

# Is joined-up policy the answer to effective delivery of public goods? Insights from a review of Scottish Policy Instruments

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- Policy instruments = mechanisms connecting land management actions with public policy objectives
- Focus on natural assets (biodiversity, soil and water) – not only public goods
- Delivery of multiple environmental benefits

## Main concepts

# Why joined-up policy delivery?

Insights from Literature:

- Most policies = single issue focus
- Potential conflict between instruments, confusion
- Inappropriate for ecosystem management
- Inappropriate for land-based businesses

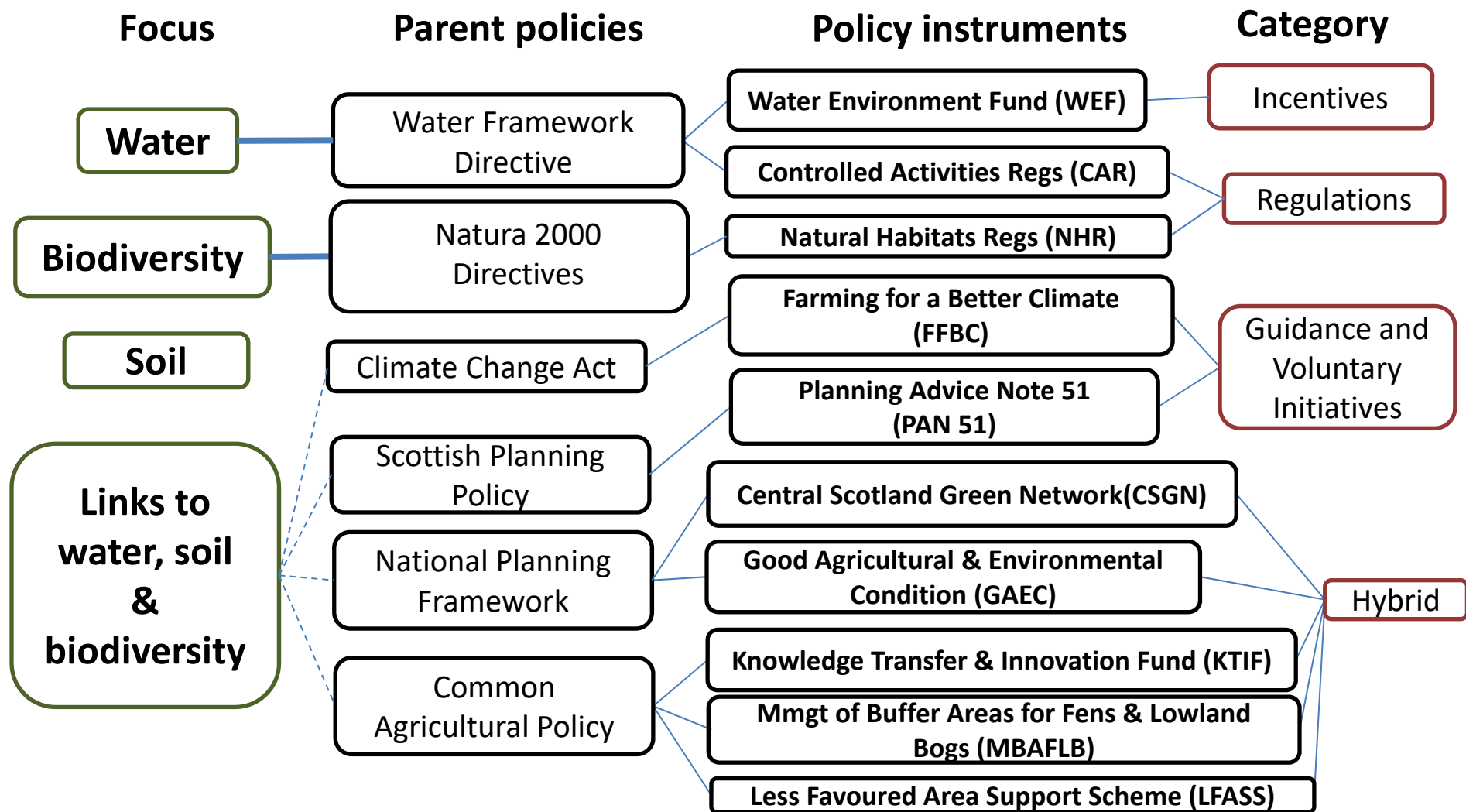
Insights from previous stakeholder interactions

