

## A Greener Scotland – are we on track?

Report on LINK Members' Congress, 30 October 2008, held at the Birnam Institute Perthshire.

### Welcome

John Mayhew welcomed everybody to the Congress. After a slide show reviewing the events of LINK's year he explained the aims of the day. LINK's vision for a greener Scotland was set out in the publication [Scotland 2011: Scottish Environment LINK's Challenge to the New Scottish Government](#). The SNP administration states that environmental issues are core: that the Greener Scotland objective sits alongside objectives for a wealthier and fairer, healthier, smarter, safer and stronger Scotland. There is legislation coming on climate, marine and flooding. There are parallel processes – food discussion, soils framework, and the review of land use. We have indicators for some aspects and the context is Government's overall purpose of 'sustainable economic growth', As NGOs we find GDP is not a satisfactory measure of progress, a long way off Gross Domestic Happiness.

### Greener Scotland – an observer's perspective.

David Lee, Senior Assistant Editor, Scotsman newspaper

With eight years' experience on The Scotsman, David gave his perspective on the development of the green agenda and the paper's involvement with this. For the last two years, the Scotsman has employed dedicated environment and transport correspondents and has moved far away from the previous focus on celebrity, scandal and climate scepticism. Green issues were now integrated, and more mainstream across the board at the Scotsman, reflecting how far the debate has moved generally, and the feedback from readers. Nevertheless, the financial/economic agenda will always be the main consideration and can sometimes be in direct competition with the environmental agenda – eg support for the Forth Bridge and A9 dualling.

Environmental campaigns have included Stop Wildlife Crime, Save Our Seas and Let's go Green Together, the latter as Government's media partner. These resonate with readers, for whom the environment is an essential part of the paper. Partnership with Government will not stop the paper criticising it if it feels the rhetoric is not matched by action. NGOs have a clear role in keeping the pressure on Government, and making it face up to its pledges.

#### Questions

*Has the Scotsman surveyed its readership to see where the environment sits with them?*

Researching capacity has shrunk but indications are that coverage generates positive feedback, more coverage is wanted.

*What is the public buy-in to the driving purpose of economic growth. Does government have a public mandate for pursuing it?*

Yes, from readers of the Scotsman. There is concern that government may do quick populist measures to tackle the economy and whether sustainable economic growth is underpinning it. The paper will be scrutinising action over the next months for impacts longer term.

*Does the paper feel its responsibility with regard to climate change, or considered the impact on readers, in publishing misinformation from sources who sow seeds of doubt about the evidence-based science, an extremely powerful tool for those who want to grab hold of anything for comfort. Does it consider leadership from media is needed?*

Senior staff are aware of the issues, though it is not always easy to discern (eg in letters to the editor) between deliberate misinformation and opinion. Broadly speaking the paper is trying hard, and takes the issue seriously.

*How are campaigns chosen?* Normally there is a gut feeling in the editorial team that something resonates with the public, eg from letters. An issue can be pushed by reporters (eg Save our Seas), and they won't start a campaign unless it can be won. Stop Them Now (supporting SSPCA on poisoning birds of prey) will be constant, provoking interest and response.

## The Five Objectives - all met?

Mark Ballard, Head of Communications and Campaigns, SCVO

It is instructive to compare the current objectives with those of the Lab/Lib administration - remarkably similar priority of growth and increasing opportunities for all. In 2007, the Scottish Ministers set for themselves an overall purpose-

"To focus Government and public services on creating a more successful country, with **opportunities for all** of Scotland to flourish, through increasing sustainable **economic growth**."

This overall purpose is supported by 5 strategic objectives-

- **Wealthier and Fairer** : Enable businesses and people to increase their wealth and more people to share fairly in that wealth.
- **Healthier** : Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.
- **Safer and Stronger** : Help local communities to flourish, becoming stronger, safer place to live, offering improved opportunities and a better quality of life.
- **Smarter** : Expand opportunities for Scots to succeed from nurture through to life long learning ensuring higher and more widely shared achievements.
- **Greener** : Improve Scotland's natural and built environment and the sustainable use and enjoyment of it.

Lab/Lib-Dem Priorities from *"Building a Better Scotland: Spending Proposals 2003-2006"*

Our plans outlined within this document for **growth in the economy** and in increasing the **opportunities for all** our people will deliver substantial improvements across the whole of Scotland.

