

TOOLKIT FOR IMPLEMENTATION

THIS TOOLKIT SETS OUT POTENTIAL NEXT STEPS FOR RSPB CYMRU TO TAKE TO DEVELOP THEIR PART IN THE PROPOSED NATIONAL NATURE SERVICE

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PART I: Demonstrating the causal links between inputs, actions and desired outcomes

Whilst there evidently is the need for future job creation, we found no evidence that those roles relevant to RSPB Cymru cannot be filled by existing qualified, experienced individuals, desperate to work within the sector. As such we contest there is a present or future skill shortage within RSPB Cymru. Instead, we suggest there is shortage of roles and jobs which a diverse range of people can access.

We recommend RSPB Cymru:

- Break down the nature work both for now and for the future and build jobs which meet both entry and experience requirements
- Identify roles required for internal organisational support and development; these will be new roles. While these roles will not immediately impact nature (i.e. they are not specific conservation roles), they will have a long-term impact on what is possible for nature.

The following logic models show the potential for long-term impact on what is possible for nature.

If we...

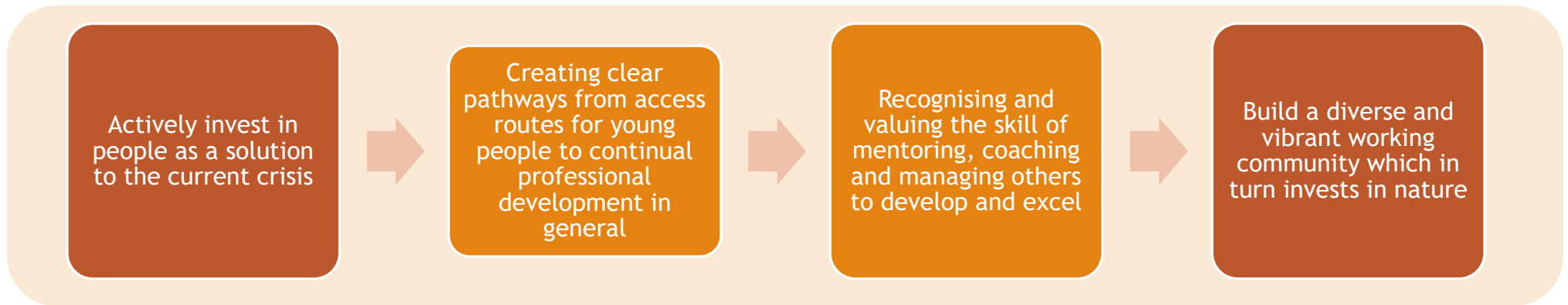


By...



We will...

Build a diverse and vibrant working community which in turn invests in nature



Short Term Actions

- Create role(s) to recruit and support young people to RSPB Cymru
- Develop internal support plan for departments to manage and support young people in role
- Develop a clear narrative on the need for and the benefits of development plans, nurturing and supportive behaviours such as coaching and mentoring

Medium / Long Term Actions

- Identify clear progression routes through the organisation which offer longer term employment for young people
- Identify clear progression routes through the organisation which support, recognise and value the ability to manage and lead people

Engage and encourage others to see the routes to involvement



Short Term Actions

- Create a role(s) which actively work in and with different settings
- Developing a recruitment and promotional strategy e.g. working with Careers Wales to attend inspire events; supporting staff to value and recognise the benefit of supporting existing courses e.g. Black Mountain College, sitting on employer boards for relevant college courses across Wales

Medium / Long Term Actions

- Developing a programme with different access points to the organisation to include but not limited to volunteering, short term summer programmes, work placements, secondments from other industries, secondments to other industries, apprenticeships

Demonstrate how the organisation values learning and development



Short Term Actions

- Develop the recruitment process, clearly outlining the difference between training/entry level, graduate level and experienced level of application
- Ring fence entry level roles for those with no/ limited experience or qualification
- Provide alternative ways of applying e.g. short film of why they are applying;
- Develop interview process to support people to do well e.g. send out questions in advance, create a more informal interview setting

PART II: Pathways and Partnerships

There is a clear need to develop pathways into the organisation and sector and, while we recognise there may be a desire to immediately provide a whole range of roles and opportunities via schemes such as kickstart, we question the longer-term benefit. While doing so may benefit organisational diversity in the short term, without follow on roles and opportunities the longer-term impact is likely to be limited for the organisation, nature and young people themselves. Recent organisational experience when recruiting for Kickstart roles also indicates that just having the roles is not enough. We recommend a more sustainable approach which builds capacity, support, opportunity and develops community relationships gradually and at the same time.

