

**TRANSform Scotland**

*the campaign for sustainable transport*

## **STRATEGIC PLAN**

*As adopted at the 05/12/06 Board meeting*

## **INTRODUCTION**

TRANSform Scotland promotes better conditions for public transport users, cyclists and those on foot, and a shift of freight from road to rail and water transport. We want to see Scottish transport become less damaging to the environment, contribute to better public health and social inclusion, improve Scotland's economic performance and make Scotland a more attractive place for people to live.

This Strategic Plan sets out a three-year plan for the development of TRANSform Scotland; the Plan will be reviewed each year.<sup>1</sup> The Plan sets out a high-level description of the direction and activities of the organisation, and provides a framework for other plans and strategies.

Section 2 establishes the External Environment in which we work, while Section 3 defines the Vision, Mission, and Guiding Principles of the organisation. Section 4 sets out the Strategic Directions of the organisation for the next three-year period. Section 5, the Action Plan, identifies a series of specific tasks associated with delivering the Strategic Directions.

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<sup>1</sup> This Plan was initially adopted by the Board at its meeting on 05/12/05. This version of the Plan incorporates the first annual review of the document.

## **THE EXTERNAL ENVIRONMENT**

### ***The transport sector is responsible for creating global environmental problems***

The transport sector is one of the main contributors to climate change. There is now widespread acceptance that climate change is real, that it is already having damaging impacts across the planet, and that these impacts will worsen. Despite a now high level of awareness of this issue, there is however little evidence that the Scottish transport sector is taking measures to reduce emissions: car use and road freight levels continue to increase, while vehicle efficiency is failing to improve.

### ***The current structure of transport also has major local impacts***

Transport is also having worrying impacts at a local level. The overuse of cars and lorries in residential areas often diminish the quality of life for people living there. The quality of streets are too often badly damaged as a result, while in many areas, levels of air and noise pollution, and excessive traffic speeds, are damaging to health; these impacts often affect disadvantaged groups more severely. Walking and cycling, health-giving forms of transport, are generally treated as being of marginal political importance.

### ***There is public, political and media awareness that 'transport is a problem' and that this problem needs an environmentally sustainable response***

It is widely accepted that traffic levels are too high and impact negatively on peoples' quality of life. It is almost universally accepted that there must be improvements to public transport if it is to provide an attractive alternative to car use; furthermore, it is widely accepted that people should take individual action to reduce their car reliance. There is an increasing awareness of the global impacts of over-reliance on fossil fuel use (climate change, oil depletion, global conflicts over oil) and the public health implications of people moving from making trips on foot to making trips by car (as has been observed in Scotland in recent decades).

### ***Vested interests are powerful and wish to maintain the status quo***

There is, however, no consensus as to what the solutions are. The UK's roads lobby has long been one of the strongest political lobbies, and there is little evidence to suggest that its power has dwindled. The roads lobby has been successful in publicising and embedding two myths: that private transport is already too expensive, and that more traffic is good for the economy. Both positions are incorrect but, nevertheless, commonly held.

### ***There is evidence of business commitment to sustainable transport policies***

Notwithstanding the all-too-common identification of the business sector with roads lobby arguments, there is increasing evidence of individual businesses' commitment to environmentally sound transport policies. There is also greater awareness that many environmental and social policies can be helpful to business and the economy.

### ***The sustainable transport movement in Scotland is small and under-resourced***

Despite the long-standing acceptance that "something must be done" about environmental and social problems resulting from transport, comparatively few resources have been devoted to tackling these problems. TRANSform Scotland, for its part, is seriously under-resourced for the campaigns agenda it hopes to tackle, while most environmental and conservation NGOs have withdrawn from the transport debate since TRANSform Scotland has been in operation. Some private sector transport operators have made more progress than others, while local and central government action on sustainable transport lacks credibility when much of their activity continues to reinforce rather than tackle unsustainable trends.

## VISION, MISSION, AND GUIDING PRINCIPLES

TRANSform Scotland believes it can play a significant role in facilitating the delivery of sustainable transport, and address the problems set out in the External Environment section above.

### ***Our Vision is:***

*"A society where everyone can have their travel needs met within the limits of a transport system that is environmentally sustainable, socially inclusive and economically responsible."*

### ***Our Mission is:***

"To be the leading organisation in Scotland campaigning for sustainable transport, in order to deliver a better environment and improved public health and social justice."

### ***Our Guiding Principles:***

TRANSform Scotland endorses, and has adopted, the guiding principles for sustainable development policy used by the UK and Scottish governments:<sup>2</sup>

- **Living Within Environmental Limits:** respecting the limits of the planet's environment, resources and biodiversity – to improve our environment and ensure that the natural resources needed for life are unimpaired and remain so for future generations
- **Ensuring a Strong, Healthy and Just Society:** meeting the diverse needs of all people in existing and future communities, promoting personal well-being, social cohesion and inclusion, and creating equal opportunities for all
- **Achieving a Sustainable Economy:** building a strong, stable and sustainable economy which provides prosperity and opportunities for all, and in which environmental and social costs fall on those who impose them (polluter pays), and efficient resource use is incentivised
- **Promoting Good Governance:** actively promoting effective, participative systems of governance in all levels of society – engaging people's creativity, energy and diversity
- **Using Sound Science Responsibly:** ensuring policy is developed and implemented on the basis of strong scientific evidence, whilst taking into account scientific uncertainty (through the precautionary principle) as well as public attitudes and values.

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<sup>2</sup> DEFRA (2005), *One future – different paths: The UK's shared framework for sustainable development*

## **STRATEGIC DIRECTIONS**

### **1. Deliver sustainable transport campaigns**

TRANSform Scotland will build on its strengths as a campaigning organisation, and develop activity on the following campaign themes:

- *Less Traffic*: make the case for reduced road traffic levels, to be brought about through better land use planning, Smarter Choices interventions, and setting the right prices for road use
- *Better Public Transport*: make the case for increased investment in public transport
- *Healthy Transport*: argue for greater priority for walking and cycling, and more civilised use of road space
- *Socially-Just Transport*: argue for transport policy to give more attention to social justice issues
- *Tackle Climate Change*: articulate the need for the Scottish transport sector to reduce climate emissions and address the issue of peak oil
- *Sustainable Investment*: lobby for public expenditure to be used wisely, taking into account both benefits and the wider costs to business and society.

### **2. Build alliances**

TRANSform Scotland will build on its diverse membership, and expand strategic alliances with other organisations that have similar aims. To this end we will:

- Reinforce working with organisations within the field of transport and the environment
- Develop alliances with social justice and public health NGOs, local authorities and Regional Transport Partnerships, and the trade union movement
- Develop alliances with businesses

### **3. Develop a sustainable organisation**

TRANSform Scotland will take steps to establish itself as financially viable and increase internal capacity to meet campaigning need. It will:

- Establish a reliable, and independent, core funding base
- Increase membership (quantity of members, size of contributions and representation from key sectors)
- Increase and retain an effective, well trained, motivated and professional workforce (Board members, staff and volunteers)
- Deliver good governance and sound financial management.