Health	Education	Crime	Transport	Jobs
<i>To build a healthy, caring Scotland</i>	<i>To give every child and young person the best possible start in life</i>	<i>To create a safer and fairer Scotland</i>	<i>To promote an accessible Scotland</i>	<i>To create a highly skilled, learning, earning, connected Scotland</i>

### Sustainable Development

Across the whole work of the Executive, our aim is to promote sustainable development, combining economic progress with social and environmental justice.

## Closing the Opportunity Gap

Across all of our priorities, our aim is to close the opportunity gap between the most disadvantaged and the average for Scotland.

**Everything** we do, every policy we introduce, every decision we make will be measured against success in closing the gap, to ensure that we live in a society founded on fairness, equality and opportunity.

### SNP has 7 Purpose targets:

Indicator	Target
GDP Growth	To raise the growth rate to the UK level by 2011. To match the growth rate of small independent EU countries by 2017
Productivity	To rank in the top quartile for productivity amongst our key trading partners of the OECD by 2017
Population Growth	To match average European (EU15) population growth over the period from 2007 to 2017, supported by increased healthy life expectancy in Scotland over this period
Solidarity	To increase overall income and the proportion of income earned by the three lowest three income deciles as a group by 2017
Cohesion	To narrow the gap in participation between Scotland's best and worst performing regions by 2017
Participation	To maintain our position on labour market participation as the top performing country in the UK and to close the gap with the top 5 OECD economies by 2017
Sustainability	<b>To reduce emissions over the period to 2011. To reduce emissions by 80% by 2050.</b>

**and 15 National Outcomes** (direct environment relevance in **bold** below)

1. We live in a Scotland that is the most attractive place for doing business in Europe.
2. We realise our full economic potential with more and better employment opportunities for our people.
3. We are better educated, more skilled and more successful, renowned for our research and innovation.
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
5. Our children have the best start in life and are ready to succeed.
6. We live longer, healthier lives.
7. We have tackled the significant inequalities in Scottish society.
8. We have improved the life chances for children, young people and families at risk.
9. We live our lives safe from crime, disorder and danger.
- 10. We live in well-designed, sustainable places where we are able to access the amenities and services we need.**
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
- 12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.**
13. We take pride in a strong, fair and inclusive national identity.
- 14. We reduce the local and global environmental impact of our consumption and production.**

15. Our public services are high quality, continually improving, efficient and responsive to local people's needs.

**There are 45 Indicators – some environmental:**

32: Reduce overall ecological footprint

33: Increase to 95% the proportion of protected nature sites in favourable condition

34: Improve the state of Scotland's Historic Buildings, monuments and environment

35: Biodiversity: increase the index of abundance of terrestrial breeding birds

36: Increase the proportion of journeys to work made by public or active transport

38: 50% of electricity generated in Scotland to come from renewable sources by 2020 (interim target of 31% by 2011)

39: Reduce to 1.32 million tonnes BMW sent to landfill by 2010 (*In 2007/8 the amount of BMW sent to landfill was 1.37 million tones*)

40: Increase to 70% key commercial fish stocks at full reproductive capacity and harvested sustainably by 2015

Other interesting indicators are:

4: Reduce the proportion of driver journeys delayed due to traffic congestion

10: Decrease the proportion of individuals living in poverty

13: Increase the social economy turnover

15: Increase the average score of adults on the Warwick-Edinburgh Mental Well-being Scale by 2011

22: All unintentionally homeless households will be entitled to settled accommodation by 2012

27: Increase the rate of new house building

28: Increase the percentage of adults who rate their neighbourhood as a good place to live

31: Increase positive public perception of the general crime rate in local area

45 Reduce the number of Scottish public bodies by 25% by 2011

Mark said he was personally cautious whether SNP priorities represented a shift, asking 'What difference do priorities make?' As a past member of the Finance Committee, examining the budget annually, the answers would always be about specific initiatives, not that general action was informed by sustainable development and to be fair that applied to other cross-cutting priorities too. Government just did not match spending to targets. When John Swinney and Jim Mather took over they were clear about the shift in dealing with priorities. Outputs became outcomes. The Lib/Lab government focused on inputs eg NHS or PPP school buildings.

What is important is that Government has indicators against which it wants to be measured. They are an interesting selection, eg birds, some are very specific (indicators 15 and 10). Birds are there because of a dataset. The collapse in seabird populations doesn't feature. There are some indicators that are very good eg footprint. Some parts of government may feel that without a dataset this is too complicated, and ignore it.