We recommend:

- 1+ partnership and development role in Wales to support entry level roles, organisational readiness and relationship building
- Gradually increase in the number of Kickstart roles in Wales (starting with an additional 5 ring fenced for young people with limited qualifications and/or experience in the first year to complement the 4 roles already available in Wales. This could be done via other support agencies such as Princes' Trust, WCVA)
- The development of clear pathway and progression route for young people which links Kickstart with apprenticeships and offers interviews for ring fenced roles
- The offer of additional apprentice roles in departments other than Tech Services (4 in first year)

An example of what this could look like can be found below. There are 3 distinct ways in which RSPB Cymru & the NNS can lay the foundations and build pathways to improve understanding of and create access to jobs within the nature sector. These are interconnected and the success of one is reliant on the implementation of the others. We have included examples of organisations in Wales who RSPB Cymru could work with as a way of illustrating each approach and drawing out the benefits:

Raising Awareness

What

- There are significant opportunities and a clear need to increase awareness of the opportunities to work both in direct conservation roles and in support services for young people. This research has shown that there is a lack of knowledge about the sector - what it does, the breadth of work, how to get involved. The young people we spoke to had little or no understanding of what is meant by 'green jobs' or 'jobs in the nature sector'. Where there is knowledge, this is likely the result of a childhood in which nature was considered important to parents/ carers. The opportunities that do exist for gaining experience and training in this sector, for instance via Kickstart or apprenticeships, are not easily found and compared to other industries there is a distinct lack of placements.

How

- By raising awareness via schools, colleges, clubs, youth groups & services, local community. This can be done through engagement in local community projects; attending careers events; providing guest speakers; inputting into the curriculum; developing direct relationships with youth groups; working with young people to design opportunities; one off volunteering tasks (linked into a route for finding out about more ways to get involved).

Example 1 - Cardiff & Vale College, Careers & Ideas team

[Link to website](#)

Developing local relationship with teachers & young people; increasing awareness of cause/ engaging with prospective supporters; increased understanding of breadth of jobs/ ways to get involved in nature organisations

Wider understanding of job opportunities/ what the nature sector can offer/ routes in; understanding of work they can do to support the environment; building relationship with prospective employer/s

Benefit for
RSPB Cymru

Benefit for
Young People

Increased understanding of
& support for nature related
Causes & earlier engagement

