



Sustainable Scotland: contribution of the eNGO and business sectors

22 November 2012, Birnam Arts and Conference Centre

Congress Report

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Welcome and Introduction Deborah Long, LINK Chair.

Today is a chance to discuss, think about and learn about true sustainability, to innovate and work together. Following the Brundtland report, true sustainability is generally accepted today as *development that meets the needs of the present without compromising the ability of future generations to meet their own needs.*

While the stated goal of Scotland's government is for 'increasing sustainable economic growth', LINK believes it would be better expressed as: **to enable all Scotland to flourish, whilst respecting the needs of the wider world and future generations.**

Today we have representatives from organisations who can all make a difference: environmental NGO movement in Scotland is leading the way and has recently published our environment and the economy report: [Helping Scotland Flourish](#). LINK's Task Forces work on Sustainable Land Use, Climate Adaptation, Planning and Economics and contribute a sustainable perspective into these, and other key areas of policy making. Scotland's 2020 Climate Group considers how Scotland's business, voluntary and public sectors can work together to help achieve Scotland's climate change targets. Amongst other things, the group is there to help drive innovation through partnerships and synergies between members and to help ensure that Scotland is taking action to prepare for the impacts and realise the opportunities that a changing climate will bring and to contribute to building resilience and adaptive capacity. To achieve this, the group will work collaboratively across sectors sharing information, insight and expertise.

Scotland's ambitious response to the challenge of climate change is a key driver to move Scotland onto a more sustainable footing with a shared commitment across society to keep global temperature rise within the range where humankind can continue to flourish. Government's roles in passing legislation, setting frameworks, regulations, incentives and weaving environmental, social and economic direction coherently must be supported and informed by the voluntary and business sectors. In a modern democracy with a shrinking public sector, leadership for the required changes must be committed and well-coordinated. It is in all our interests to bridge the gap between our sectors and this event will be part of that process.

We will look at the efforts going on within the business and eNGO sectors, aiming to increase understanding of the others' perspective and to identify areas where more can be achieved collaboratively. We will share business and eNGO positions, clarifying issues and leading group discussions on topics of common interest, such as food and drink, transport, energy, and the drivers that make change happen.

Two speakers will give their perspective, from different starting points of contributions we can make to achieving a sustainable Scotland. There are an increasing range of examples of sometimes, small, sometimes large steps organisations across the UK are taking to step up to the mark for sustainability and for future generations, eg SSE's hosting a travel to work conference for local business, Desso

Carpets innovative business model of leasing its product and ensuring its materials are 100% recyclable, and the work of the Fairtrade Foundation.

Are there any messages we can all be taking to government? Are there any joint initiatives we can develop and take forward from today? What will happen today is a widening, reassessment and rebalancing of perspectives - our own and those of others. With this rebalancing, we are better equipped to go back to work, armed with new ideas on how we, in Scotland, can lead by example in delivering true sustainability.

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Business Perspectives Ian Marchant, Chair of 2020 Climate Group.

I have five points to make, (based on the song by Belinda Carlisle [*We Want the Same Thing*](#))

1) Here is my case; we've got no time to waste

We are on an unsustainable path. Oil consumption, fertilizer use has risen vastly within our lifetime, and the evidence in the last few days that the concentration of greenhouse gases will be above 'worst case' predictions in just a few more years. Ecosystems destroyed within last 50 years amount to 3 times the size of the UK. Business understands this too, not just NGOS.

2) We dream the same dream

Business and NGOs are not that different. We all want very similar things. The best example is more of a wellbeing focus, rather than GDP - a rise in wellbeing, a reduction in resources used. The New Economics Foundation has suggested its five a day: participation and connection; giving back and volunteering - a better lens than lavishly adding to GDP. Shareholders too are happy with a better product and use of fewer resources.