For voluntary sector environmental organizations, with some reservations, it is a massive opportunity for us. SCVO is working on the impacts on the voluntary sector. We do not consider indicator 13 a particularly effective target. Targets are a much better way of relating to government. We have to be ready with our own targets, get our issues on the agenda and get things included in planning structures. The parallel with New Zealand on outcomes is useful and a model we should look at. A high level priority was zero waste, a crossover issue. SNP is keen to learn from independent small states, eg Irish social partnership involves NGOs, a model we will need if we are going to do it.

Are the objectives met? We are not quite there yet on the greener objective. The model is good – signifies progress.

## Questions

*There is a lot said about joined up government. Is it happening in practice?*

There is a gap between wishes and reality. SCVO is looking in local government at how far x-cutting issues are affecting their work. Single Outcome Agreements were done in a terrible hurry. SCVO is working with others as they make transition to make it meaningful. Massive changes are needed. As SCVO, Mark is sceptical about it so far, though committed to the process.

It is difficult to join up our own organizations, needs time.

*SOAs offered an opportunity not taken up by the voluntary sector. SAGS and Sustrans commented and the only analysis is by Greenspace Scotland. It is an opportunity that should be grasped to compare Local Authorities and try to change behaviour.*

It is partly a learning opportunity for NGOs to put in indicators that are taken up, and if they are not in, to ask why, improve our inputs, and also learning experience for voluntary sector. The processes are there, the voluntary sector is huge, diverse and contradictory; this misunderstands what the sector is. LINK has done well in getting its 'vision' out.

*LINK met Cosla recently, expressed concern about ringfencing environmental priorities. How can we best interact, given our capacity?*

In terms of ringfencing, local authorities refused to do anything on recycling unless it was ringfenced. SOA has potential.

*Can you say a bit more about the process on new indicators and how we can get involved?*

Don't think it is known yet. It is an area where if we can have consistent set of ideas, the more chance we have of being effective. Repeat, repeat, repeat....

*SCVO is engaging in spending review – how does it do it?*

Task group has Cosla, SCVO, SG and Chief Officers Association. It is primarily a vehicle for discussion and refining ways for future. Invited intermediaries to input and participate in generating ideas for that task group. Want to strengthen links with LINK.

*Does this include influencing the budget – not being 2 steps behind?*

Yes, have to know what we want. Wider civil society has not made coherent asks, we need to be as coherent as possible over the next few years.

*Do 45 indicators adequately capture the range or are they in danger of driving the agenda?*

It is difficult to tell at the moment what will make effective indicators. 32 is good. Some are less so, need to find right ones, not an easy task.

## Outcome-Focused Government: Monitoring Performance

Dr Rebekah Widdowfield, Head of Rural and Environment Analytical Services

The purpose of Government is to "focus government and public services on creating a more successful country, with opportunities for all in Scotland to flourish, through increasing sustainable economic growth."

The Scottish Government has a single Purpose - to create a more successful country where all of Scotland can flourish through increasing sustainable economic growth. The Government Economic Strategy sets out the approach to delivering our Purpose to ensure that all of the Government's resources and policies are focused on its achievement.

The National Performance Framework sets out vision, each part of a single purpose of sustainable economic growth. What does sustainable mean in this context?

Sustainable economic growth:

- Building a dynamic and growing economy that will provide prosperity and opportunities for all
- Shaping markets so that environmental and social costs fall on those who impose them
- Meeting the diverse needs of all our people, in existing and future communities, promoting personal wellbeing, social cohesion and inclusion
- Respecting the limits of our environment, natural resources and biodiversity – locally and globally – so that future generations can enjoy a better quality of life too

So, what does the sustainable word mean in this context? These quotes come from the Government Economic Strategy, which John Swinney has emphasised is the description of the principles we are to follow as we work towards the Government's Purpose.

This is a combination of the economic, perhaps traditionally measured in terms of GDP, with the social and the environmental. Another way of putting it is that growth is to be achieved, but in an equitable way – to the benefit of poorer people as well as the wealthier; to the benefit of all regions of Scotland; and respecting the interests of future generations rather than squandering their inheritance in this one.

Combination of 3 legs of sustainable development in an equitable way across all regions and future generations. The meat is in 15 national outcomes etc.

How does it play out in practice?

There has been a fundamental shift to outcomes. The previous administration had 450 priorities. NPF is a mechanism for a cross-cutting approach. Activity is measured towards all outcomes – each is as important as the others.

