

Title: **Beyond Reroute - Engaging Young People in the work of SNH**

Date: **06 May 2020**

<b>Purpose:</b>	Decision. Board are asked to approve the proposals made for responding to the third and final report by Young Scot.
<b>How does this link with our corporate priorities of improving biodiversity or delivering nature-based solutions to climate change</b>	<p>Young People are a key stakeholder in realising a nature rich future and the actions proposed in this report will enable us to further embed engagement and co-design with young people across all our work to improve biodiversity and deliver nature based solutions to climate change.</p> <p>Implementation of these actions will enable SNH to maintain the sector leadership we have developed in this area in recent years. The development of the skills and approaches that we are proposing for young people are also relevant to other stakeholder groups and will therefore help implement our work with other stakeholder engagement and our equalities duties.</p>
<b>Summary:</b>	Building on two phases of the work by ReRoute – Scotland’s Biodiversity Youth Panel – a third phase of partnership work with Young Scot has now been completed. This latest phase of work has gone beyond engaging young people in the benefits of nature and has explored opportunities for better integrating young people into the work of SNH from strategic decision making to delivery.
<b>Actions</b>	We are seeking support from Board to take this work forward and embed it within the new business plan, operating model, corporate strategy and rebranding of SNH. The recommendation around governance requires further consideration and discussion with others.
<b>Recommendations:</b>	<p>Board are asked to:</p> <ul style="list-style-type: none"> <li>• discuss the strategic issues raised by the findings and recommendations of the Young Scot report; and</li> <li>• approve, subject to comments, the proposals made to respond to it</li> </ul>
<b>Report Author(s):</b>	Dougie Pollok and Pete Rawcliffe – People and Places Activity
<b>Sponsor:</b>	Eileen Stuart – Head of People and Nature Outcome
<b>Annexes:</b>	<p>A. Young Scot- Scottish Natural Heritage Partnership phase 2 report – overview of key outputs</p> <p>B. Young Scot- Scottish Natural Heritage Partnership phase 3 report 2019-20 – extract from the executive summary</p> <p>C. Young Scot- Scottish Natural Heritage Partnership phase 3 report 2019-20 - Summary of recommendations and associated actions with SNH’s proposed response to them</p>

## Beyond Reroute - Engaging Young People in the work of SNH

### Purpose

- 1 This paper presents the findings from the third and final phase of our current partnership with Young Scot and seeks approval for a range of actions we are proposing to take its recommendations forward.

### Background

- 2 Through its partnership work with Young Scot, SNH has taken a specific interest in engaging young people in our work over several years now through the work of ReRoute – Scotland's Biodiversity Youth Panel. Through the work undertaken, we have increasingly come to value young people as a key stakeholder in realising a nature rich future and have recognised the need to be better engage them in shaping it. Importantly, they are also a diverse group which represent a wide range of the protected characteristics found across the Scottish population as a whole. At the same time, we know that they are often excluded from decision making because they are considered to lack the traditional skills, expertise or experience.
- 3 In June 2018, the first ReRoute panel produced a set of recommendations for SNH on how we could better engage with young people. Between July 2018 and October 2019, a second ReRoute panel helped SNH take these recommendations forward in practice. A report on this 2<sup>nd</sup> phase of work was published in January 2020 (see <https://www.nature.scot/snh-partnership-report-2018-2019>). This provides an overview of progress against each of the recommendations made in the 2018 report. It also highlights several key outputs and good practice further detailed in **Annex A**, ranging from the work on kit libraries to improving the relevance of SNH's image to young people.
- 4 Both phases of work took engagement with young people beyond the standard approach of involving them in activity to building up their capacity to actively shape, promote and delivery it. Good examples of the impact of this approach include the Freshspace campaign co-designed by and for teenage girls and the ground breaking SNH parliamentary event with Young Scot. Such work is at the forefront of Scottish Government aspirations for stakeholder engagement and empowerment.