3) We are both interested in outcomes

The 2020 group and community groups met recently - both groups are interested in outcomes. Local authorities tend to be interested in processes. Take the example of provision of more allotments; the Local Authority has provided policies and an officer, but no additional allotments. SSE is making allotment space available on its land - getting on with the action. Both groups are interested in good policy too. SSE has found more in common with NGOs (Greenpeace, WWF, FoE) than with some of its competitors and therefore lobbied together because we want the same thing. The 2020 group is another example of a group that wants to deliver a joint up message to government. We can present a united front.

4) All that we need is to see it together

We are both interested in the communities in which we operate. For example, SSE funding via the Griffin windfarm benefits this venue (Birnam Arts & Conference Centre). A key measure is volunteering, giving time to staff to volunteer. Staff enjoy it, and are often inspired by what they do. There is more that we need to do. We need to build trust between business, NGOs and community groups. The principle barrier is that NGOs think businesses are control freaks and businesses think NGOs are flakes. We both have strengths, and we need to build trust by working on things together, but first we need to build bridges. We don't necessarily make it easy to talk to each other. We need to build competencies and where we can, build on these strengths. The 2020 group has a short life task force to look at building links with communities, which could be a model. Our problems can be solved. Scotland has great advantages, lines of communication are short and we can get people together, which is not always the case in rest of the UK.

In conclusion...

5) Let's break the chains that just keep us in shame

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LINK Members' Perspectives Helen Todd, LINK Trustee. [Slides of presentation here](#)

There is much agreement with Ian Marchant's comments, and some of the messages are the same, they are worth repeating to get them across. LINK is a network of environmental NGOs who are

passionate about the environment. We love our jobs, work hard, are under-resourced, though job satisfaction is very high.

We win some arguments and we lose some, and even if we lose, we know we were right and are proved so later on, but we don't like saying 'we told you so'.

Are we all doing well to make Scotland more sustainable? Big decisions are being made, on new roads, new Forth Road Bridge. How much is the environment being taken into account? For example, the cycling budget is £84m – that sounds high, though consider it is over 5 years and split between 32 local authorities, and it is not so much. For a lot of us the environment feels like an add-on for when things are going well, but business understands this too.

GDP – totted above all else. Business agrees with us as well, for example: Robert Kennedy, 1968 stated that it measures 'the price of everything and the value of nothing'. Sustainable Economic Growth is the new Sustainable Development. Are we all happy with that?

From our perspective it is about creating a level playing field. There are some things on which we come from different directions. The environment is the context for everything we do as a society. eNGOs take a long view and give the environment a voice when it does not have one. We spend more time talking to each other and to government but we are not really getting there, so this is why we are looking outside our box, our silo and talking to other groups such as the business sector and we do have things in common on which we can work together. For example:

- Environment supports industries and contributes to tourism, agriculture and food, fisheries, whisky, energy and forestry.
- For a lot of business, the environment is what their business is – and they recognize the value of being green as well.
- There is a lot we need the environment for to keep business going.

LINK organisations are businesses too. We rely on membership and many of us are landowners and not are subsidised by the government. We bring enormous added value. We need to perform well for our survival and our members in a difficult economic climate. Let us recognize what we do have in common. It is not about success in terms of money. Quality of life is more important. How do we learn to value quality of life as a society? Let us sit down together, recognize our differences, talk to each other and do some blue-sky thinking.

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Workshops on the topics [Food and Drink Transport](#) [Energy](#) [Drivers for Change](#)

Click on the titles for fuller notes on each workshop.

The aim of the workshops is to explore how the business and eNGO sectors can help each other, given the shared commitment to sustainable development, particularly on the climate change agenda.

For each topic we wished to draw out:

Examples of good practice

Whether we can work more together and where

Where we agree we disagree, can we avoid collateral damage by being more 'careful'.

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Plenary discussion – reports back from workshop leaders

Energy – John Mayhew

Business context and ethos way of working and how differ from NGOs.

There are good examples of positive initiatives.

Mismatch between facts and debate. Most debate is about wind generation, the big challenge is storage if electricity is to replace fossil fuel use in heat and transport.