Embedding the NPF

#### **Structures**

- Directorates
- Strategic Board
- Programme Boards and other Cross-Office Groups

#### **Systems**

- Business Planning: alignment activity to outcomes
- Scottish Impact Assessment Process: building the evidence base
- Carbon Impact Assessment: mainstreaming Greener

It is increasingly providing a frame of reference for local government and public bodies and civil society. It provides a basis for a systems based approach. It is a challenge.

Structures and systems

The current administration signalled a commitment to integrated working – scrapping departments to directorates. The Strategy board is chaired by the Permanent Secretary. Scottish Office and Parliament's targets are collective responsibilities. There is a wish to avoid more silos.

A number of cross-office groups are established. Directorate heads are free to determine how cross office working happens.

#### Systems and processes

Business planning is an important mechanism aligning activity to outcomes. As a business planning tool, it provides link to directorate objective and national outcomes. It ranks importance of streams of work. The value of tool is just beginning to be realised.

Scottish impact assessment – need a comprehensive evidence base.

The process is currently being developed. A short-term group was established in April to evaluate policies and processes for national outcomes. This should enable us to think through: What are the intended outcomes of proposals; identify gaps and enable ministers to make evidence based decisions.

Eg the carbon assessment process has 3 strands (1) methodology for high level on total spend. (2) individual policies and programmes, (3) how to change if emissions are going up.

How well are we doing and how are we communicating this?

#### **Scotland Performs Website [www.scotlandperforms.com](http://www.scotlandperforms.com)**

##### Key aspects

Communication about overall delivery of NPF

Accountability of Government and partners for particular areas (geographical and issue based) for which they are responsible

Performance measurement

##### Underpinning Principles

Strategic approach - focus on outcomes

Responsibility/accountability

Objectivity and independent assessment

Driving improvement

Dynamic and evolving

##### Evaluation

Understanding performance

Effectiveness of Government activity

Contribution analysis

- sample outcomes page
- Structure of the site
- Why is this important
- What will influence the achievement of this outcome – not just SG but actions of others too
- What therefore is the Government's role
- And how is Scotland Performing (not just reflection of SG performance)
- Who has a significant contribution to make in achieving this outcome? Local Authorities, Scottish Enterprise, HIE

The Scotland Performs website designed to help all understand. Longterm the plan is for it to be more than a passive tool.

National indicators – officials chose indicators while ministers identified outcomes. Launched in June, these will grow and show how we are doing, rank with other countries, and with 3<sup>rd</sup> sector. Scotland Performs shows what, with limited information on why. Indicators are just part of the picture, they won't tell us what we need to know, we need a wider evaluation framework to focus resources.

It is a big challenge and task. We aim to understand better the effect of government activity, and look forward to engaging with 3<sup>rd</sup> sector.

## Questions

*How do we get involved. Do you know yet?*

Shouldn't get too focussed on indicators, will not take away from outcomes. Some may seem curious, eg dental caries – there are links to the quality of parenting. There was a lot of discussion on them, did not go for the easiest, even if they are not easily measured in the short term, we will start doing it, eg footprint. There are no plans to revise them wholesale. Colleagues in the Strategy and Performance Unit are engaging with 3<sup>rd</sup> sector. Also for Single Outcome Agreements Community Planning Partnerships are another opportunity.

*Very pleased to hear sustainability – interpretation of it is not there in government, eg Forth Road Bridge, how do they square it?*

Have to be pragmatic. One advantage is that it gets people thinking more critically. There can be win wins. Sometimes one objective will win out over another, eg M74. It is getting into more people's thinking.

*The concordat with local government is very important. What is the process for getting access to information?*

Some directors are tasked to work with Local Government on SOAs. Also Community Planning Partnerships.

*Analysis needs rigour in terms of who is going to force the issue. There are very important issues to be teased out.*

One of evaluation challenges is to include wider activities like SOA – will need to get evidence from LAs.

*Government website has all 32 SOAs up there, though it is hard to find out what they mean in practice. Talked about how you came up with basket of indicators, what level was involved in decision making process?*

It involved analysts from across the offices, with people from the strategy and performance unit. Official advice role – those that are there survived the questioning process. Very considered, looked for a limited set.

## Sustainable economic growth – the NGO role

Discussion facilitated by Helen Zealley, LINK President

The end of capitalism?

Dave Morris asked if we are at a milestone, the end of capitalism – when ecological sensibility could be driven a lot more into mainstream thinking.

Conversely the economic crisis could be used as an excuse for inaction.