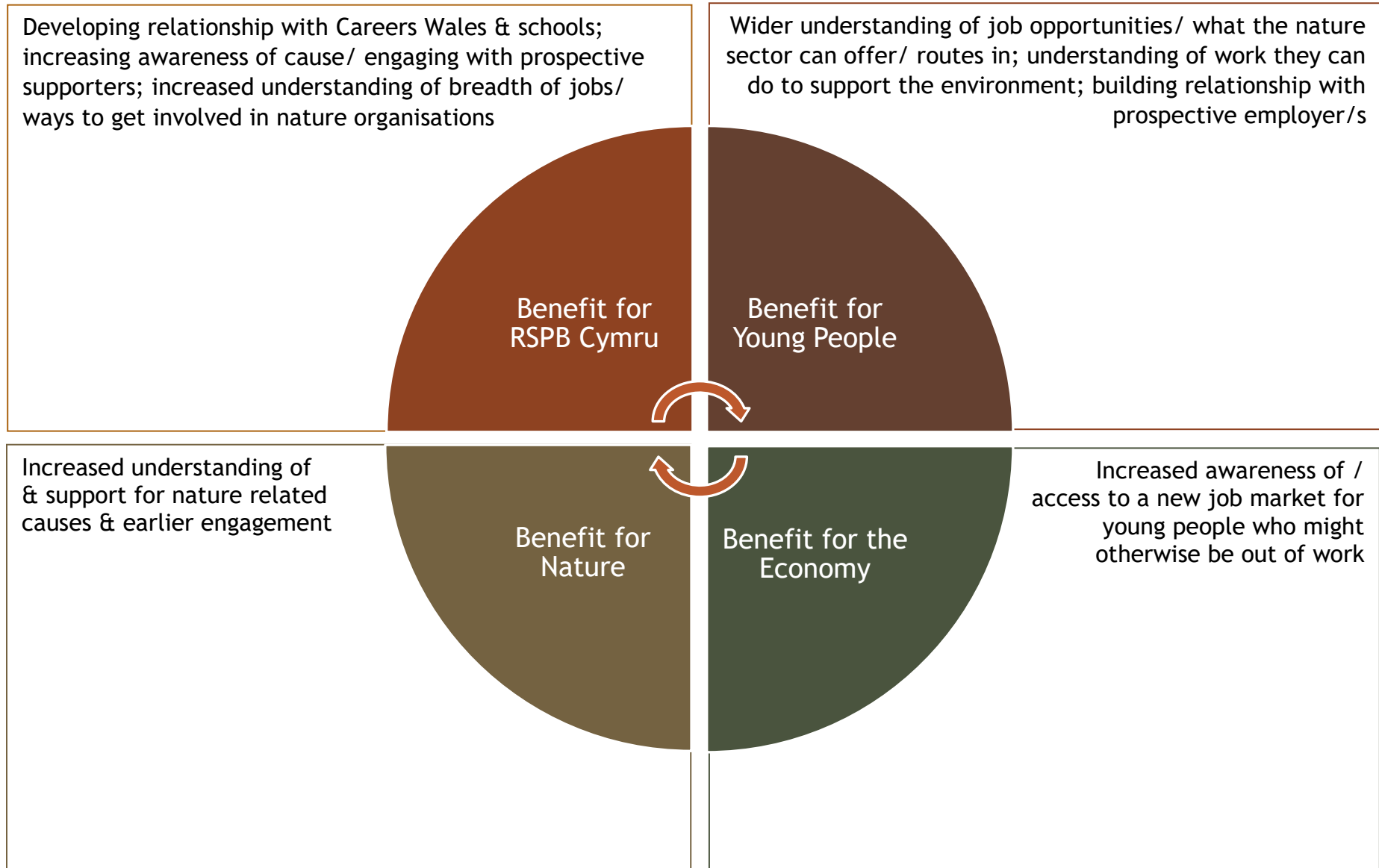
Benefit for
Nature

Benefit for the
Economy

Increased awareness of /
access to a new job market
for young people who might
otherwise be out of work