Where is the platform for discussion? How can we build up trust if we can't have the dialogue?
Possible joint initiatives in the future – NGOs with large memberships can spread news of positive initiatives from business. Energy companies also have members and stakeholders could it be two way sharing.

Mismatch in skills which we have and skills we need to do the job. Can LINK help identify?

Transport – Sarah Longair

A good discussion identifying lots of opportunities to work together.

Some areas where we agree to disagree.

Collaborative voice between public transport operators and NGOs, get Confederation of Passenger Transport to talk to LINK.

Behaviour change - use of technology to reduce speed and improve fuel consumption.

Events – Commonwealth Games and Cities Initiative, National Planning Framework3, are opportunities to engage.

Food and Drink – Vicki Swales

Recognized importance of the sector for economic output and employment but also environment, farm to fork, right through the food chain. Captured lots of ideas on best practice.

Best practice: business is driving sustainability, eg M&S Plan A, Scottish Whiskey Association,

There is no general forum where we meet and have these discussions and something we need to think about. LINK could help identify the environment priorities that are win-wins for both sectors for business to focus on. Business has limited spend and needs to know where to put it.

There are areas of challenges and disagreements, the language is important and need to be clear and honest with each other.

We need to challenge public as well, eg on waste.

Drivers for Change – Andrew Millson

Mirrored key themes from other groups

creating space for conversation. What form will this take? There are different levels, SCCS, CBI, SCDI, LINK around tables to identify common strategy and common objective, activities and actions we can work together on. Once we know what we want can look at who is best placed to work on them.

Building trust and understanding, breaking down misconceptions. What is business? Most are small businesses, we need to know what we are talking about.

General discussion points and next steps

The Energy workshop flagged up a lack of dialogue, though this does not include bilateral meetings with some NGOs. There were many of these, though some NGOs were not engaged until impacts further down the line began to affect their interests. Flags up the **lack of an overall forum** for meaningful engagement. The National Access Forum was a successful platform for discussions between very polarised interests before the Access legislation, which was very successful in gaining agreement. It could be a model, if there is serious attention from Government to outcomes.

Key challenge on Transport (eg if £10m offered tomorrow) on our '**shovel ready projects**'. The roads lobby have theirs, we need to coordinate ours. In all sectors we need to be clear about what are the jobs that need to be done.

What is the one thing people would like LINK to do or facilitate to take this forward in the next five years?

LINK could act as a conduit for the business sector to point them to the relevant NGO.

Crown Estate and Marine Scotland consider relations are very good - strong and productive.

There is increasing focus from business on what we are going to replace the current mess with, and business is not united. There are those who take climate change seriously; they need a strong environment movement to work together to not reinvent the same chaotic economy. LINK can create that space to have these conversations to be heard as loudly as possible.

Question of how businesses which trade on a good environment embed ecological accounting and green accounting into their accounts to give a more realistic picture. This is a big issue and some are starting to do that.

Best practice examples. Clearly best ones are where there is a strong sense of purpose. LINK can identify where single issues may be and how they can engage with business and business can identify issues where LINK members can assist them. This is probably everybody's best use of time. The more focus can be given, the better the results.

Caution: NGOs must maintain the important role as watchdog, and it is important not to be perceived to be selling out.

Decommissioning industry in the North Sea, it is very difficult to engage effectively with NGOs with marine expertise due to resources. Can LINK assist bring sectors together? This is a big market and upcoming issue.

Finding common ground in the context of agreed shared objectives. We agreed today from some business representatives that we want a sustainable Scotland – there are some gaps and how do we fill them in. Encourage dialogue in a common shared space. Bringing sectors together to look at best practice in Europe and creating together with business, community and NGOs a vision of a future Scotland.

The intersection between business and eNGOs – the bit in the middle - is big. There is room for a joint vision from business and eNGOs founded on shared outcomes and a long term perspective. We found out lots of interesting things about each other and leaning new perspectives.