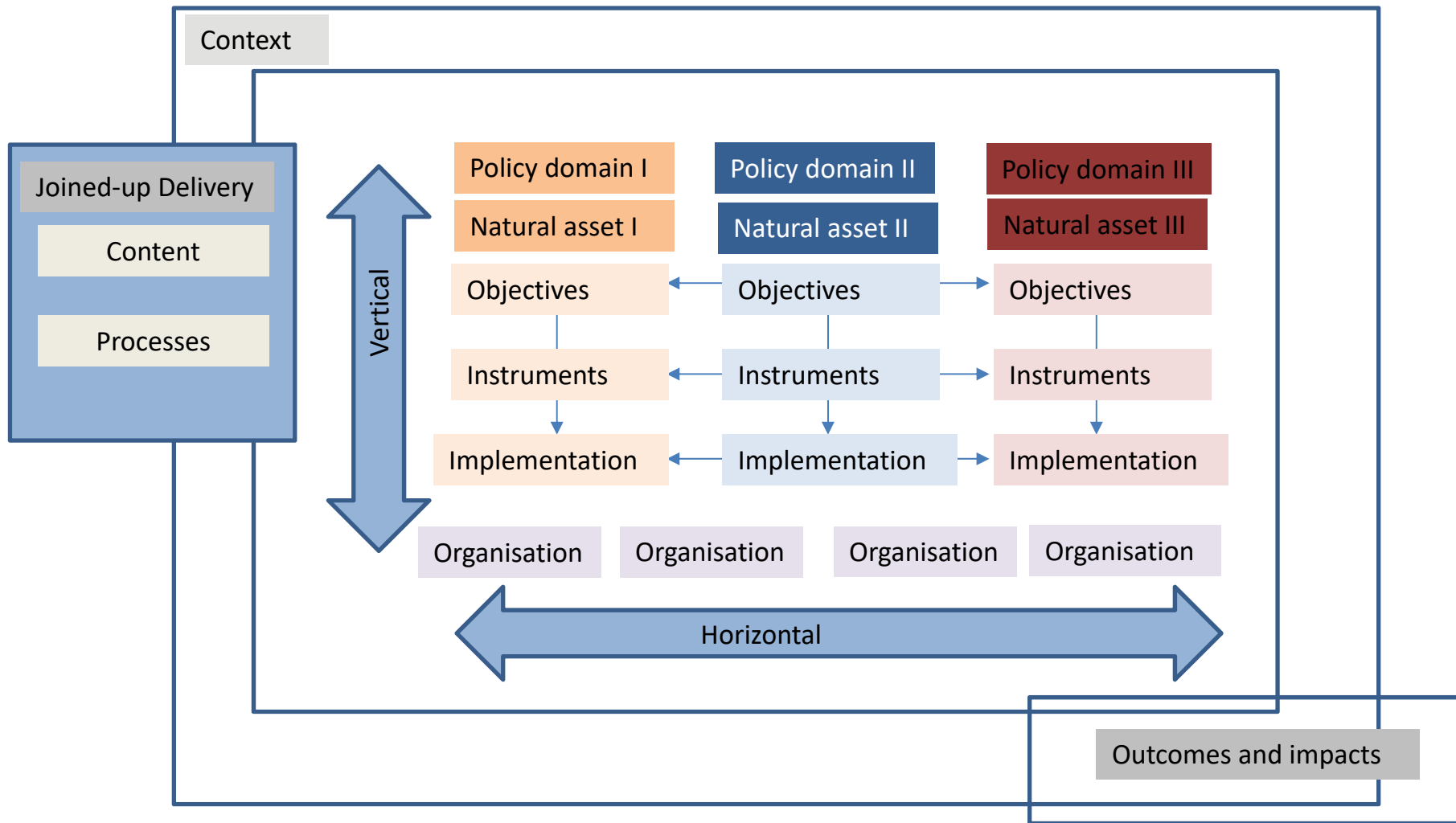
- Delivery of public policy objectives can appear fragmented
- Focus on what happens and why



# Our Research Focus

- Joined-up policy delivery as a systemic issue
  - Content & process – HOW it happens not what should happen
- Implementation as site of interplay between government and management
  - Attention to neglected level of policy instruments
- Recognise actions
  - Attention to the neglected role of policy implementers in partnerships
- Attention to joined-up delivery *within* environmental policy domain
  - Outcomes beyond environment but shared original mission





# Joined-up Delivery – where, what, how?

- Vertical joining up activities - more discussion than expected
- Existing formal mechanisms and informal practices
- Requires resources and efforts
- Much of this work hidden to us before this study



# Joined-up Delivery – where, what, how?

- Horizontal
  - 1 Between instruments (e.g. KTIF & FFBC)
  - 2 Between organisations (e.g. SEPA & Local Authorities, developers )
  - 3 Within natural asset domains (e.g. Biodiversity into PAN51, FFBC, GAEC)
  - 4 Between natural asset domains (e.g. Soil & Water through CAR and GAEC)



Involving network of stakeholders in public and private sectors



# CAR & GAEC

- Why? Integrate soil management more closely with water management
- How? Increase formal link between GAEC and GBR 18 (Storage & application of fertiliser)
- Requires? Formal revision of regulations
  - Or voluntarily through good practice (FFBC & KTIF)
  - Training of inspectors and advisors
- Involves? Scottish Government, SEPA, RPID, Consultants, Advisors, Land Managers, Contractors etc
- Benefits? Improve both field productivity and protection of ecological status
- Costs? Inspection costs for RPID and SEPA, compliance actions by land managers (outweighed by benefits?)