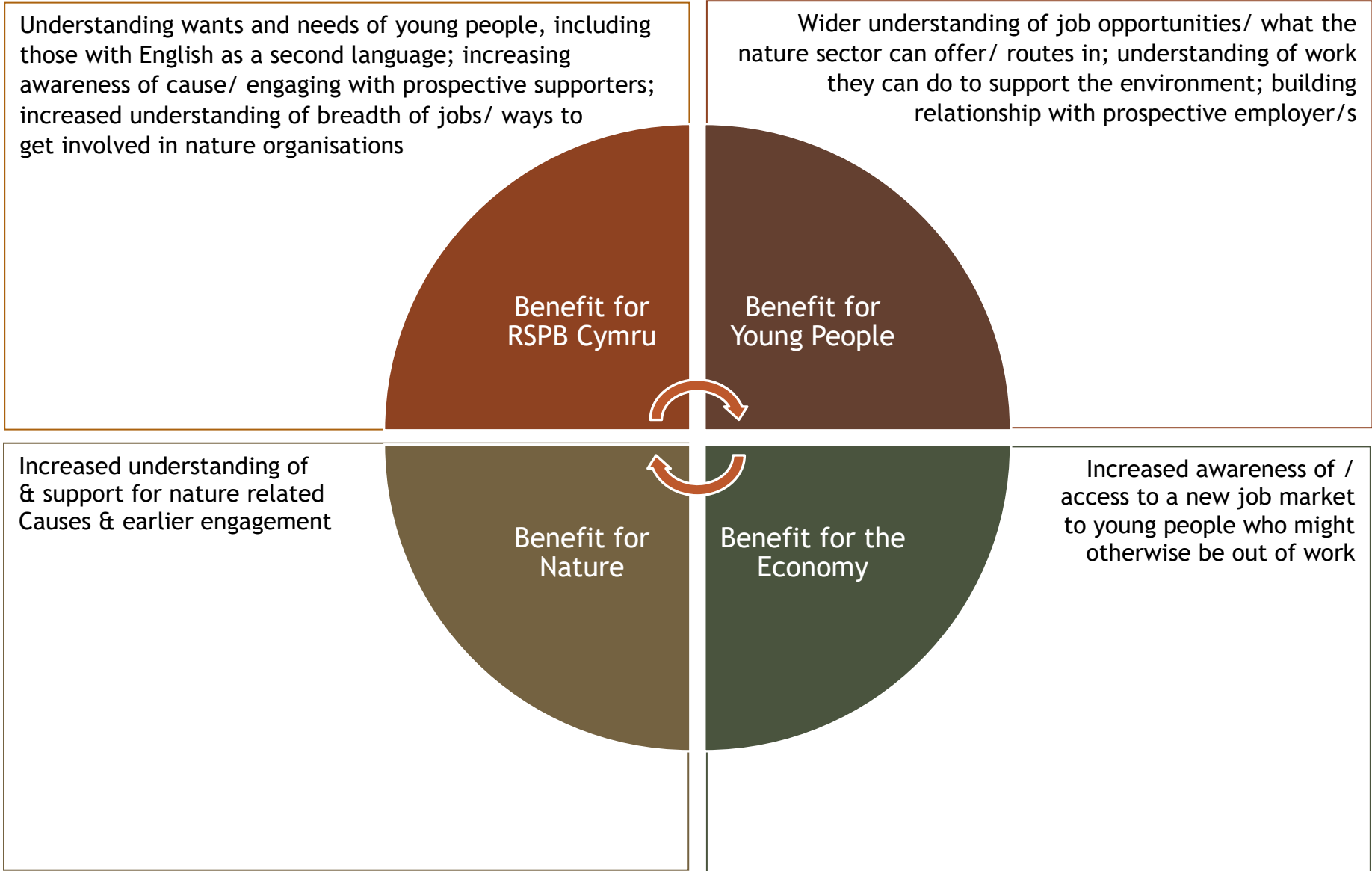
Example 2 - Careers Wales

[Link to website](#)



Example 3 - Ethnic Minorities Support Team (EYST)

[Link to website](#)



Deepening Understanding, Engagement & Involvement

What

- With awareness raised there needs to be continuing engagement and a clear pathway into involvement to enable the development of a deeper understanding of the sector and the opportunities.