How to proceed? There is a role for LINK and umbrella organisations to make the space to talk, to act as brokers, explore outcomes, and identify single issues. Spreading the news, facilitating, best practice, identifying our priorities, challenging the public and acting as a dating agency, comparable to the role we play for government.

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Acknowledgements

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Food and Drink workshop discussions led by Vicki Swales and James Withers

[Vicki Swales' presentation here](#)

Introduction

The session was kicked off with short presentations by James Withers, CEO of Food and Drink Scotland and Vicki Swales, Head of Land Use Policy, RSPB Scotland. They outlined some of the strengths and weaknesses in the Scottish food and drink supply chains and some of the challenges and opportunities looking ahead. In summary:

- Markets for Scottish produce are growing (both UK, EU and international) e.g. Scotch whiskey, beef and dairy products, salmon and seafood and these are significant in income and employment terms
- Some producers are adding value to basic commodities and the quality of the environment from which this produce comes is a key selling point for many buyers and consumers
- There are significant environmental challenges to address throughout the supply chain including reducing impacts on soil, air, water, biodiversity and landscapes and reducing GHG emissions.
- The extent to which care for the environment and environmental action can be recouped through the price consumers pay for food and drink is a key question
- The dominance of the multiple retailers – setting standards, determining prices, large market share – is a challenge.

Examples of best practice

- Scotch Whiskey Association has an environmental strategy with clear objectives and targets and is funding land management e.g. peatland restoration.
- Businesses in the drink sector are increasingly sharing best practice e.g. reducing volume of glass in bottles and sharing best practice ideas across sectors
- Soil Association has developed its Catering Standard – Bronze, Silver and Gold – giving caterers environmental standards to aim for
- Marks and Spencers Plan A – setting targets for GHG emissions, waste etc
- The development of various assurance schemes and certification e.g. Marine Stewardship Council, Assured Food Standards (although recognition that environmental standards within these can be highly variable)
- Suggestion that water, carbon labelling may drive a competitive race to improve resource use/reduce GHG emissions
- Many small enterprises developing e.g. box schemes, Community Supported Agriculture, farmer's markets etc which promote local food production
- Suggestion that we need to develop 'payments for ecosystem services' so that those who produce them reap the benefit
- Developing a set of case studies of best practice could be helpful as a means of sharing ideas and showing what can be achieved

How can businesses and NGOs work more together/areas for joint work?

- Soil Association 'Food for Life' initiative is bringing lots of partners together and working with catering enterprises etc
- CSR initiatives seem a bit ad hoc and could be more joined up – businesses working together to develop good practice models
- We need to recognise that there are win-wins in all this – opportunities for business and for the environment if we work more together
- Businesses have limited funds to invest in environmental improvements so need to prioritise and target but they don't always know what those priorities should be. NGOs have this information and can help to set priorities for environmental spend. Together we could agree some shared objectives for biodiversity, carbon emissions, waste etc
- NGOs, businesses and the regulators could work together more to set the sustainability agenda
- Businesses perceive some NGOs as 'wanting the ideal/everything' – setting the gold standard - which isn't always realistic. NGOs need to be more willing to say how much and by when in realistic ways
- Businesses and NGOs could work together more to develop genuine environmental accounting so that the use of environmental resources show up in business accounts – where environmental resources are depleted or production comes at a cost, businesses should show this and be prepared to put something back

- Recognition that there is no obvious fora for businesses and NGOs to come together to discuss many of these issues and thought needs to be given to how these can be created – today is a start!

Where is there disagreement/conflict and how should we deal with it?

