

## **Strategic Planning, November 2009, Dunblane - Discussion points and Actions**

### PRESENT

President - Helen Zealley

Chair - Ian McCall

Member Reps - John Mayhew APRS; Jonathan Wordsworth AS; Juliet Swann FoES; Denis Mollison HWDT; John Thomas JMT; Keith Irving LS; Calum Duncan MCS; John Rosser NTS; Deborah Long Plantlife; Helen Todd RS; Angela Charlton Ramblers UK; Rory Crawford, Aedán Smith, Lloyd Austin, Katrina Marsden – RSPB; Rob Thomas RZSS; Jenny Mollison SAGS; Ruth .... & Roger Powell SCRA; Dianne Laing SNW; Jonny Hughes SWT; Angus Yarwood WTS; Carrie Hume WWT; Elizabeth Leighton WWFS

Staff - Jen Anderson, Susan Guest, Andy Myles, Alice Walsh

### APOLOGIES

Apologies were received from Craig McAdam Buglife, Beryl Leatherland MCoS, Gordon Gray Stephens SNW and Maggie Keegan SWT.

### THE YEAR PAST

CD review of the year's work was presented. Copies to circulate to all LINK reps.

### NETWORK CAPACITY & NEW WAYS OF JOINT WORKING

The meeting considered suggestions from Board and staff about ways of tightening LINK's internal structures for more effective policy delivery. The view of members was to 'fix only what may be broken'. Reps confirmed the value in the information-exchange aspect of TFs whether or not these have outputs. Discussion confirmed the need to recognise that coalitions of the willing guarantee the collective work. The meeting felt relaxed about labelling of groups (TFs, steering groups, etc) and strongly endorsed the value of information-sharing which many of these forums provides. A degree of *ad hocery* in terms of how to address different issues as these emerge was not considered unusual or for concern: horses for courses.

Members agreed to ensure more discussion, regularly, of emerging priorities and proactive assessment of opportunities to influence agendas or lead. Rather than creating a new forum for this level of discussion, we would use existing opportunities, esp annual strategic planning meetings (autumn) and six monthly review meetings (spring). Where such priorities are confirmed there should be better legitimisation of these and explicit agreement on how the work of pursuing such matters should be shared across existing workstreams.

We would recognise and address cross-cutting issues better than we have done, addressing these at an 'uber'-TF level as well as sectorally within TFs.

Whilst we can defend some 'gaps' in network policy coverage, directing enquirers to where individual members or coalitions of members may be addressing these separately, there are other gaps that are hard to justify to parliamentary/other audiences, and these should be legitimately flagged to members at networking meetings.

The network should avoid the pattern where the burden of TF management falls to a single person (convenor) rather than being shared across the group. Whilst LINK can't impose rules on TF members the meeting agreed that TF participants should accept responsibility to put work in through the life of the group to achieve collective goals.

Issues can be nominated by smaller / less resourced members, to be brought to LINK networking discussions to allow these voices some amplification.

RS, LS, Sustrans are assessing common ground; may find opportunities to work as LINK.

### ACHIEVEMENTS OVER LAST YEAR

Wildlife and Natural Environment – LINK preparation towards the proposed WNE Bill involving several members and some TFs given design of Bill; this work demonstrates the value of having been involved in a range of discussions over the years

Sustainable Flood Management – great success with legislation. Now up to SEPA to implement and hopefully a refreshed LINK Freshwater TF to shadow. RSPB appointing new staff person soon; RAFTS and WWFS interested in contributing to existing TF

SOAs – LINK will promote its 'environmental bottom line', gathered from across the TFs, from early 2010. Good feedback from SG and CoSLA. Environmental voice must be strong to be effective. SOAs work is an opportunity for *all TFs* to engage.

CCAF & Forestry – our part in securing the commitment to sustainable land use strategy

Scottish Planning Policy 2<sup>nd</sup> consultation - Good LINK contribution

Political Strategy Report - intelligence widely appreciated on contexts, potential priorities

Climate Act & targets therein – major success

Marine legislation – mix of proactive and reactive; the Bill is the culmination of 20 years' work; invaluable support of trusts Tubney and Esmee and Alan Wells and Ylva Haglund.