How

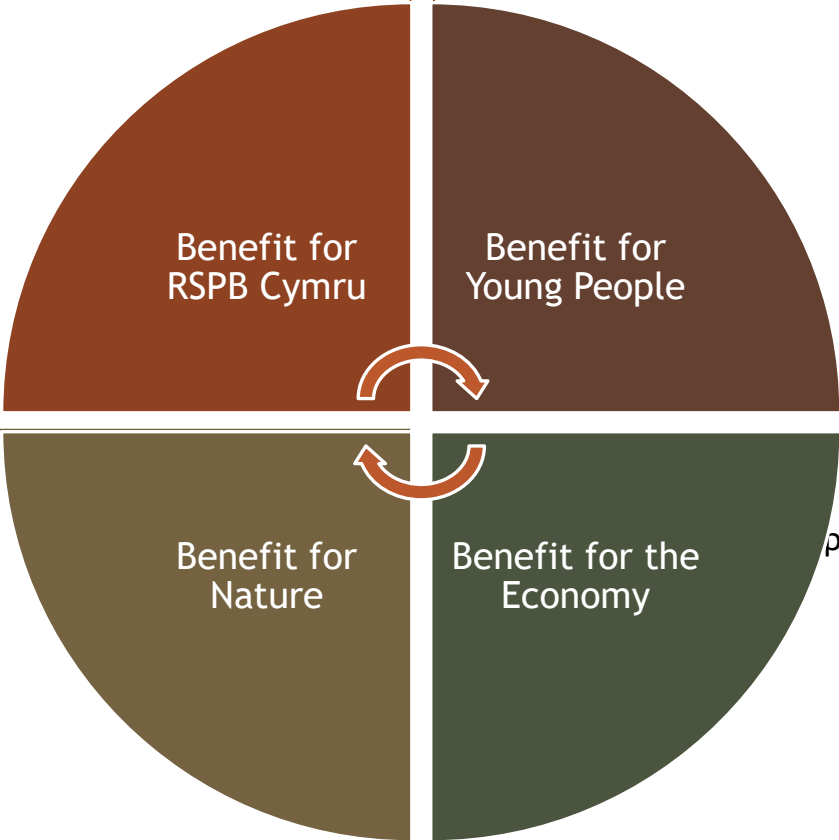
- By providing work placements; traineeships; delivering courses; expanding involvement in and support for community leadership of local projects. Localised, flexible volunteering opportunities

Example 4 - Cynon Valley Organic Adventures

[Link to website](#)

A good model of mentoring, supporting, training young people who might not otherwise have access to nature based work. Potential to work in partnership to create a pathway into work. A more diverse group of young people than might usually get jobs in this sector.

Clear pathways into regular employment; access to jobs that might traditionally be out of reach.