- Businesses are sometimes wary of being seen as a 'cash cow' by others
- Businesses and NGOs need to be clear and honest with each other – we aren't always, or at least that is sometimes how it is perceived
- NGOs need to be more willing to challenge the public and their membership on issues e.g. food waste, purchasing behaviour etc. It isn't just the responsibility of businesses
- Language is important – we can all use inflammatory language at times which isn't helpful. We need to understand the arguments from the other side.
- NGOs sometimes feel businesses are 'economical with the truth' about their products and will challenge where appropriate

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Transport Workshop discussions, led by Ian Findlay and Sarah Longair

Collective interests: developing active travel strategy for work and recreation; transport as the biggest sectoral emitter needs taken by horns if Scotland is not to be the country with a policy against implementing policy; reduction of use of private car; investment in public transport infrastructure; investment in linking paths and cycle routes; recognition of rise in interest in pilgrimage routes.

Noted:

Stagecoach's growing interest in green credentials and good practice including: Biobus (started in Scotland, runs on used biodiesel, now with engine warranties); Local green teams volunteering with schools and communities; Conversion of some of fleet to B30 (70/30% mix diesel & biodiesel) reducing bus and traveller footprint; Driver traffic light system for fleet fuel efficiency, with incentives to drivers to sign up.

Scale of challenge:

- Emissions up 11% since the 90s: Scotland needs to transform transport policy to address this.
- Transport policy focusses on road building where active travel & public transport strategy offer ways of reaching climate health social targets
- There is insufficient leadership nationally on taking decisions to reverse trends and ensure long-term commitment to change
- National Performance Framework 3, Central Scotland Green Network, Commonwealth Games, pilgrimage routes and faith tourism offer opportunity; look for scope in existing transport projects to lobby for integration of developments and reduction in emissions.
- Should Scotland pursue voluntary speed reduction schemes or challenge driver frustration and bad driving (behaviour which would not be acceptable behaviour in our workplaces)
- Black Box System (Stagecoach) is potential lobbying point for cars and road freight; leadership opportunity for Stagecoach in media talking buses as direction for future
- Cycle infrastructure and access to information on cycle routes matter (franchise selections are opportunities to lobby)
- Collaborative approach by business/NGOs across cities re getting people to workplaces (eg Chambers of Commerce), inputting to Cities Strategy
- Use the fortnight of Commonwealth Games to encourage perception that Scotland could extend the car free approach and emphasis on public transport and active travel further
- Denigrate car use; push bus use; encourage companies to ask how they encourage employees to travel
- Encourage a local council (Dundee may have tested this and may be interested) to sign up for car free Sundays expanding from there over other regions
- Air transport is failing targets : opportunity in review of air quality legislation and through Commonwealth Games publicity (clean/dirty city)
- For rail existing various user groups do efficient lobbying role

There is a variety of active travel alliances, with complementary positions; these should be used to better effect with more collective positioning, including LINK on climate change aspects. These bodies could usefully combine on shared asks (eg minimum of 10% transport spend going to Active Travel & Public Transport, 20mph zones in residential areas; 50mph national limit) and prepare their shared reply to the question 'what would you do if offered £millions tomorrow' and 'where should that money be taken from in existing arrangements'. In the meantime the shared blueprint is the [Report on Proposals and Policies](#).

There is a lot of commonality rather than difference between business and NGOs with opportunities to deliver together. NGOs have access to members and control over literature – could be more joined up and press collective messages – captive audience to talk to about changing thinking and adopting different behaviours.

Stagecoach has access to millions of customers, wants more roadspace for bus journeys, which could be instead of some other traffic rather than new space. Could we agree a line on single occupancy car use/ intelligent use of private cars? NGOs could offer advice to business and vice versa.

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Energy workshop discussions led by Gordon McGregor and John Mayhew

Statistics on the energy market in the UK:

2011 – Petroleum is the largest section of the energy market (50%). Natural gas (30%), Electricity (18%).

Should bear these proportions in mind when considering energy demands.

2011 electricity mix

- renewables (9.4%)
- Gas (40%)
- Coal (30%)
- Nuclear (20%)

Of renewables

- Bioenergy (80%)
- Wind (15%)
- Large scale hydro (5%)

Noted how technical (business) objectives, for secure, diverse, sustainable system, are different from political objectives, which focus on issues around climate change and fuel poverty. Over the next 2/3/5 years there is focus on energy efficiency, with business spending £600m towards climate change. They want the best value for money. Options for Scotland include smart metering, alternative fuels and electrifying transport.