### Phase 3 – Beyond ReRoute

- 5 Between November 2019 and March 2020, a third and final phase of the current partnership with Young Scot has been undertaken to identify opportunities for actively integrating young people into the work of SNH from strategic decision making to delivery. The work - led by the SNH/Young Scot partnership officer - involved a detailed exploration of SNH staff's current views, understanding, and engagement with young people. View of ReRoute panel members and also external partners were also sought. A range of activities were undertaken involved over 150 staff, 15 young people and 9 partner organisations

- 6 Young Scot worked closely with SNH’s Young Employee Panel (YEP) and the People and Organisational Development (POD) team to ensure these strands of work were aligned – while the Young Scot report includes recommendations relevant to youth employment, a separate more detailed paper has been prepared by YEP on this subject.

### Findings and Recommendations of the Report

- 7 The full report can be accessed at <https://www.nature.scot/snh-partnership-report-2019-2020>, with highlights presented as follows.
- **Annex B** provides a summary of High-Level Insights from staff engagement work.
  - **Annex C** contains the 9 recommendations and 35 associated from Young Scot together with our proposed response to them

- 8 The recommendations are helpful and comprehensive. It is Young Scot’s view that we need to address each of these recommendations to ensure young people’s voices are championed within SNH, and that the organisation can capitalise on the skills, views, value and futureproofing that young people across Scotland can offer.

- 9 Some of these recommendations and associated actions are strategic in nature and will require further discussion to flesh out how they can be implemented in practice. They include a number of organisational and whole system changes that Young Scot consider are required to ensure that SNH continues to be leaders in engaging and empowering young people in the environment sector. By their nature these recommendations are more challenging for SNH to implement, but they also could deliver the largest impact. These strategic recommendations are as follows:

1	SNH leadership should provide staff and external stakeholders with a clear commitment to strategically engage young people in all areas of SNH’s work
3	Develop a network of young people for staff to engage and work alongside
6	Ensure external young people are represented in SNH’s governance structures

- 10 We consider that the last of these needs further consideration to test if it is technically possible or politically deliverable, or whether its underlying aspiration can be better met through engagement with existing youth structures such as the Youth Parliament, the development of an E&ELG wide-approach within Scottish Government to working with young people, or improvements to the current “observer” role by members of SNH’s youth panel.

- 11 Other recommendations and associated actions are more operational in nature and can be implemented through the leadership and on-going work of various teams, and particularly, the People and Places, the People and Organisational Development and the Programme Office (external funding) Teams. The recent decision to reprioritise an existing staff resource in the People and Places activity to increase capacity for engaging young people in our biodiversity and

climate change work will be helpful in providing a dedicated focus for this work inside the organisation. These operational recommendations are as follows:

2	Develop stronger mechanisms to engage young people and the public in SNH's work, and increase the awareness and understanding of a co-design approach among staff
4	Increase and share staff's skills, experience and knowledge of effectively engaging young people using a co-design approach across staff teams
5	Lead the sector by sharing skills, experience and knowledge of effective engagement of young people using a co-design approach
7	Review and develop funds so that young people are more strategically engaged and embedded in these processes
8	Develop operational procedures to better accommodate young people
9	Work with Young Employee Panel (YEP) to improve internal employment of young people

- 12 The report findings also highlight some more general issues in the organisation around the empowerment, confidence and values of our staff which are worth noting in relation to organisational development. They are also key links to be made to the wider work being taken forward within SNH on Equalities.

## Conclusion

- 13 SNH has already come a long way in engaging young people in its work gaining a reputation in the sector for leading this work. The recommendations identified in this third phase of partnership work with Young Scot signpost the next stage of this journey. Not all the detailed actions are "oven ready", and some involve a step change in how SNH ensures young people's voices are heard and championed within SNH. While the implementation of these actions will require adequate resourcing over several years, more critical factors in making further progress on this agenda are the level of ambition we have as an organisation and the commitment of our leadership at all levels of the organisation to deliver it. A key challenge in taking this work forward will be for us to put in place clear measures of success and timescales for evaluating our success in achieving them. Nevertheless, the benefits are significant in terms of SNH capitalising on the skills, views, value and futureproofing that young people across Scotland can offer. The on-going development of our business model, operating model, rebranding and corporate strategy over the next 12 months provide an excellent opportunity to do this if we want too.