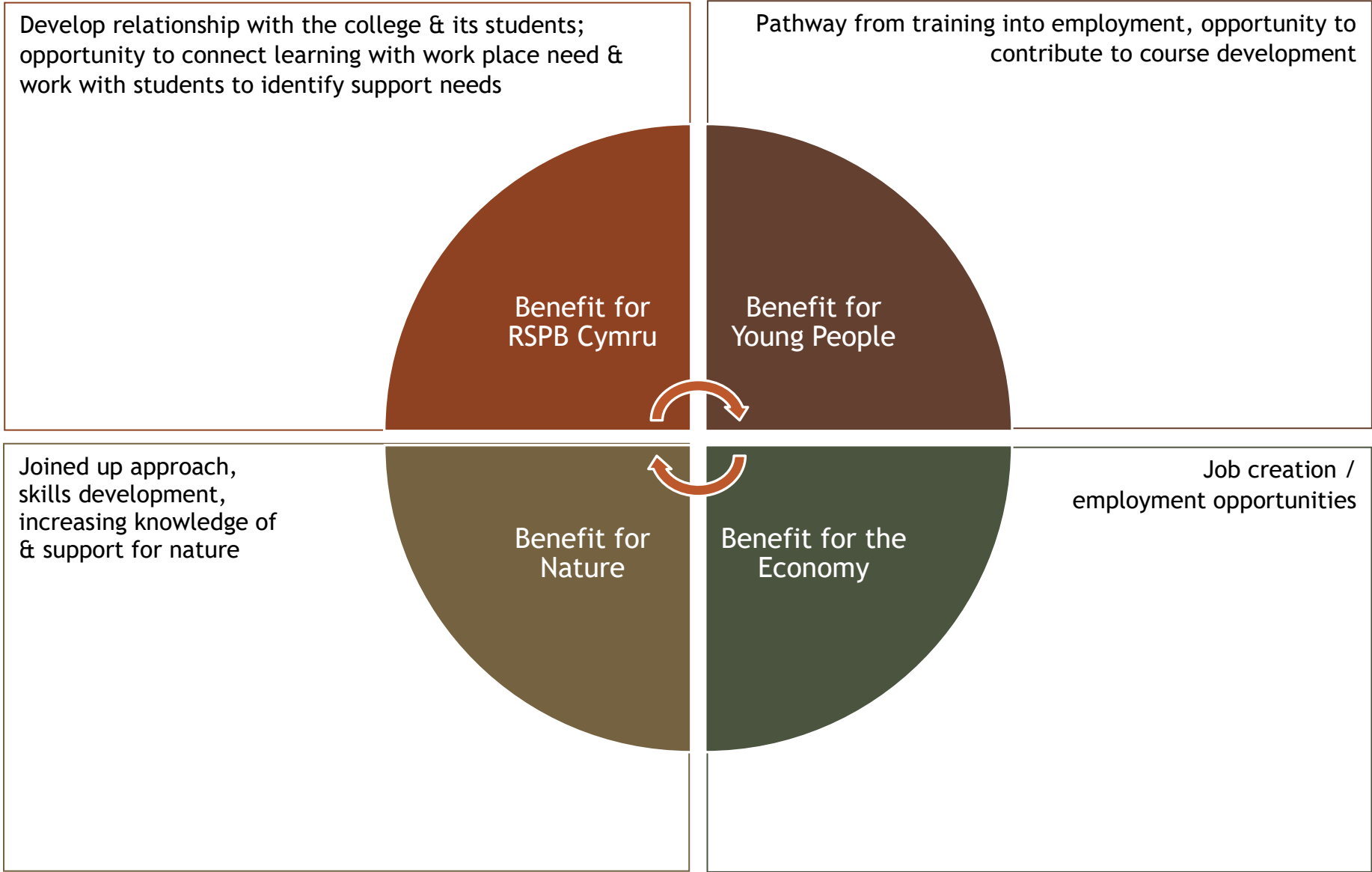


Involving a new demographic of supporters with connections to local communities, helping to widen understanding to a new audience.

Increased opportunities for employment & career progression for young people who traditionally struggle to access career paths.

Example 5 - Black Mountains College

[Link to website](#)



Increasing Opportunity

What

- There is the potential to increase the number of placements offered, but with this needs to come opportunities to take the next step into permanent employment. Working together across an NNS, organisations could create a network of opportunity.

How

- By increasing Kickstart placements across departments.; expansion of apprenticeship programme; paid internships; creation of specific entry level, no experience required jobs with support; having clarity on 'what next' with easy links across/ access to all NNS organisations, all of whom will likewise provide this range of opportunity

Example 6 - The Princes Trust in Wales

[Link to website](#)

Help to find young people for placements with support in skills development

Access to paid kickstart placements with support from the provider in a sector which has traditionally offered few opportunities

Benefit for RSPB Cymru

Benefit for Young People

Increasing the skills and knowledge of more young people/ developing the 'next generation' of people able to care for nature

Benefit for Nature

Benefit for the Economy

Increased opportunities for employment & career progression for young people who traditionally struggle to access career paths

Example 7 - North Wales Training

[Link to website](#)

Building relationships with providers is a vital step in ensuring that placements are well thought through and meet the needs of the young person and organisation

Access to employment & training for up to 18 months, with support and a qualification. Potential access to permanent employment at the end of the apprenticeship.

Benefit for RSPB
Cymru

Benefit for Young
People

Increasing the skills and knowledge of more young people/ developing the 'next generation' of people able to care for nature

Benefit for
Nature

Benefit for the
Economy

Reduced unemployment, skills development, access to unemployment, job creation, higher skilled workforce with transferable skills.



PART III: Action Plan

This following an example action plan. It will require commitment from the organisation to both support and ensure delivery. For longer term legacy it does require an element of organisational change and prioritising an ethos of learning, development and valuing supportive management. This may require a shift to nature being a parallel rather than the primary priority in the first instance but will provide longer term benefits across the sector.



RSPB Cymru: Sample Action Plan