Group discussion

Hydro still needed a lot more work carried out on storage (the 'holy grail').

Brief discussion on electric transport and how it may develop in the future – but realised this was straying into the transport workshop's remit. It was noted that electrification of vehicles may reduce petroleum usage but may create problems with need for rare earth resources needed for components. It was highlighted that transport should be matched with needs and electric vehicles are just one part of that.

Examples of good practice

- Guidelines on carbon accounting (LINK)
- JMT local energy – helping communities to reduce usage
- WWF One Planet Living
- LINK arranging Congress to be at a venue accessible by public transport
- WWF, Transport Scotland, SSE partnership to develop electric vehicles in Scotland (WWF initial leader, provided sense of purpose/priority, but other groups have stepped up and WWF no longer need to be the driving force)
- National Access Forum – allowed recreational interests, public bodies, landowners to get together for dialogue and problem solving. Perhaps a model the energy sectors could learn from. A good model to be used in difficult circumstances. Noted that solving problems takes a long period of time to build trust. Good to do it round the table rather than through the press.
- The Crown Estate, Defra, Marine Scotland – working with renewables industry on a programme of research to get funding for underwater noise and bird collision research projects.
- Viking project – community representatives, energy industry and NGOs working together to find benefits for communities. Habitat management/restoration – peatlands and green energy.
- SSE parking – have a ban one day a week from parking at the office. Prompted by increase in car numbers meaning a lack of space, but also to encourage car sharing.
- SNH – 4% Government targets for reducing carbon emissions. Have been met to date. Significant money is needed for ground heat source, woodchip boilers but have made a big difference. Also smaller/simpler things (e.g. car sharing) changes culture. Energy costs have reduced so more money for core work.

Whether we can work more together and where?

- How do companies balance stakeholders shares with environmental outcomes? Is there an opportunity for eNGOs to speak to shareholders? (there is a legal obligation for companies to protect shares, but also obligations for environmental/social aspects)
- Need licence to operate to make money – when making applications seek to get views from stakeholders/NGOs/interested parties. 2020 Group a good example of this kind of engagement.

- When the 2020 group was established to bring together business, NGOs, community groups etc. to respond to Government. The Business Climate Group isn't just business, it includes LINK members, but should involve more LINK members, not just the main reps.
- It was felt landscape/recreation members are often not engaged in these kinds of forums – feel they have to communicate through the press. It was felt only a small 'clique' got together to discuss things but care must be made to represent wider groups.
- Is there a sufficient skill set on partnership engagement within these forums? It was felt there was a real need for good negotiation/partnership skills – LINK perhaps has a role to help develop these.
- Changeworks facilitated opportunities for negotiation in communities.
- Asked if collective purchasing power could be used – branding on energy (FoE UK with Good Energy). It was noted this would be more difficult for some members.
- Was asked if we were engaging the wider society, rather than just own members. Could communicate/publicise in Scottish Power magazine for example.

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Drivers for Change workshop discussions led by Andrew Millson and Simon Pepper

Comments on the earlier presentations noted that collaborations and partnerships can also take place inside the context of discussion and debates – frankly talking about ideas and structures within the context of working together and going in the same directions.

There is a difference in ethos, purpose of organizations and vested interests – this is a tension, different approaches to long term and short term.

Assertion that wellbeing being rather than GDP is in the interest of the business sector is surprising as Government focus on GDP growth seems to please business spokespeople.

Successful collaborations entail trust and understanding. Concrete examples, aspects we want to take forward for collaboration.

Business is not monolithic. Don't make language difference a self-fulfilling prophecy. When we talk about 'business' the vast majority are tiny, not dissimilar to a charity or NGOs – family business and vast number of smaller ones, who don't have shareholders. Charities are businesses too.