## Recommendations

- 14 Board are asked to:
- discuss the strategic issues raised by the findings and recommendations of the Young Scot report; and
  - approve, subject to comments, the proposals made to respond to it

**Dougie Pollok and Pete Rawcliffe**  
**People and Places Activity**  
**May 2020**

**Annex A - Phase 2 report – overview of key outputs**

- **Kit Libraries** ReRoute worked with SNH, to explore how a kit library could work and to research more information about similar models, and what young people would like the kit libraries to be like. Through separate surveys for young people and organisations, and a facilitated workshop with pupils, ReRoute and SNH outlined a prototype for a kit library to be established.
- **Curriculum.** ReRoute felt that one of the important actions from the Recommendation Report 2018 was to: ‘Ensure that specific Scottish species and contexts are used as examples across every subject’. ReRoute members gathered first-hand experience of how Scottish nature is used in their school, college and university lessons and discovered that out of 62 lessons they monitored, 25 talked about the environment, and only three used specific Scottish examples. No school lessons used specific Scottish examples. Following this, ReRoute spoke to Education Scotland to explore how teachers can be supported to incorporate Scottish examples in different lessons and in outdoor learning. Education Scotland suggested that a resource, such as an example lesson plan, which demonstrates how Scotland’s nature can be incorporated in different subjects would be particularly useful.
- **Awards & Judging.** A ReRoute member was a judge on SNH’s Why Invest in Nature film competition for young people. ReRoute felt it was really important that if a competition was for young people, then young people should be involved in the process of shaping the competition and judging them. This members’ first hand experience of contributing to the judging process prompted ReRoute to think more broadly about Awards in the sector. ReRoute created a list of key ways that young people can be more strategically involved in shaping, developing, running and judging sector wide awards such as co-designing an award’s criteria and eligibility.
- **Big Steps for Nature** The first ReRoute group created a piece of content called ‘ReRoute’s Big Steps for Nature’ which the second ReRoute group updated to make even more visual and interactive. They developed this graphic with Young Scot’s Content team. It visually showcases the small changes that young people can make to help nature in Scotland in an interactive and engaging way. There are 20 points on the graphic which people can click on to see a suggestion for how to help nature. It is also formatted so that it can be viewed easily on a smartphone too, by scrolling up and down the image. This can be shared on various platforms to engage young people in nature.
- **SNH Image** ReRoute reviewed the photographs that SNH use across these platforms. Whilst SNH uses some incredible images, ReRoute felt that young people could be better represented across all photography and could appear much more often in publications and social media. ReRoute members designed and directed a photo shoot with young people to create a suite of over 400+ images that they feel represented young people. They also developed a ‘top tips’ tool for how staff could ensure young people felt well represented in any images they take. ReRoute reviewed SNH’s Photography & Filming Consent Form to ensure it was accessible for young people.

## Annex B - Phase 3 report - Summary of High-Level Insights

### *Staff's awareness of SNH's work with young people*

Staff were aware of some of SNH's work to engage young people but not in detail, and it is not widespread across all staff members and teams.

Some staff felt there was little or no overarching strategic approach to engaging young people and there was limited awareness of engagement work beyond specific teams, projects or grant funding. There was some concern that conversations around engaging young people now mainly focused on young employees, rather than incorporating the views of young people more broadly and strategically.

Across all the delivered workshops, staff identified, and categorised activities being delivered which engage young people. A summary of this is detailed in below.

Level of Engagement	Activity (that SNH does to engage young people)
High	<ul style="list-style-type: none"> <li>• Specific projects, work and partnerships with a young person focus – ReRoute, Young Scot, co-design work on National Walking and Cycling Networks, Scottish Outdoor Access Code</li> <li>• Internal employment initiatives – student placements, young employees, graduate placements, work placements</li> <li>• Internal volunteering initiatives</li> <li>• Young Employee Network and Panel – YEP member attending Board meetings</li> <li>• Work on National Nature Reserves</li> <li>• Outdoor education work</li> <li>• Research and evidence – university and college students, PhDs</li> <li>• STEM initiatives – staff being mentors, MSc and PhD placements</li> <li>• Funding/grant work through partners</li> </ul>
Medium	<ul style="list-style-type: none"> <li>• Work on outdoor learning and Learning in Local Greenspaces</li> <li>• Social media communications</li> <li>• Funding/grants to third sector partners</li> <li>• Giving university talks and presentations</li> <li>• National Nature Reserves (NNRs) – one off events and programmes <i>Transforming the way we work</i> initiatives</li> <li>• Biodiversity partnerships</li> <li>• Area work – student placements</li> <li>• App developed with schools as part of CivTech challenge</li> <li>• <i>On our Wavelength</i> project</li> <li>• Fixed point photography</li> </ul>
Low	<ul style="list-style-type: none"> <li>• NNRs – one-off events and programmes</li> <li>• Social media communications</li> <li>• One off events i.e. Dundee Flower Food Festival, Meadow Days</li> </ul>