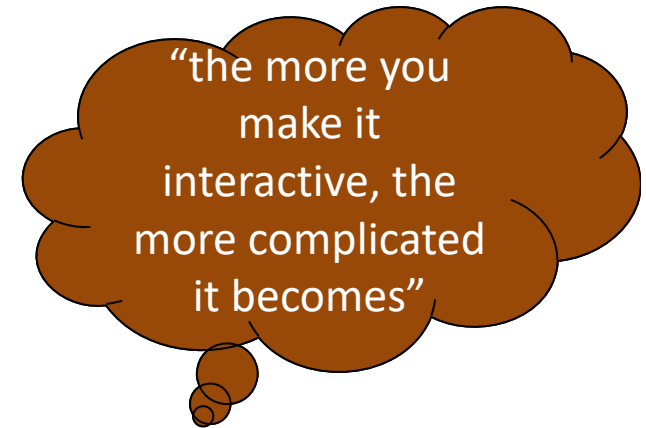
# Joined-up delivery – where, what, how?

- Formal policy mechanisms
- Formal partnership working mechanisms
- Informal, voluntary practices
  - Can do it without planning or support from vertical alignment (MBAFLB)
- Requires additional resources and efforts – capacity and capability
- **Challenging but interviewees still seeking opportunities**



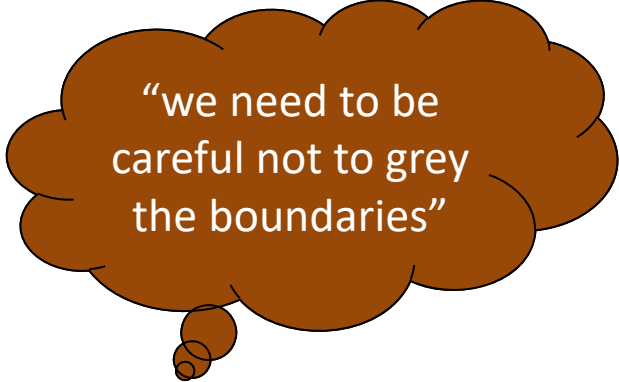
# How joined-up should we be?

- 1 Within natural assets
  - Opportunities to improve
- 2 Between natural assets
  - Increases transactions but delivers 'multiple environmental benefits'
- 3 Between natural assets + other domains
  - Sustainable development implementation challenges
  - Bridging Agricultural and Environment domains