Industry is outcomes focussed – NGOs talk about policy and its properties, but if you want to talk to business focus on the outcomes. Voluntary sector is increasingly outcomes focused with funding streams, so the difference is not always as great.

WWF worked with business on energy efficiency, lobbying government together. Sometimes it works and its very powerful. Businesses are very busy trying to get their outcomes and share value and this is a sideline. Relationships: getting those who are onside and have common goals (fuel poverty and cutting carbon emissions).

In many cases business does not have resources to work alongside NGOs and bigger companies don't want to put their head above the parapet. Where we can work well, demonstrating how policy can work on the ground and work with those delivering schemes on the ground.

National Parks and energy, government is more inclined to talk to business.

Business operating collectively, met with CBI for constructive discussion, growth of green business sector seemed not on radar - representative groups don't always do justice to represent the highest or lowest common denominator. Umbrella bodies suffer from heterogeneity of their membership.

Examples of successfully collaborations, Shared objectives, perceptions. Different perceptions, important that we understand each other.

Marks and Spencer: Restricted by what they can do but happy to discuss with NGOs to make some standards possible, they are just as passionate as us and wanting to do something. Lesson there is building relationship from the bottom. M&S has very long terms plans, eg: where the cotton will be grown in 50 year's time. Helping to solve a particular challenge.

Suggestion to segment the business community. Different relationships with different types of businesses. Use of common goals, those that use the environment, promote the environment, etc. Business sector is huge.

Business mission short or long term – if long term more likely to have common goals. Economy is joint venture between environment and society. M&S get it and other companies are slowly coming to that view.

A lot of problem of getting business engagement is time, economic crisis, short term thinking, putting heads above the parapet.

Project style working business/NGOs – business providing funding are based on different types of relationship (Experience from Woodland Trust and Scottish Wildlife Trust). Until it comes on the balance sheet, it is not going to be a priority for business. There is a focus on wellbeing but harder to see and report this.

Brokerage service – helpful to have people familiar with both sides of the arguments. Our successful relationships have been developed over a long time. Where do you start to speak to someone corporate?

LINK [Governance review](#) identifies a big gap – there is no civic forum around our parliament for these discussions to happen. How would business react to coming into that kind of discussion? Create a place where we can talk to one another, debate with one another and learn from one another.

Business is a big term – a series of individuals within their organizations. The driver is about their targets or what they have to do – another issue is that environment is not part of their job description, even if they have all the will in the world. Ask how can I make their job easier? What's in it for them? What is it they are trying to achieve? Where's the commonality and work from there.

National Parks bring all the interests together, different views in the same room and that's where we found the most progress – been doing it for 10 years. Common denominator is a location, might be a key.

Not only about the bottom triple line and balance sheet. What about how many resources did you use, how did you use them, what did you do with the waste, somehow creating a level playing field and commonality.

What is a business and what is a sustainable business? Pockets of great practice, but what do we mean about a sustainable business? Mitigating and doing less 'bad things' is being done now but now need to add more value, less of an impact.

How could a business measure its ecosystem services and impacts and have to think of that resource as their asset and how do you measure that but otherwise they are external to a business.

Asking 2020 Group collectively – where's the beef? Agree on ideas, but no actions. They've done the quick win, but there is reluctance to make a critical change. Do the people of Scotland know it exists, who is on it and what its remit is?

Andrew's observations of NGOs from business sector:

- Very difficult for business to understand the plethora of NGOs
- Very easy to think business is bad and not talk to anyone and need to get over it.
- Climate Challenge Fund – whether it would go ahead – community groups want money – where are your challenges? We can get to help with business plan etc., but community groups don't want local business. Tainted experiences.
- We don't talk fondly about the good business.
- They have their own preconceptions and so do you do how do we break them down?
- So easy to pick on sides.

What's constructive? Clear outcomes we could take it 2020 group or SBIC. What would you like to see between the two sectors?