Marine renewables – MTF position statement, though likely to be revisited within LINK, has been very useful for discussions with industry and others at critical point

Agriculture – focussing Eu at Scottish level, targeting SRDP funding, reviewing CAP

Strategic heat – our earlier ideas coming home to roost now

Food/agric/climate/energy – WWFS and others are reviewing how to influence these areas of policy, as a package; and this may be of interest to a LINK Climate TF

Health and environment – we had explored this area with SNH and others as asked; find the overlap between agendas is very big; not achieving the desirable engagement with NHS Health Scotland, though there are other routes to explore this, such as SOAs, where health are statutory community planning partners.

Manifesto work – building on past approaches Andy has spinal document in prep which will outline asks for 4-5 years of UK and Scottish elections; will be developed to include asks for elections at the local authority (2012) and future European elections.

Parliamentary training day; opportunity for hot-desking in the parliamentary office

Promotions in Parliament and media – recognise influence of LINK as a body

Carbon accounting work (Hugh Green) building on Jolin Warren's guidance to LINK; now being developed by SCVO for promotion across the sector.

SEW 2009 (led by Susan Guest); Congress (coordinated by Alice Walsh)

Fundraising for collective work

Workshops on access to justice, land use strategy

Importance of networking and sharing of knowledge and skills – Reps stressed this again. The meeting also acknowledged the huge amount achieved through LINK and reps of members small and large attested to the huge benefits of involvement in LINK over the last year. Ramblers Scotland, now a smaller organisation, valued being able to sign up to positions on issues which they no longer had capacity to address alone. NTS was likewise grateful to be able to use the LINK services to stay informed and involved, despite reduced policy capacity internally.

Maintaining our independence – our relationship with SG is better at this point; with SNH the going may grow harder. We have managed to remain involved with, but not controlled by, government. We felt recent comments by Minister Mike Russell about the degree of our involvement in legislative detail attest to our effectiveness. We noted that SPICe respects LINK.

Better in than out – As a returning member RZSS noted the value of being involved in the network, with access to influence its agenda, and able to be influenced by others in the network.

### KEY ISSUES FOR COLLECTIVE WORK TO SUMMER 2011

Grouped under the 5 UK principles of sustainable development, ie:

- living within environmental limits;
- ensuring a strong, healthy and just society;
- achieving a sustainable economy;
- using sound science responsibly;
- promoting good governance.

See over.

## KEY ISSUES FOR COLLECTIVE WORK VIA LINK TO SUMMER 2011

Issues at Nov 09	Addressed by various members	Address jointly via LINK	
			LINK lead / Active members
Agri & CAP re emissions <i>Living within environmental limits</i>		ATF	Katrina Marsden RSPB ArchScot, , BBCT, BCS , Buglife, NTS, Plantlife, RS, RSPB, SWT, WTS
Biodiversity post 2010 / IUCN Biodiversity Year <i>Sound science / Living within environmental limits</i>		BTF, reorganised, with subgroups	Deborah Long Plantlife Bats, Buglife, BBCT, BCS, FoES, JMT, MCS, MCoS, NTS, Plantlife, RS, RSPB, RZSS, SAGS, SCRA, SNW, SRSG, SWT, WDCS
Birds and Habitats Directives (Threats) <i>Sound science / Living within environmental limits</i>			
Budget (Scottish) <i>Sustainable Economy / Good governance</i>	WWFS, RSPB, FoES. Plans to be exchanged with others Press statement at time? Joint work with SSDF/SDC?	Joint work? Depends on plans to be circulated by WWFS and whether other members would support.	(E Leighton)
Carbon accounting, greening taxation <i>Sustainable Economy / Sound science</i>	SCCS subgroup. Also possible FoES project, funds dependent		
Carbon accounting by eNGOs <i>Sustainable Economy / Sound science / Living within environmental limits</i>		Encourage members to 'keep houses in order'	LINK Chair
Climate Act – Implementation including Adaptation <i>Living within environmental limits</i>	SCCS will pursue some elements	CTF to meet early 2010 to determine collective focusses. Fits with Public Duty work. Question over Flooding?	Sam Gardner, WWFS FoES, Plantlife, RSPB, WTS, SWT, WWFS
Climate Act - Public Duty <i>Good governance</i>	SCCS subgroup, involving WWFS, FoES, RSPB & others.		
Climate Act – Public Engagement Strategy <i>Strong, healthy and just society / Good governance</i>	WWFS will engage to influence its development during 2010.	Joint work? May be needed as strategy published late 2010. Meantime be alert for developing government line, including role of NGOs. Funding may be offshoot.	Tbc, if appropriate