Sustainable economic growth

How is it defined or not defined. Is there an expectation that that GDP may go up or down, or is the objective to maximise GDP. How much does the public understand about GDP or has Government got a national purpose that is not clearly understood. People would engage more in the debate if it was better communicated. For example the Braer oil spill increased GDP.

There is worse to come with peak oil and climate change. There were people who saw this crisis coming and did nothing. In two to three years time economies will really struggle. There is the opportunity to tackle it now and at the same time as climate change. How much does the eNGO movement need to do?

Mark B: The idea that the credit crunch is not related to the oil crisis is a real mistake. The oil price is down now again, Iraq war, oil security, it is part of the same process. People want to see stability. We want to maximise the resilience of communities to deal with economic and environmental shocks, that is what we need to come together to do. The public doesn't want an illusory GDP going up and down. We need to link our issues to people's genuine concerns.

David L: It is an interesting thought that climate issues could be sidelined. Scotsman guilty of riding crest of economic wave and it all came crashing down. This time the environmental agenda continued to get in there – cannot be sidelined. It is more likely to be a greater consideration.

Rebekah W: National Performance Framework considers things in the round – that is its advantage. Not economic growth at any cost, it is underpinned by principles, within Government it is now embedded in people's thinking. Fuel price rise example – has an impact on householders, agriculture and fishing, using them as opportunities to move to a low carbon economy. There are general principles of what sustainable economic growth is. The Indicators are not all looking healthy. The Scotland Performs website is transparent, and regularly updated.

If indicators are not going the right way there will be policy change to improve outcomes. The NPF is a performance management tool, not just a reporting mechanism. The only way to do it is to have better understanding,

Pedro R: The credit crunch and climate change are interlinked in the fundamentals of capitalism. Overproduction and overconsumption of resources will create collapse. Two years ago when bankers saw the sub-prime market cracking they turned to commodities. How can we interlink those clearly. How do we create interlinks and communicate about collapse in twenty years time?

John M: Future crisis is much bigger and Stern wasn't wrong. Our job as NGOs is to carry on stressing these links, if it is economic growth it has to be not just 'not harm' it has to benefit, we need to be saying it to government and to our members and public – win wins. Energy efficiency, wildlife tourism, public transport, we can plug the ones that work.

Mark B: It requires a fundamental shift in the way of working and clear articulation of it provides a basis for embedding it. Priorities may be the same, deliverables are better known. It is important that economic growth is not a good measure of quality, not a useful measure of growth or contraction, sustainability is the issue.

To emphasise the point, charities on mental ill health, homelessness, etc need to be working with environmental organisations, recognise that these resource scarcity issues are the issue – commonality of issues. That's what we will need, to get social justice too.

#### Local government and central government relationship

John S: The concordat give local authorities a lot of responsibility. 70% of resources go on education and social services. The environment will inevitably be squeezed. Where is the vehicle to protect it? Major changes have been driven from EU. We need drivers as a third sector.

David L: There is a squeeze on local government education and social work, not to say cuts should not be made there, but the relationship between teachers and children is fixed, so cuts are in special needs. There is very little outcry so far about these cuts.

Helen Z: Cosla staunchly supports Single Outcome Agreements – what do we as LINK want to ensure we take to Cosla as key asks – deliverables within the SOA?

We want to convey that we are a watchdog. We will assess SOAs and indicators and will do it every year.

It is helpful to come up with how environment can help deliver their agenda, more evidence of benefits of tacking environment to benefit economy.

These are the central purposes of government. We should not let Government off the hook, not be sidetracked into blaming local authorities.

SNH funding for ranger services (£4m) and biodiversity officer is not ringfenced – clear risk as the money will be in central funding. Many individuals in local government are concerned about this. The public need to understand what are the services provided that should not be lost, a role here for individual NGOs.

We should talk to Cosla about how they are respecting their local communities, should be something we look at and advise on. We have to empower us.

It is not just about services it is also who delivers them, bringing contracts inhouse, sometimes to lower standards than we have in the 3<sup>rd</sup> sector, make sure local authorities are not using this as a money saver.

Another perverse effect is a significant way of empowering communities was HIE, budget is slashed, cutting out support for local communities, huge range of things with great leveraging, now nothing less than £10k is considered.

Dave considered that we can go so far to press Cosla etc to spend their money in particular ways. He suggested that there is a lot of money in private sector, and a need to change the whole financial system. We should band with Cosla to press for change - banks with social objectives. It is the only chance in our lifetimes to band together and press for change.

