

Sustainable Scotland Network

STRATEGY

2020-2024

SSN Strategy

Sustainable Scotland Network (SSN), Scotland's public sector network on sustainability and climate change. Accelerating public sector action on the climate emergency and supporting a sustainable recovery from COVID-19, towards one health for people and planet.

SSN is an established asset and this strategy is designed to ensure that SSN remains relevant and effective into the 2020s. SSN will continue to be agile and collaborative in responding to the support needs of public sector organisations, SSN members and partners, working towards net zero emissions by 2045.

Development of the strategy was supported by the Scottish Government.

Foreword

In recent years, we've seen a seismic shift in attitudes towards the climate change debate. For perhaps the first time, we have our politicians, our senior managers and the general public in agreement: there is a climate crisis and we have to respond. Now.

In Scotland, we have some of the toughest climate change legislation in the world and that, coupled with our unique natural resources and our historic excellence in innovation and technology, means we are at the forefront of proactive climate change action.

Our public sector organisations are integral to Scotland's response to the climate crisis. The public sector is responsible for greenhouse gas emissions from the fuel it burns and the electricity it uses, so clearly we have an obligation to minimise our own environmental impact'. But perhaps of more importance is our influence on other organisations and the communities we serve. We have an opportunity to lead by example in our low carbon behaviours and our adoption of innovative low carbon technology solutions.



For over 20 years, the Sustainable Scotland Network has been a vital resource for public sector organisations in meeting their climate change obligations. It provides a platform for organisations to access information and resources, and to share best practice.

As we move towards a new urgency in responding to the climate crisis, so do we move towards a new operating structure for SSN. This Strategy sets out our ambitions for the ongoing operation of SSN, centred around three themes: net zero places, net zero indirect emissions, and net zero public sector organisations.

The last year has also seen the emergence of a new crisis. When we started to consider the future operation of SSN, we could not have envisaged the global COVID-19 pandemic and its impact on everything we do. As Scotland begins its recovery from this devastating health crisis, we have an opportunity – and indeed an obligation – to ensure this recovery is 'green' and carried out in such a way that we don't exacerbate the lasting environmental damage caused by the climate crisis.

SSN will continue to support the Scottish public sector in addressing the climate crisis – and now the Green Recovery – and we look forward to a better, more sustainable, and healthier future for us all.

Kathryn Dapré

Chair, Sustainable Scotland Network

Executive Summary

We live in the reality of **global climate, ecological and public health emergencies**, which are exacerbating the stark inequalities in society. These demand a **just transition towards a sustainable Scotland**, and investment in a **green recovery** from the impacts of COVID-19.

Scotland has **world-leading climate change legislation**, committing us to the target of net zero greenhouse gas emissions by 2045. This legislation also sets **duties on public bodies** to take action on climate change and towards sustainability. Scotland needs its public sector bodies to work together on these challenges with clear leadership, consistent policies and improved knowledge, skills and resources.

The Sustainable Scotland Network (SSN) is Scotland's established and trusted all-public-sector network specialising in sustainability and climate change. This strategy sets out a framework for the development of SSN into the 2020s – *the* critical decade for action on climate change that creates a flourishing Scotland for all.

This strategy has been informed by insights gathered from both SSN member engagement and the Scottish Government consultation on the 'Role of Public Sector Bodies in Tackling Climate Change'. These highlighted the need for investment in **clear leadership, consistent methodologies, coordinated information, resource and funding, improved monitoring and reporting, and increased professional capacity building**. This strategy has been designed to support progress on these issues.

Strategic framework

SSN's strategy is to support public sector action in **three inter-linked thematic programmes**:

- Collaborating to develop **Net Zero Places**;
- Leveraging influence towards **Net Zero Indirect Emissions**;
- Networking to achieve **Net Zero Public Sector Organisations**.

These programmes will improve efficiency and effectiveness of **public sector action by providing coordinated access to**:

- Consistent guidance and methodologies;
- Tools and frameworks for improving public sector climate action;
- Professional training and advice;
- Sharing good practice and peer-to-peer learning;
- Policy engagement and knowledge exchange.

SSN's **strategic objectives** are:

- To provide resources, events and communications to improve public sector practitioner knowledge and use of consistent, professional approaches;
- To provide resources, training and communications to improve the skills of public sector practitioners in the use of tools and frameworks;
- To provide public sector practitioners with a central hub of regular, updated and coordinated information, advice and support;
- To facilitate the sharing of good practice and peer-to-peer learning among SSN members and public sector practitioners;
- To facilitate and coordinate public sector practitioner engagement in policy developments and to provide clear and updated information of policy developments to practitioners.