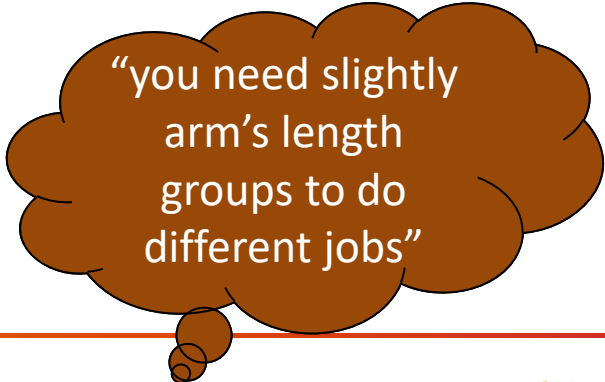


# Joined-up delivery: a governance challenge?

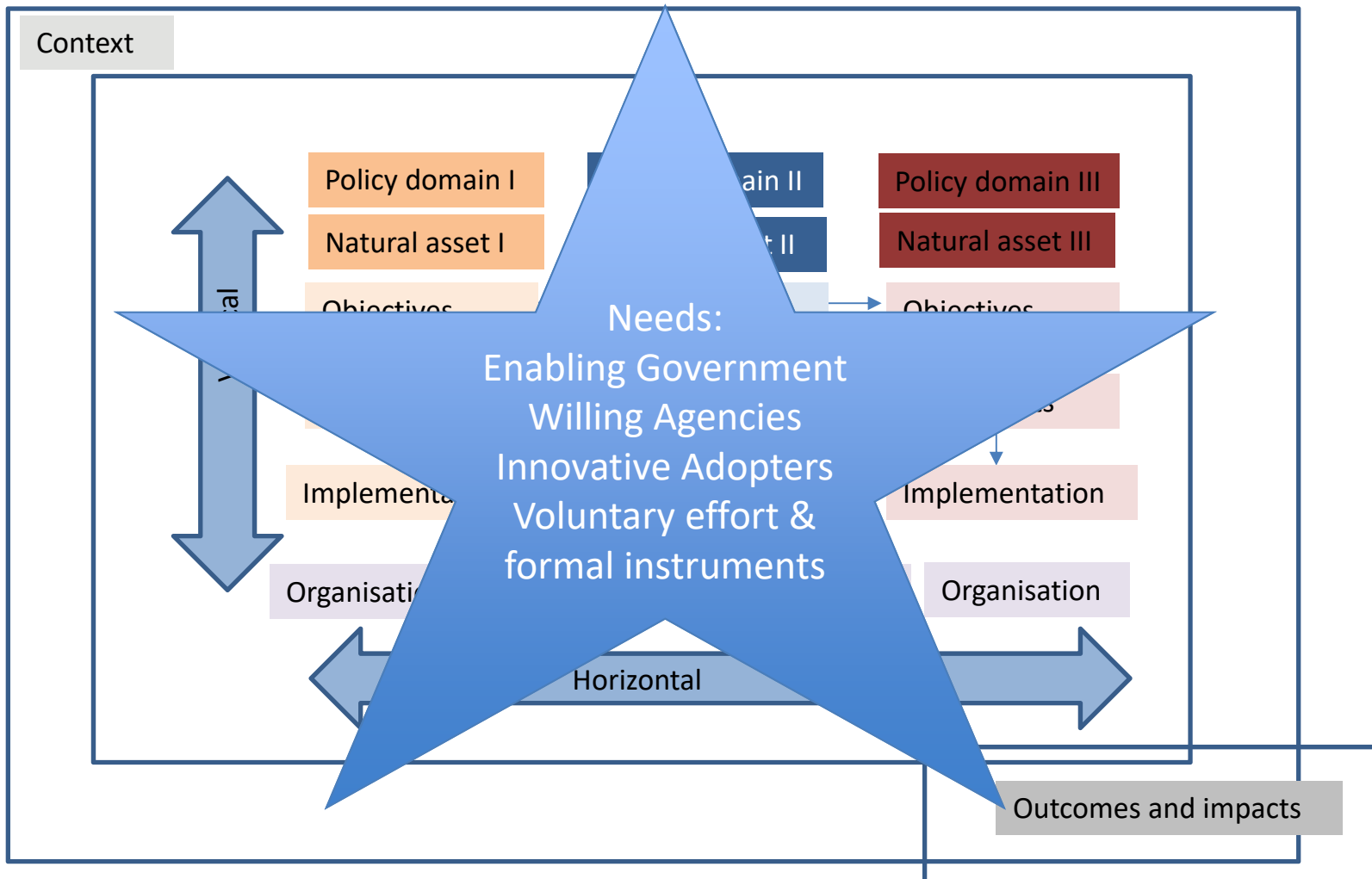
- Amplifies common implementation issues e.g.
  - Trust, communication, skills, time, resources
  - Shared vision, appropriate remits, social learning
- Preference for voluntary cooperation
  - Resistance to formal integration
    - Particularly for regulations
  - Work within existing structures not major transformation
    - Austerity? Brexit?



“we need to be careful not to grey the boundaries”



“you need slightly arm’s length groups to do different jobs”



Context

Policy domain I

Policy domain II

Policy domain III

Natural asset I

Natural asset II

Natural asset III

Objectives

Objectives

Needs:  
 Enabling Government  
 Willing Agencies  
 Innovative Adopters  
 Voluntary effort &  
 formal instruments

Implementation

Implementation

Organisation

Organisation

Horizontal

Outcomes and impacts

# Conclusion: Joined-up Environmental Policy Delivery

- No direct conflict between instruments within environment portfolio
- Complex negotiations within formal structures and informal processes
  - Alignment of objectives, approaches, partners and departments vertically (*within* an instrument, asset and/or organisation)
  - Alignment of objectives, approaches and partners horizontally (*between* instruments, assets, organisations)
- Attention to action at the intersection
  - Efforts to generate alignment and overcome implementation challenges often invisible and under-recognised
  - Now looking at how ‘private-sector’ mechanisms work alongside these ones

**Thank you**

SEFARI 

More information on project can be found at:

<http://www.hutton.ac.uk/research/projects/analysing-how-policy-instruments-shape-soil-water-and-biodiversity>

Research funded by Scottish Government Strategic Research Programme  
2016-21



Scottish Government  
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