	<ul style="list-style-type: none"> <li>• Staff giving university talks and presentations</li> <li>• Biodiversity partnerships</li> <li>• Area work communications</li> <li>• Engaging with school groups</li> <li>• Reporting such as parliamentary reports</li> <li>• Partnership work</li> <li>• Recruitment and talent retention</li> <li>• Paths work</li> </ul>
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### *Understanding the value of engaging young people in SNH's work*

Many staff understood the value that young people can bring to SNH such as enthusiasm, knowledge, creativity and different perspectives. This was predominantly linked to the value of internal young employees and the impact that young staff members have made.

Some staff expressed concern, resistance and questioning around the significance of engaging young people in SNH's work. This was both in the context of employment with other staff members feeling marginalised, and in the context of the wider public with young people being overrepresented in SNH's work.

Some staff also highlighted that SNH is a science-based organisation and suggested they were struggling to see how young people were relevant to this or could share power in decision making. However, other staff expressed a willingness to share power with different stakeholders including young people, and acknowledged SNH's responsibility to incorporate the views of all stakeholders in decision making.

### *Engaging young people in SNH's work*

Some staff reported that they felt that they had no mechanism for engaging and embedding young people's views in their work. Staff felt this also reflected a lack of mechanism for engaging the wider public in SNH's work. Staff felt that increasing the number of young employees would also help increase representation across the organisation.

Staff acknowledged that leadership and managers had a role to play in better articulating the need, aims and purpose of engaging young people. Staff identified that having young people embedded in SNH's governance structures such as a board member and at senior meetings would demonstrate and facilitate this strategic commitment to young people.

Staff felt that staff capacity, resources and competing priorities were barriers to engaging young people. Sharing learning and skills from existing engagement work could help address this. Using existing contacts and networks better would help staff to access young people. Partnership work and funding relationships are also important to help develop mechanisms of engagement. Staff also identified specific processes and operations that could be improved to enhance engagement with young people.

## Annex B – Assessment of Phase 3 report recommendations and proposed actions

Recommendation	Proposed actions	Comments.
<p>1: SNH leadership should provide staff and external stakeholders with a clear commitment to strategically engage young people in all areas of SNH's work</p>	<p>1A: Leadership should articulate to staff a clear commitment to engaging young people at a strategic level.</p> <p>1B: Managers should articulate clear aims, outcomes and purpose of engaging young people – reflecting the value this engagement brings.</p> <p>1C: Managers should ensure that engaging young people is clearly outlined in individual and team work and delivery plans.</p> <p>1D: Leadership should identify key strategic opportunities to embed young people within SNH activity, including Scotland's post 2020 biodiversity strategy, SNH's new business and operating models, the rebrand and future corporate plans.</p>	<p>1D is perhaps the most significant action proposed in terms of challenge and potential impact.</p> <p>1A and 1D require SLT commitment and may require Board sign-off to ensure all our work engages young people.</p> <p>1B and 1C require ELT commitment with support from P&amp;P, POD and PO.</p>
<p>2: Develop stronger mechanisms to engage young people and the public in SNH's work, and increase the awareness and understanding of a co-design approach among staff</p>	<p>2A: Make information, research and statistics more accessible and understandable for young people and the public by co-designing how this information is communicated.</p> <p>2B: Leadership should identify and create specific time, resource and capacity across teams and individuals workplans to enable meaningful engagement of young people.</p> <p>2C: Review, develop and embed the insights and recommendations from ReRoute across the organisation.</p> <p>2D: Recognise the engagement mechanisms that already exist such as ReRoute's Scale of Engagement, or the existing work with schools and young people, and highlight these so that staff can make better use of them.</p>	<p>2B require ELT commitment with support from P&amp;P, POD and PO.</p> <p>2A, 2C, 2D and 2E to be led by P&amp;P with support from POD, PO and Coms</p>