Network solutions

SSN's network solutions – using the knowledge, skills and experience of network members and partners, and combining limited resources to have greater impact – focus on five key features:

- SSN Member Participation and Development
- Strategic Partners at the Heart of SSN
- Supporting Practitioner Leadership
- Streamlined and Coordinated Communication
- Networking the Networks

Leveraging leadership, policy and research

SSN will scale its impact by investing in three key leverage points:

- Streamlining and Informing Leadership – providing a vital lead officer link to public sector climate leadership.
- Aligning Policy and Practice – acting as a bridge between public sector practitioners and policy makers.
- Applied Research for Public Sector Solutions – improving the practitioner-researcher interface.

Governance and management

SSN is an un-constituted entity, based on a close partnership between network members, core/principal funders, and the University of Edinburgh's Edinburgh Centre for Carbon Innovation (ECCI). This enables SSN to be highly agile and organisationally robust.

The SSN Steering Group will continue to be the primary forum in which the key parts of SSN come together to develop and agree a common strategy and work programme. Over 2020-2024 the SSN Executive Group will explore alternative models for SSN, to respond to the evolving needs of members, partners and public bodies.

Funding: Developing the hybrid model

SSN is operating a hybrid funding model. This includes 'core' funding from SSN's main partners: the Scottish Government as principal funder; NHS Scotland; and local authorities.

SSN is securing other sources of funding to drive forward action on its strategic priorities. SSN is also an integral part of the forward development of ECCI and the University of Edinburgh's climate change commitments.

Vision, mission, values

SSN vision

Scotland's public sector fully engaged in enabling Scotland to achieve its climate change targets, while securing a green recovery from COVID-19 and demonstrating leadership in the just transition towards net zero emissions and sustainability.

SSN mission

Supporting and empowering public sector collaboration to accelerate action on climate change and deliver a sustainable future for all.

SSN values



1.

THE CHALLENGE

We live in the reality of a global climate emergency; the emergent feature of unsustainable economies and systems that urgently need transforming towards sustainable solutions.

Scotland has world class climate change legislation. This has established a net zero emissions target for 2045, with challenging interim targets. It also places duties on public bodies to act on climate change in ways that are aligned with national policy and which deliver wider sustainability goals.

Scotland now needs to build forward from the impact of COVID-19, to ensure a green recovery that delivers prosperity for all, a transformation towards net zero greenhouse gas (GHG) emissions, and improved resilience. This demands a just transition towards a sustainable Scotland.

Now is the time to invest in wise, long-term solutions that address the emergencies we face today: the crises of inequality, public health, biodiversity and climate. These are the crises at the heart of our sustainability challenge – economic, social and environmental – and our challenge of

creating a flourishing Scotland for all as articulated in Scotland’s National Performance Framework.

Scotland needs its public sector bodies to work together with clear leadership, consistent policies, and improved knowledge, skills and resources to enable transformative change that benefits people and planet.

SSN is Scotland’s established and trusted all-public-sector network specialising in sustainability and climate change, with members in each of Scotland’s major player public bodies. SSN is designed for, by and with the public sector. SSN facilitates and informs collaboration, while improving alignment and coordination with national policy priorities. SSN builds the capacity of those public sector staff on the front line in Scotland’s action on the global climate emergency.

SSN is now developing and adapting to remain relevant and effective for the 2020s; *the* critical decade for action on climate change and to build forward from COVID-19. This strategy sets out the key facets of SSN’s development journey.

“

If SSN did not exist you’d have to invent it. Our national climate change targets are world-leading, but realising a net zero Scotland needs everyone, and everywhere. Our public sector is right at the heart of this, with local authorities and public bodies covering every corner of the nation and working with every community within it. SSN provides the trusted partner for all public bodies to understand and implement the transition to net zero in a way which is locally appropriate, consistent with national priorities, and that ensures good practice is shared and enhanced.”

Professor Dave Reay

Executive Director, ECCI

Policy Director, ClimateXChange

The University of Edinburgh

2. INSIGHTS



Over 2019/20 both SSN¹ and the Scottish Government² gathered insights about what public bodies need to tackle climate change. These insights inform this strategy, making it member-led and member-focused.

