: giving individuals the skills and confidence to engage with National Parks independently, so that they do not need our help to do so;

Sustainability: making sure that the impact of the project lasts well beyond its life, by training volunteer “Community Champions” and by helping service providers in National Parks make organisational changes to better engage new audiences in the long term;

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 in the project is not about compulsion, it is about choice;

Enjoyment: remembering that this project is fundamentally about access to our most spectacular landscapes, which were created for the benefit and enjoyment of the public;

Flexibility: making sure that Community Champions and service providers in the National Parks can choose to undertake activities that *they* are interested in, being flexible and adaptable to local circumstances.

Mosaic Model Structure

The Mosaic model rests on two parallel strands of activity:

1. Recruiting and training “Community Champions” who promote the National Parks to others
2. Helping organisations make changes to better reach new audiences





Building links between Ethnic Communities & National Parks

Community Champion development

Community Champions are recruited as individuals with some degree of influence in the target audience, who have an interest in promoting the National Parks to others and helping their communities benefit from the natural environment.

Step 1: Engage with Communities – The Mosaic model will only be successful if a significant amount of time is spent making the effort to go out in communities, talk to people, build trust, establish relationships and raise the profile of the project through repeated contact.

Step 2: Recruit Community Champions – Identify and recruit individuals with a growing interest in the outdoors, to become Community Champions promoting the National Parks to others; explain what they would get out of their involvement.

Step 3: Induction – Provide each new Community Champion with a Personal Development Plan, Skills Audit and volunteer agreement (ideally done in person).

Step 4: Pathways – As part of induction, present the four pathways as a structure for understanding how Champions can promote the National Parks to others:

- Visiting: organising visits to the National Parks for others
- Promoting: promoting the National Parks to others, e.g. through urban events or media
- Training: training others to promote the National Parks
- Influencing: helping service providers make changes to better reach new audiences

Step 5: Group Leader Visits (GLVs) – Organise a weekend in the National Park for all new and potential Community Champions, to introduce them to the National Park, National Park Staff, Mosaic and the Champion role.

Step 6: Training – Provide training that will help Community Champions fulfill their role; each Community Champion should at a minimum get training in how to organise a visit and fundraising. Other training might include leading walks, first aid, map reading or presentation skills.

Step 7: Champion-led Activity – Support Community Champions in taking responsibility and leading their own activities, with a goal of each Community Champion promoting the National Parks to at least 20 people.

Step 8: Support and Thank Champions – Thank Community Champions for their volunteer work, and support them through regular information provision and an annual celebration event.





Organisational change

Organisational change is integral to the Mosaic Model and must not be overlooked. It is often a longer and more challenging element than Community Champion development. It should focus on partners who are taking an active role and have made a positive choice to engage with the project.

Step 1: Partner Action Plans (PAPs) – Draft an annual action plan detailing all changes you want to achieve in an organisation at strategic, policy and practice levels. This can be at all service areas, e.g. outreach, education, communications, volunteering, rangers, human resources, governance, etc. The Partner Action Plan should show how each action will contribute to corporate priorities, and should be signed off at senior level, ideally by the organisation’s CEO. It should outline who is responsible for each activity, and the timeline and targets associated with it.

Step 2: Regional Feedback Forum (RFF) – Hold an annual meeting bringing together Community Champions and relevant staff from the service providing organisation to share ideas and feedback. The meeting should be prepared in advance and facilitated by a lead person. It often works to hold it over a meal, to help ensure high attendance!

Step 3: Work Shadowing and Mentoring – Arrange for Community Champions to work shadow and/or be mentored by service providing staff. It is important that this relationship is recognised as two-way: both parties have a lot to learn from one another.

Step 4: Volunteering – Arrange for Community Champions to undertake volunteering roles with the service providing organisation, for example one-off conservation events, leading walks, becoming a ranger, or office volunteering.

Step 5: Mystery Shopping – Ask Community Champions to “mystery shop” services in the National Parks, such as visitor centres or website information provision. It’s important that Community Champions are briefed in advance and provided with clear, consistent and fair evaluation forms.

Step 6: Relationships – Ensure relationships are established and grow between Community Champions and key staff. This can be done by inviting a breadth of staff to various Champion events, and by encouraging direct communications between staff and Champions.

Step 7: Senior Level Buy-in – In order to ensure strategic- and policy- level organisational change, senior levels of the organisation (SMT, CEO and governance) must buy into the project and recognise its value; it may be useful to present a strong business case to make the benefits of Mosaic clear.





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Step 8: Governance – Support Champions to apply for formal governance positions, i.e. trusteeships and becoming a public authority “Member.” Keep in mind that this process can be very competitive, so it’s important to manage expectations.

Step 9: Formal and Informal Influence – Engage Champions in other forms of influence, for example sitting on advisory bodies (e.g. Local Access Forum) and contributing to consultations. This may be a more effective way of fostering change, than going through the governance route.

Step 10: Cultural and Urban Events – Organise joint cultural events with rural communities in the National Parks and Community Champions, e.g. around religious occasions. Attend urban events, such as Melas. Support National Parks’ staff to attend them with Community Champions.

Legacy

It is important that the impact of the project lasts well beyond its life, and for this reason planning for legacy must permeate all of project delivery.

Succession framework: start planning a detailed succession framework, in conjunction with all project partners and Champions, more than one year before the project ends.

Partner exit strategy: Task each individual partner organisation to write an exit strategy, based on the succession framework, in the last year of the project.

Handover of Community Champions: In the final months of the project hand over Community Champions to their partner organisation, to be supported and integrated into existing volunteer structures.

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