### **Concluding remarks from the Panel members:**

Rebekah Widdowfield: the NPF is huge opportunity, requires involvement of whole public sector and 3<sup>rd</sup> sector. We need to underpin it with evidence.

David Lee: (referring to what Dave Morris said), I may have resisted a year ago, now everything is up for grabs. NGOs should badger the media to question where we are going as a society and hold us to account for more joined up thinking.

Mark Ballard: Either they are mad or we are! Dave is right. We have a real opportunity and we have solutions. In climate change we have evidence based answers: things like mutuals, credit unions, voluntary sector models, we need to have confidence that we have the solutions and project this.

## **A Greener Scotland – the way ahead**

John Mayhew summed up the day's conclusions, starting with a few of the more telling quotes from the speakers:

""green content' is now just 'content'" - David Lee

"when I worked in housing research a few years ago I didn't even think about environmental issues, now they are central to all work on housing issues" - Rebekah Widdowfield

"environmentalism is ingrained into children via schools - our kids are always telling us to recycle more" - David Lee

"the financial crisis means that everything is up for grabs now" - David Lee

"all the green pledges count for nothing when set alongside a second Forth Road Bridge" - ??

Some of the main themes to come out of the day were:

- yet again several speakers stressed that GDP is not on its own a useful measure of progress - yet we still seem a long way from 'gross domestic happiness' becoming the most-quoted indicator
- several of us dare to disagree with the Scottish Government's central purpose of 'increased sustainable economic growth'
- the SG is making a genuine effort to measure the nation's progress with its outcomes, indicators and targets and its focus on collective responsibility at Cabinet and official level
- environmental issues remain important despite the financial crisis - if anything more so - and it is our job to get this across
- we will carry on positively promoting environmental issues and their linkages with social and economic objectives, yet we will not shrink from introducing elements of challenge or threat where we deem this necessary
- we are happy to work with government and its agencies to develop their thinking in the areas we discussed today - so our external guests are welcome to get in touch via the office if they feel we could help

Finally, John offered his personal opinion that we can tell how much progress we are making as much from the decisions on the big planning cases as from any amount of systems, objectives and indicators - for example we already know the outcome of the M74 and Lewis Wind Farm inquiries, but we'll be able to tell a great deal from what happens to the Aberdeen by-pass, the Beaully-Denny pylons, the Trump housing and golf development, the Muaitheabhal wind farm and the second Forth Road Bridge.

John thanked the three speakers and Helen for facilitating the discussion, he suggested that today's discussions would provide valuable context for those staying for LINK's forward planning discussions the following day, and he wished those leaving a safe journey home.

Thanks to Perth & Kinross Council for a grant towards the cost of holding the Congress.

### **List of participants**

Adean Lutton	LINK
Alan Wells	LINK
Alice Walsh	LINK
Andrew Fairbairn	Woodland Trust Scotland
Angus Yarwood	Woodland Trust Scotland
Beryl Leatherland	Mountaineering Council of Scotland
Bill Band	SNH
Bob Dawson	Bumblebee Conservation Trust
Chris Bierly	Scottish Government
Colin Howden	Transform Scotland
Dan Barlow	WWF Scotland
Dave Morris	Ramblers Assoc Scotland
David Downie	WWF Scotland

David Lee	Scotsman,
Deborah Long	Plantlife
Dee McIntosh	NTS
Dianne Laing	Scottish Native Woods
Dr Rebekah Widdowfield	Scottish Government
Eilidh Macpherson	LINK
Francoise van Buuren	CNPA
George Baxter	Scottish & Southern Energy
Hamish Trench	CNPA
Helen Todd	Ramblers Association Scotland
Helen Zealley	LINK President,
Ian McCall	Ramblers Association Scotland
Jen Anderson	LINK
John Mayhew	APRS
John Summers	KSB
Jonathan Wordsworth	Archaeology Scotland
Judy Wilkinson	SAGS
Katrina Marsden	RSPB Scotland
Lloyd Austin	RSPB Scotland
Lyn Wilson	Historic Scotland
Mark Ballard	SCVO
Michael Scott	LINK Honorary Fellow
Norman MacAskill	SCVO
Paula Charleson	SEPA
Pauline Jewett	NTS
Pedro Rivera	SEPA
Richard Dixon	WWF Scotland
Robin Burley	Built Environment Forum Scotland
Rona Gibb	Paths for All Partnership
Stuart Duncan	Changeworks
Susan Guest	LINK
Tom Davy	Greener Scotland Directorate
Tom Leatherland	MCofS
Ylva Haglund	LINK