Key insights are that public bodies require:

Clear and consistent leadership, legislation and policy

- A clear vision, strategy and a local delivery plan, aligned with national targets and plans.
- Legislation and policies that provide clear duties and responsibilities.
- Climate emergency leadership, within the organisation and with 'publics/communities'.

Consistent and professional methodologies

- Guidance, tools and improvement frameworks.

Provision of clear, relevant, regular and continuously updated information at a strategic and operational level

- Signposting public sector bodies to the wealth of existing sources of information and support.
- Diversity of information provision to support learning and professional development.
- Supporting ongoing information exchange, peer support and sharing of ideas and best practice between public sector bodies.

Coordinated, focused and fundable delivery programmes and projects

- Integrated development and delivery of programmes and projects at efficiencies of scale e.g. local, regional etc.

Support to facilitate and enable behavioural and cultural change

- Support to enable behaviour change and promotes a change of culture within organisations, extending to the exercise of functions and service delivery.

Improved monitoring, reporting and verification

- Monitoring, reporting and verification that adopts consistent methods and standards and informs and compels effective action and decision-making.

Increased capacity through skills, knowledge, and collaboration

- Scaling up capacity and skills to work on climate change strategies, plans, projects and public/staff engagement.
- Building and sustaining deep collaboration and partnerships aligned to climate action.

¹ SSN Report on [Net Zero Ready](#), Oct 2019 and the internal report of the SSN Local Authority Forum, Sept 2019

² Analysis Report of the Scottish Government consultation on the [Role of Public Sector Bodies in Tackling Climate Change](#), June 2020

Scaled up finance, investment and the use of public procurement to delivery climate action

- Scaling up finance, investment and procurement to deliver action (programmes, projects, infrastructure, services, etc.) on climate change.
- Investing in climate smart infrastructure that supports the transition to net zero, resilience and sustainable.

Climate action that delivers on wider social, economic and environmental outcomes

- Doing all of the above in ways that secure co-benefits and wider influence towards net zero, resilience and sustainability (aligned to the National Performance Framework outcomes and the UN Sustainable Development Goals, Just Transition, Green Recovery, addressing the Ecological Crisis and Biodiversity etc).

This strategy is designed to support improvement on the above insights, working with SSN members to co-design pathways towards net zero and support that is efficient and effective.



The insights gained from the Scottish Government and SSN consultations point to one overarching factor - collaboration. Almost every aspect of the needs of public bodies will benefit from those bodies working together in cooperative partnership which is where, as the key public sector network, SSN is perfectly placed to guide and deliver this collaboration.”

John Wincott

Environmental Services Coordinator, Fife College

SSN Vice-Chair

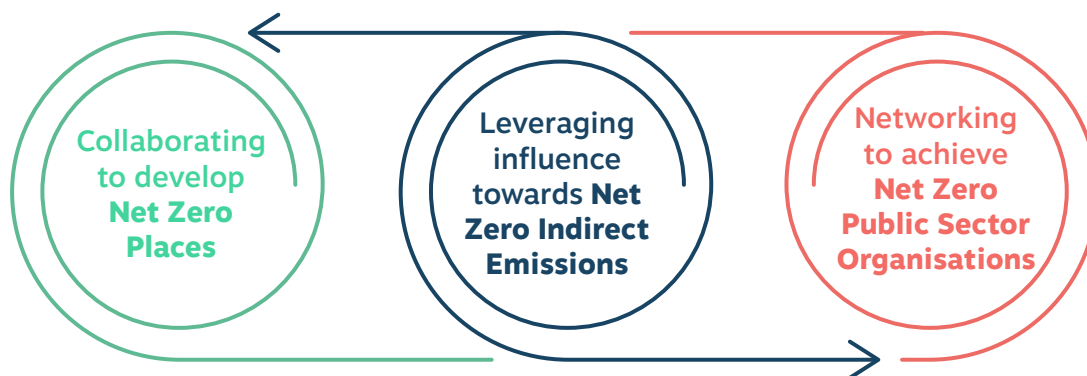
The approach will use the collaborative gain created by SSN being Scotland’s all-public sector network with strategic partnerships with Scottish Government, COSLA, NHS Scotland, EAUC-Scotland and a range of other leadership, delivery and research stakeholders.

3.