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		The issues	LINK lead /Active members
Climate communications with memberships <i>Good governance</i>	Member bodies encouraged to continue to profile climate and behaviour change to their members.	There remains an opportunity for joint work.	
Deer management		DTF – sustainable deer management, legislation	Duncan Orr-Ewing RSPB CC, JMT, SWT, MCoS, NTS, Plantlife, RS, SNW
Economy – GDP alternatives / sustainable growth <i>Sustainable Economy</i>	RSPB, SWT, WWFS	LINK members encouraged to see Stieglitz / promote this LINK workshop / training day to be held 2010	Members LINK, Details tbc
Energy efficiency <i>Living within environmental limits</i>	FoES, WWFS		
Energy – Marine renewables <i>Sound science / Living within environmental limits</i>		LINK may commission work to encourage strategic approach by SG	MTF, consulting with members
Environmental governance – FoI, access to justice <i>Good governance</i>		Governance group involving RSPB, FoES & LINK PO, as time allows	No lead
Freshwater & Flooding follow-through / RBMP / Habs Dve <i>Sound science / Living within environmental limits</i>		LINK FWTF to revive early 2010. Flooding? FWTF or CTF?	Lead tbc
Governance / Role of Parl & Exec / Scrutiny / Agencies to account / Rigour & Challenge <i>Good governance</i>		Pursue via manifesto work Propose parliamentary inquiries.	Andy Myles (PO), Parliamentary Forum TFs & Members
Health & Wellbeing / Quality of life / Curric Excellence / Travel school <i>Strong, healthy and just society</i>	SNH, Community regeneration interests are active. eNGO capacity is limited.	LINK TFs could seek data per their issues and develop 'asks' in policy papers/submissions. Links to green Economy.	LINK TFs
Landscape		LTF as information forum	John Mayhew APRS JMT, MCoS,
Marine ( <i>Sound science</i> ) Marine recovery <i>Living within environmental limits</i>		MTF Conclusion of Bill, Implementation, Fisheries, MPA /manage marine project & staff	Calum Duncan MCS HWDT, MCS, NTS, RSPB, SWT, WDCS, WWFS

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			LINK lead / Active members
Planning / Review of NPF in advance of Spending Review <i>Sustainable Economy / Sound science</i> SEA <i>Good governance</i>	FoES may pursue SEA, depending on funds	Planning TF	Aedán Smith RSPB ArchScot, APRS, Buglife, FoES, JMT, MCoS, NTS, RS, RSPB, SAGS, SWT, WTS
Social inclusion links to environment <i>Strong, healthy and just society</i>			
SOAs <i>Good governance</i>		SOATF	Maggie Keegan SWT ArchScot, Buglife, FoES, LvgStreets, NTS, RS, RSPB, SAGS, SCRA, WWFS
Sustainability champions / Govt leadership <i>Sustainable Economy / Good governance</i>		Press for sound decisions, challenge SG for leadership in relation to climate and sustainability, (eg 2ndFRB, Trump) Media work in relation to issues as these arise	Lead TFs / Members identified per issue
Sustainable Land Use Strategy <i>Living within environmental limits</i>		SLU TF to pursue. Cross-cuts other areas - Strategic discussion twice yearly.	Vicki Swales RSPB ArchScot, APRS, JMT, LvgStreets, NTS, Plantlife, SWT, WTS
Urban Sustainability (Transport & Planning) <i>Strong, healthy and just society</i>	SWT, FoES, BEFS, Living Streets, Sustrans, RS are considering. Which models to promote? They may wish to bring under LINK banner later.	Links to LINK SLU TF Links to transport planning	
Wildlife and Natural Environment Bill <i>Sound science / Living within environmental limits</i>		(LINK) WNE Bill Team	Lloyd Austin RSPB BCS, JMT, MCoS, NTS Plantlife, SNW, SWLG, WTS
<b>Cross-cutting work</b>	Manifestos Elections 2011 and 2012 & toolkit development for national and local level activism Use of media by task forces and members to profile, challenge, critique Scottish Environment Week's showcasing of sustainable development projects Challenging eligibility criteria for funding for environment (SEFF role, perhaps)		