2020 Group – get attention of members for possible easy wins to work on together.

Broaden the discussion. Bring in community element also, business is interested in it and we should be more so. We could really gain from this, making us relevant and accessible to local communities and civic society as a whole. It's wrong to put the two against each other and need to bring in that other element. Social NGOs would see it differently, environment gets too much focus.

Great block for many people is not enough jobs. If we could focus on this as well as community component. Probably triggers more interest. There are a lot of people with similar concerns, environment sector could harness this. The power could be immense and not the usual suspects too, get them engaged in this agenda.

For small eNGO whose outcomes might be similar to other small businesses, the problem is how to find them? Facilitation role, where can we talk to them or how do we find the similarity to make both of our lives easier and make our outcomes easier to achieve.

Events for potential business and partners to coalesce, to attend there has to be something in it for them.

Communities are not just community of place but also interest. Communities of place are vastly important to Scotland, but communities of interest on environment and business side understand community in its complexity rather than reducing it. When they work together they provide us with the strength and resilience.

A fantastic initiative to take to government following from Christie Commission It is a message for government. At least they should try and facilitate.

Finding places for safe and mediated dialogue on a regular basis.

LINK's collective member membership is a fantastic resource to mobilize.

More actively invite the businesses you wish to interact with and explore, maybe this event or similar, could be that forum. LINK could allow networks to get together, create that forum – or do we need somewhere more neutral?

Build on meeting with CBI. Environment justice was one issue of common interest.

More business that might be prepared to be behind *Flourishing Scotland* Report, make government aware, something that became public knowledge.

Role for collectively visioning an idea of Scotland in 20-30 years time – social, economic and environment.

Duplication of effort is frustrating – what role could different sectors be playing. Should play to our strengths, identifying them and being more effective. Be clear in how we can play our part.

Convened in a really strong, effective and charismatic way – everyone agree its need, issue to make it happen through the right agency. Very constrained by leadership by consent.

Don't try to set up new umbrella groups, just building those relationships around a common goal. Needs to be longer term.

Dialogue and shared targets. Data-sharing agreement with water companies and MCS. Our data can help them target their money effectively. New tack we've taken instead of saying 'Why aren't you doing better?'

This is early on and we're learning more and something we can build on. You want to invite business here, but only the eNGOs are here, where are the other NGOs and businesses, maybe target more similar minded business in the first instance. Business meeting rather than a conference. What are your priorities, let's find the common ground and there might be larger uptake.

Members of eNGOs are business people, are in other sectors; they know what their NGO is doing but don't know what LINK is collectively doing to achieve the goals.

Conclusion: a lot of overlap – overall we want somehow more space for that dialogue and more attempts to generate it – with key and specialist players and build more of a debate. Needs to be given substance and drawing in community sector and draw on these shared visions.

Analysis of the problem: There is shockingly little dialogue between NGOs and business sector, given the responsibility that we have to work together, and the opportunities.

The main idea: The need for a neutral "space" for dialogue with business interests over the shared goal of sustainable development (noting that neutrality is important - LINK has offered that space today, but the offer has been taken up by v few)

Supporting ideas re how to achieve this:

- Don't over-reach at first
- Get agreement for a 'business' meeting involving relevant networks (2020, SRF, CBI, SCIDI etc) on neutral ground to discuss shared interests/responsibilities
- Agree one issue/objective with eg 2020/SCIDI etc for a few individuals to work on, and commit to deliver solution in 12 months
- Consider a collaboration with like-minded 'green' companies (often run by environmentalists) involved in wild harvest etc
- Consider a collaboration on 'flourishing' idea, with view to joint influence on parliament
- Consider preparation of a joint 'vision' eg on today's themes (energy, transport, food, behaviour change), drawing on examples of best practice in Europe, to inspire further collaboration and raise awareness
- Use the experience to build trust, understanding and shared ambitions to develop the relationship with bigger undertakings in the longer run
- If possible, build community interests into this process too

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