PROGRAMMES & OBJECTIVES

Public sector action on emissions, resilience and recovery can be usefully understood in three inter-related spheres of influence and activity: place-based action; action on indirect emissions; and action to achieve net zero organisations. In each sphere, the control of public sector bodies reduces as the scale of their potential impact increases. Systemic action is needed in each sphere to drive Scotland towards net zero emissions and to build resilience.






SSN's strategy is to support public sector action in these three spheres, structured into three inter-linked thematic programmes:



Each programme will engage SSN members in the co-design of pathways and consistent approaches to net zero emissions, while building resilience and supporting a green recovery from COVID-19 as part of a just transition.

Each programme will use the power and assets of the SSN network to improve the scale and pace of public sector action, while improving alignment and collaboration across the public sector and other sectors/stakeholders, while fostering better links with leadership, policy, and research.

The programmes will improve efficiency and effectiveness of public sector action by providing coordinated advice on and access to:

-  Consistent guidance and methodologies
-  Tools and frameworks for improving public sector climate action
-  Professional training and advice
-  Sharing good practice and peer-to-peer learning
-  Policy engagement and knowledge exchange

The SSN secretariat will work with SSN members and partners to design and deliver coordinated support across each of the three thematic programmes. The scale and nature of activity will be determined by the resources available and the evolving priorities of network members and partners.

Strategic Objectives

The overarching, strategic objectives for SSN are:

To provide resources, events and communications to improve public sector practitioner knowledge and use of consistent, professional approaches

To provide resources, training and communications to improve the skills of public sector practitioners in the use of tools and frameworks

To provide public sector practitioners with a central hub of regular, updated and coordinated information, advice and support

To facilitate the sharing of good practice and peer-to-peer learning among SSN members and public sector practitioners

To facilitate and coordinate public sector practitioner engagement in policy developments and to provide clear and updated information of policy developments to practitioners

3.A Programme 1



Place-based action has tremendous scope to influence and reduce greenhouse gas emissions whether within a local community, town, city, rural or regional setting. How we plan, use and manage land for a variety of purposes and goods, including transport, travel/mobility, built environment, greenspace, leisure, recreation etc., will determine Scotland's success in achieving net zero. Scotland's public sector has a dominant role to play in crafting places that support and encourage net zero communities and places. Building on SSN's past work and engagement on local authority area emissions accounting and prompting place-based climate action is a core programme under this strategy, consolidating and communicating national and international approaches to managing and minimising 'community-scale emissions'.

This programme will also align Scottish place-based approaches with the evolving international landscape of protocols, methodologies, and examples of good practice. In the year leading up to the 26th UN Climate Change Conference, COP26, SSN will strengthen links and opportunities with leaders beyond Scotland.

3.B Programme 2



The Scottish Government recommends that each public sector organisation sets targets on influencing their indirect emissions. The Programme for Government 2019 highlighted the importance of using public sector procurement to leverage action on climate change. While public bodies are now monitoring and reporting their 'scope 1 and 2 emissions' well, improving measurement and action on indirect emissions is critical to meeting Scotland's ambition.

SSN members, the SSN Steering Group and respondents to the Scottish Government consultation have highlighted the need for clarity on how indirect emissions should be addressed across the public sector including influencing supply chains and service provision. This programme will be developed and delivered as part of a proposed phase 2 project partnership with Zero Waste Scotland and in collaboration with Scottish Water, as part of their net zero strategy development.

The programme will include work focusing in particular on minimising embodied emissions, and reducing travel, water and waste impacts. Activities to develop guidance and deliver training and support will foster improved collaboration between sustainability and procurement professionals on accounting, reporting methodologies including improvements to sustainable procurement duties with specific emphasis on the circular economy and green recovery.

3.C Programme 3



Standalone targets will not achieve net zero direct emissions for the public sector by 2045. Although some organisations have demonstrated strong ambition by setting tighter timescales, targets must be underwritten by a clear pathway and milestones that demonstrate transparency, agility to respond to new innovations and unexpected change, and recognition of measures needed to address residual emissions at the most effective scale and pace e.g. process emissions and medical gases. Additionally, agreed methodologies for assessing, accounting and managing emission sinks as part of public sector assets are required.

This programme will involve SSN members and partners, such as Zero Waste Scotland, in co-creating resources for 'Plotting a Pathway to Net Zero', building capacity through training and support on the use of appropriate tools, and adopting standard methodologies for forecasting and scenarios-testing and mapping maturity to foster strong governance and organisational accountability. It will be closely aligned and informed by Scottish Government proposals for reform of Public Bodies Duties reporting requirements to maximise synergies and optimise resource and efforts.