	2E: Develop internal mechanisms for sharing staff's views, opinions and experiences in order to develop a stronger approach to co-design with external stakeholders such as young people and the public.	
3: Develop a network of young people for staff to engage and work alongside	3A: Develop a network of young people for staff to approach for engagement, using the work with ReRoute as a strong basis. 3B: Maximise the use of current networks of young people through contacts and partners. 3C: Establish an organisation-wide strategic panel for young people using a co-design approach.	3C require SLT commitment and may require Board sign-off given the resources involved  3A and 3B require further consideration by P&P and POD to identify the best approach
4: Increase and share staff's skills, experience and knowledge of effectively engaging young people using a co-design approach across staff teams	4A: Develop and share case studies of how engaging young people's views and experiences has worked in other teams – for example the Freshspace animations or co-design work on Scotland's Great Trails. 4B: Dedicate a staff member/position to help facilitating young people's strategic engagement across different teams. 4C: Upskill a staff member in each team for engaging young people – network and share skills with other staff. 4E: Share learning and insights from ReRoute's work across the organisation. 4F: Recognise and further implement work already carried out and led by young people such as ReRoute.	4A, 4C, 4D, 4E and 4F to be led by P&P with support from POD, PO and Coms.  4B requires SLT commitment. An existing network such as the Communication champions network could be developed for this purpose?
5: Lead the sector by sharing skills, experience and knowledge of	5A: Foster better networks between strategic youth committees and panels in the sector to share learning and insights, and to provide a strong platform for young people's voices in the environment sector.	5A and 5D require SLT commitment and may require Board sign-off given the resources involved

effective engagement of young people using a co-design approach	<p>5B: Explore funding relationships to consider how SNH can better enable a local and flexibly delivery model for partners.</p> <p>5C: Facilitate sector wide and cross-sector conversations, learning and skill sharing on strategically engaging young people.</p> <p>5D: Establish new contacts and networks, and challenge long established modes of working to lead creative approaches to engaging young people and learning amongst partners.</p>	5B and 5C to be led by P&P with support from PO
6: Ensure external young people are represented in SNH's governance structures	<p>6A: Advise Ministers and the Cabinet Secretary to appoint an external young person under the age of 26 to SNH's Board.</p> <p>6B: Involve external young people in the meetings of Senior Leadership Team, Extended Leadership Team and Outcome Managers.</p> <p>6C: Encourage environmental organisations and leaders to involve young people in sector-wide governance, such as a young person's panel working alongside the Environment and Economy Leaders Group.</p>	<p>6A, 6B and 6C require SLT commitment and may require Board sign-off given the governance implications.</p> <p>Further discussion is needed here to determine what is possible and also what would work best. Rather than looking at SNH in isolation, a young person's E&amp;ELG could also be a better means of delivering the change sought. We should also look at working with existing structures such as the Youth Parliament. Improvements to the current "observer" role of the YEP could also usefully be explored</p>
7: Review and develop funds so that young people	7A Develop funds administered by SNH to be more accessible to young people.	All to be led by P&P with support from PO and Coms

<p>are more strategically engaged and embedded in these processes</p>	<p>7B: Develop funds administered by SNH to include criteria which require projects to include meaningful engagement of young people.</p> <p>7C: Share learning and insights from the Future Routes Fund more widely across SNH.</p>	
<p>8: Develop operational procedures to better accommodate young people</p>	<p>8A: Develop processes and procedures for working with young people such as child protection policies, volunteering policies and processes for supporting young people on work experience to be clearer and more concise.</p> <p>8B: Schedule meetings at times that young people can make.</p> <p>8C: Ask young people to identify the type and style of engagement they would like with SNH.</p> <p>8D: Consider the structure and format of meetings that involve young people.</p>	<p>All to be led by POD building n more detailed recommendations from YEP.</p>
<p>9: Work with Young Employee Panel (YEP) to improve internal employment of young people</p>	<p>9A: Follow YEP recommendations and engage with YEP on any developments to employment initiatives, particularly for young employees.</p> <p>9B: Make SNH a more accessible and open employer for young people by following YEP's recommendations and key suggestions from young people.</p> <p>9C: Increase the number of internal young employees.</p> <p>9D: Re-develop SNH's mentoring scheme to highlight the opportunity for mutual learning and skill sharing between different aged employees.</p>	<p>P\&amp;OD actions</p>