4.

NETWORK SOLUTIONS



The SSN network will build capitals within the public sector to help improve the scale and pace of climate action.

Our work will enhance:

- **Social capital:** using the network to foster trusted and collaborative relationships across public sector professionals, and between practitioners, policy makers and leaders;
- **Human capital:** providing training, learning and advice to those at the sharp end of action on emissions, resilience and recovery;
- **Technical capital:** providing tool kits, resources and access to technical advice to support public sector professionals;
- **Financial capital:** linking SSN into processes that can influence financial capital for action on emissions, resilience and recovery, and linking public sector climate plans to national investment in Green Recovery.

SSN will use behaviour change frameworks, including ISM to understand individual, social and material barriers to change, and precipitate insightful and systemic solutions with opportunities for influencing change within organisations, amongst key contractors and delivery agents and other partnerships.

Our activities will improve the ‘hard’ and ‘soft’ knowledge, skills and experience of SSN members through the provision of communications, resources, events, training and policy engagement.

SSN will organise and facilitate collaboration among public bodies and their networks in order to scale up knowledge, skills, action and impact.

SSN will deploy network assets improving the efficiency and increasing the effectiveness of public sector action on emissions, resilience and recovery, thereby generating ‘collaborative gain’ for public bodies and partners.

Our network solutions approach will encompass the following **five core operations:**

4.A

SSN member participation and development

SSN will organise and produce resources, events and communications that improve public sector collaboration, with a prime emphasis on member participation and development. The role of the SSN secretariat will, to a large extent, be to facilitate and enable member participation and development, so that SSN activities multiply impact throughout the public sector. SSN will orientate its work to be as member-led as possible, ensuring that work programmes are co-designed and co-delivered with, for and by SSN members.

4.B

Strategic partners at the heart of SSN

SSN will develop its partnership approach to coordinated and collaborative public sector climate action. This will include:

Core partners: including the Scottish Government, COSLA, NHS Scotland, EAUC Scotland and strategic leads in national/ regional public bodies.

Thematic or sector partners: including Improvement Service, SOLACE Scotland, Adaptation Scotland, ClimateXChange and Zero Waste Scotland.

4.C

Supporting Practitioner Leadership

The SSN Steering Group will be supported and developed as Scotland's all public sector practitioner leadership group. The Steering Group will guide implementation of the SSN strategy and programme activities, and will provide a national 'common voice' for public sector climate change and sustainability professionals, feeding into policy processes and a range of national forums. The SSN Steering Group will provide leadership and coordination to the wider SSN membership and public sector major players, and provide a forum for discussion with national partners including the Scottish Government and COSLA.

The Steering Group will also link into leadership and research initiatives, to better align leadership and research with practitioner experience and expertise. The SSN Steering Group will meet at least quarterly, undertake annual planning for the network, and contribute, through the Chair and Vice Chair, to executive decision-making for SSN.

“

The Sustainable Scotland Network is a vital part of our national work to address the climate emergency and support a clean, green recovery from the COVID-19 crisis. It has given me a broader perspective on the range of public sector activities across the diversity of urban, rural and island Scotland and a real sense of solidarity across that sector as we face these extraordinary challenges together. I have learnt from the network and been able to draw on the experience which it represents to inform my own work in Glasgow on sustainability and for welcoming the world to COP26. There are not many networks of which it can genuinely be said that we would have to invent it if it were not already there: SSN is definitely one of them!”

Dr Duncan Booker

**COP26 Stakeholder Manager,
Glasgow City Council**

“

The public sector's huge spend on procuring goods and services gives it the power to drive forward the national switch to a circular economy in Scotland. We need this to be at the heart of the green recovery to overcome COVID-19 and the climate crisis. We launched our own net zero plan with Sustainable Scotland Network to help turn that vast waste of money and resources into significant savings in cash and emissions by creating a viable national market for re-use, repair and remanufacturing.”

Iain Gulland

Chief executive, Zero Waste Scotland

SSN Vice-Chair

4.D Streamlined and Coordinated Communication

SSN is an established and trusted channel for information to over 600 public sector members across Scotland's public bodies. Our communications provide a vital link for members to drive collaboration and encourage knowledge sharing. SSN communications provide an opportunity for members to share their own developments, findings and learnings with their peers.

The SSN Communication Strategy supports and reflects this strategy. A major aspect of the strategy includes investment in developing the SSN website and newsletter to better reflect the activities of network members.

“

As a relatively small local authority with limited resources, the SSN and its Secretariat keep Inverclyde Council informed about policy and initiatives with respect to climate change and environmental sustainability. The SSN further provides space with which to engage with colleagues throughout the Scottish public sector, finding out about the actions they have taken to improve environmental performance and make useful connections. Finally, the SSN and Secretariat provides a conduit for the public sector to give its views to the Scottish Government on environmental policy and other related matters.”

Paul Murphy

**Carbon Reduction Officer,
Inverclyde Council**

4.E Networking the networks

SSN will provide a national coordination and collaboration mechanism for a wider range of practitioners networks within the public sector and within others relevant sectors. This has always been a feature of SSN's open and collaborative approach, but the period from 2020-24 will see SSN scale up its 'networking the networks' approach to make better use of links and relations with other networks. This will be done to reflect the need to scale up public sector action on emissions, resilience and recovery.

Notably, SSN will take forward improved collaboration with:

- The Place-based Climate Action Network (PCAN), linking in with ECCI colleagues and UK project partners;
- The Scottish Energy Officers Network, via our common interest in public sector action on the climate emergency;
- The Place Standard Alliance, based on our common interest in place-based approaches to sustainability, public health and climate change.



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5.

LEVERAGING LEADERSHIP POLICY & RESEARCH

5.A Streamlining and informing leadership

Leadership will be critical in Scotland's journey to net zero emissions. SSN will provide important lead officer support and link to public sector climate leadership. The SSN Steering Group and secretariat will work to support national leadership forums, notably:

- The Scottish Leaders Forum's Climate Emergency Action Group.
- The civil society Climate Emergency Response Group.

Reflecting intentions in the Scottish Government consultation in 2019, SSN will align its work to support development around the concept of the High Ambition Climate Network and the National Climate Forum.

“

Achieving an equitable and sustainable transition to net zero in Scotland needs the best evidence base possible As part of ECCI and the wider University of Edinburgh, SSN works directly with both practitioners and academics to translate state-of-the-art research into well informed action on the ground.”

Professor Dave Reay

Executive Director, ECCI

Policy Director, ClimateXChange

The University of Edinburgh

5.B Aligning policy and practice

SSN will act as a bridge between public sector practitioners and policy makers. This will include coordinating and facilitating SSN member engagement in formal policy consultation processes, and also creating forums for the exchange of knowledge, information and experience between policy makers and public sector practitioners. The SSN Steering Group itself will be a regular forum for dialogue between network members and Scottish Government officials.

5.C Applied research for public sector solutions

Scotland's response to the global climate emergency, and its work to build forward from COVID-19, require innovation, sound advice and informed insight. Research also needs to be increasingly action-oriented to help scale-up and inform change. Moving forward, SSN will identify ways to improve the practitioner-researcher interface. This will be done through a range of activities, including:

- Making better use of being embedded in the University of Edinburgh and part of ECCI, especially as ECCI develops under new leadership;
- Improving collaboration with ClimateXChange, to amplify the impact and use of CXC research outputs;
- Working with EAUC and SSN members in Higher and Further Education Institutes to identify opportunities for improved academic involvement in SSN activities;
- Developing opportunities for students to engage with SSN, to benefit both public bodies and students' routes to employment, within the context of Scotland's sustainable recovery from COVID-19.

6.

GOVERNANCE & MANAGEMENT



SSN is an un-constituted entity. It is formed from a close collaboration between network members, core/principal funders, and a management body (now the University of Edinburgh). This enables SSN to be highly agile and organisationally robust, with sound legal and financial support enabling SSN to have a staffed secretariat.

The SSN Steering Group will continue to be the primary forum in which the key facets of SSN come together to develop and agree a common strategy and work programme.

As of 2020, this operating model will remain in place:

- **SSN Steering Group** – non-Executive, voluntary, member-led advisory group
- **Edinburgh Centre for Carbon Innovation (ECCI)** – managing body and climate change expert unit, part of UoE
- **Core funders** – notably the Scottish Government (core), local authorities and NHS Scotland

Over 2020-2024 an SSN Executive Group will explore the pros and cons of alternative models for SSN, based on the evolving needs of members, partners and public bodies.

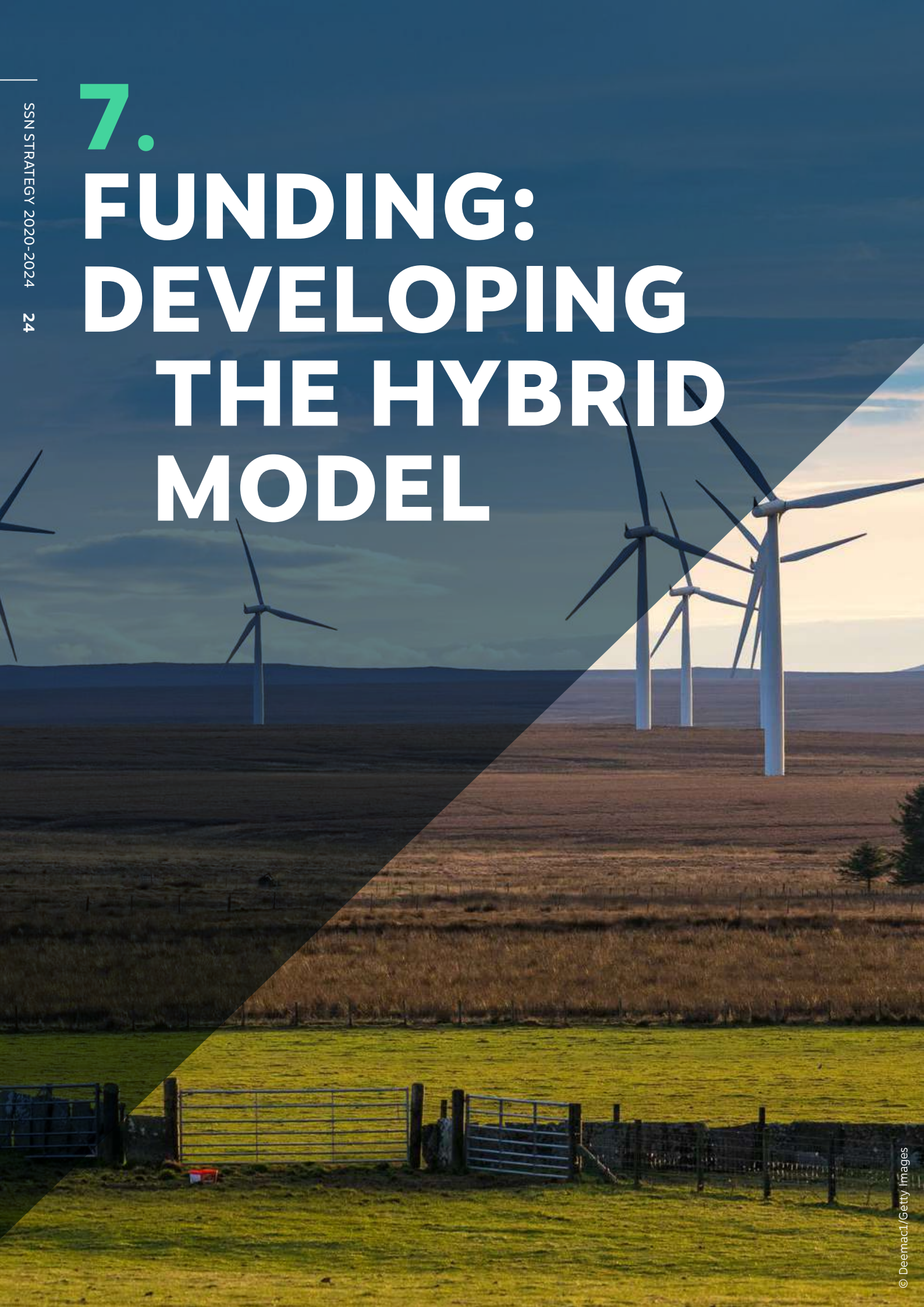
The SSN Executive Group is made up of:

- Chair and Vice Chair of SSN Steering Group
- SSN Director and ECCI Executive Director
- Representatives from the core funders (Scottish Government)

As SSN develops its hybrid-funding model, there is a need to consider how other ‘core’ and strategically-linked funders relate to the SSN Executive Group. This may remain best done via the SSN Steering Group, but this will be considered over the course of 2020, and agreed before shifting into financial year 2021/22.



7. FUNDING: DEVELOPING THE HYBRID MODEL



SSN is operating a hybrid funding model. This includes 'core' funding from SSN's main partners: the Scottish Government as principal funder, NHS Scotland, local authorities and contributions from other public bodies. This core funding enables SSN to have stability and to provide a base-level of support to public bodies.

SSN is also securing other sources of funding to drive forward action on its strategic priorities. These funding sources will be varied, over time and by source. SSN is also an integral part of the forward development of ECCI, plugging into the potential for enhanced action-research and practitioner-academic collaboration.

Funding and support

Core funding

Principal Funder

- Scottish Government

Strategic Membership Funders

- NHS Scotland
- Local Authorities
- Contributions from other member organisations

Programme/project funding

For example: Zero Waste Scotland

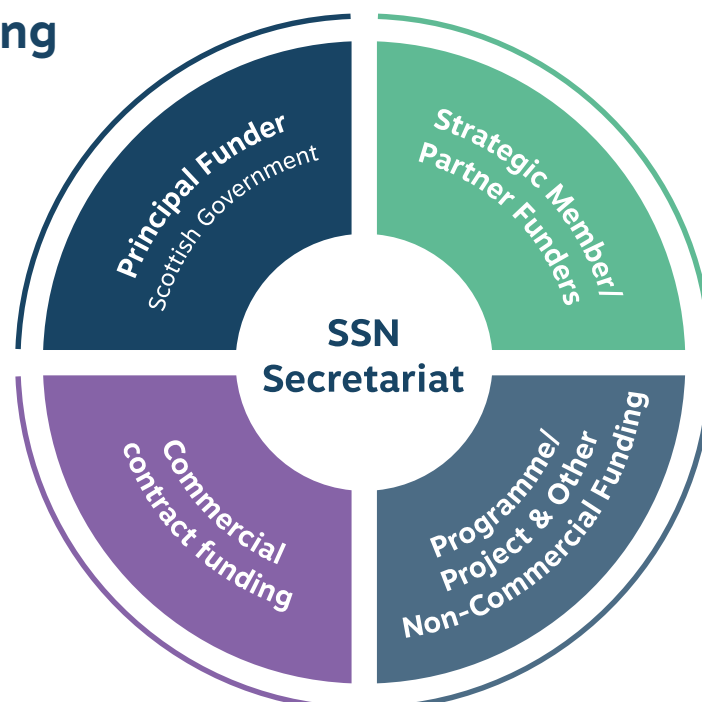
Sources of non-commercial funding

- Research funding
- Sponsorship
- Co-funding of programme initiatives

Commercial contract funding

For example: SSN work in 2020 with The Highland Council and Loch Lomond and Trossachs National Park Authority.

Hybrid funding model



APPENDIX 1

Key Issues Outlined in Scottish Government Consultation Analysis Report

The provision of **clear, relevant, regular and continuously updated information at a strategic and operational level were considered essential**. There were calls for a **single access point** to information for business cases, funding sources and opportunities, technology guides, academic research, and case studies.

A further suggestion highlighted the **importance of signposting public sector bodies to the wealth of existing sources of information and support**. Specific reference was made to: Adaptation Scotland Programme, Energy Savings Trust, Environmental Managers' Forum, NHS Scotland National Sustainability Assessment Tool³, Scottish Energy Officers Network, Scottish Government information, Sustainable Scotland Network, Zero Waste Scotland, and wider providers of specialist technical support and advice.

Diversity in the format of how information was presented and made available was emphasised, and reflected different preferences for receiving and digesting information and data (e.g. briefings, case studies, information sessions, etc).

Opportunities for **ongoing information exchange, peer support and sharing of ideas and best practice between public sector bodies** (including at an officer level) were considered vital. It was suggested that these opportunities would help ensure that “developments in science, policy and practice are understood, debated and approached in the collective way”.

³ Note: this has not yet been launched.

Types of training, skills and technical support needed

Carbon and carbon literacy	Partnerships and enabling others
Carbon management and accounting	Approach to risk at organisation and project level
GHG emissions management and reporting	Behaviour and culture change
Data skills (e.g. climate impact assessment)	New technologies and innovative solutions
Sequestration opportunities	Commissioning external professional support
Adaptation risks and opportunities	Sustainable labs
Project level carbon impact, including storage, and adaptation assessment	Community engagement
Building business cases for investment and budget allocations	Creating and implementing adaptation plans
Sustainable and innovative finance and blended investment opportunities	Forecasting on grid decarbonisation to assist target setting
New models and opportunities and implementing change at scale	Inclusivity training
Climate equity and justice	Building contractors to build 'A' rated energy efficient houses

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