



**Paper for the
17th NSC Annual Business
Meeting,
13th June 2008**

Item 5

PROMOTING THE SUCCESS OF THE NORTH SEA COMMISSION

REPORT TO ANNUAL BUSINESS MEETING

Herning, 13 June 2008

1 INTRODUCTION

At the General Assembly in 2007, some members suggested that the North Sea Commission (NSC) should be more active in promoting the benefits of membership. This led to the Executive Committee agreeing in November that a project should be carried out to explain these benefits. A proposal submitted jointly by IDEAction and VIVID was accepted. This would make use of a series of interviews with members of the NSC, to gather their experiences of the value of being involved in the work of the Commission.

This report sets out the main findings from the project.

2 SUMMARY

The findings indicate that politicians and officials who have been active in the NSC place a high value on the organisation and on the network of colleagues and friends which they have built up. They see benefits in terms of:

- getting projects for their region
- the ability of the NSC to influence policy-makers at the European level
- the learning which they and their councils have gained.

Much of the good practice and ideas shared across the NSC have been taken up at the regional and local levels.

Important lessons were offered to others to help them make the most of their membership – with many people saying “you get back what you put in”, that is, commitment of time and resources over a period of time will be well rewarded.

In addition, a number of important suggestions were made to build on these successes so that the NSC continues to meet the needs of its members as they face up to the challenges of the future. There is certainly plenty of opportunity for more politicians and officers to contribute to the work of the NSC and to gain the benefits. This will increase the authority and influence of the Commission and its ability to carry out detailed work in those areas that are priorities for members.

3 THE PROJECT

The project aimed to find out the benefits of participation in the North Sea Commission, through the personal experiences of its members. Interviews were held with a total of 24 people from February-May 2008. Of these, 15 were politicians and 9 were officers. All had been active in the Executive Committee, with 11 having become involved before 2000. Five had stepped down during the previous year due to retirement or elections (see Appendix 1 for more details).

Particular attention was given to the contribution which the NSC made to the European Commission's Maritime Policy, set out in the Blue Book published in October 2007. The views of the CPMR and the European Commission were captured to add to those of NSC members.

Additional information was gathered from minutes of meetings and other documents on the NSC website.

This report is the main output from the project. It has only been possible to include a small selection of the many useful comments made during the interviews. More of the interview material could be used in future publicity activity. Thanks are due to everyone who took part.

4 STRENGTHS OF THE NORTH SEA COMMISSION

The NSC has a number of key underlying strengths which emerged from the interviews. These provide a firm basis for the work of the organisation.

Common purpose

Some politicians, including the President, stressed the importance of the NSC in contributing towards peace and social cohesion in Europe.

"The main reason for me to take part in international work is peace. Peace in Europe, social cohesion, a better environment. We need to know each other, we need to co-operate and we need to exchange experience and ideas to improve the living conditions for our citizens." (*Gunn Marit Helgsten*)

Many people spoke about the commonality among the member regions, the similarity in history and traditions, and the common challenges which they faced. This provides a strong foundation for working together and sharing lessons, perhaps more so than in the other geographical commissions or the CPMR as a whole.

"It is a common organisation for people who, in many ways, have the same problems and challenges, and the same living and life conditions." (*Gisle Handeland*)

Informal and open way of working

The informality of the organisation came as a surprise to some when they first joined, but most people come to value this. It means that politicians and officers can work together in an open way and there are no party political or national dividing lines. In fact, many people speak of the NSC as more like a family and value the social contact and friendships which they have built up.

"The Commission has an informal tendency, I like that, compared with CPMR and the Mediterranean countries. We have the ability to be more informal. We like to meet each other and discuss issues; it becomes a group of friends." (*Rinske Kruisinga*)

Constructive spirit

This means that whilst there are sometimes disagreements, there is a constructive approach to the work. This was summed up by former NSC Secretary, Henrik Jensen :

“I always thought there was a good attitude within the NSC . When people came to me it was almost like a family meeting up again. We disagreed – but in a constructive and positive way. If you have an organisation where no-one disagrees you will get nowhere. The disagreements set up a good and constructive debate – and I will always remember the NSC work as extremely open minded, with positive and constructive co-operation.”

This positive, constructive and friendly spirit is the foundation for the success of the NSC in providing benefits to its members. A leading politician put it this way:

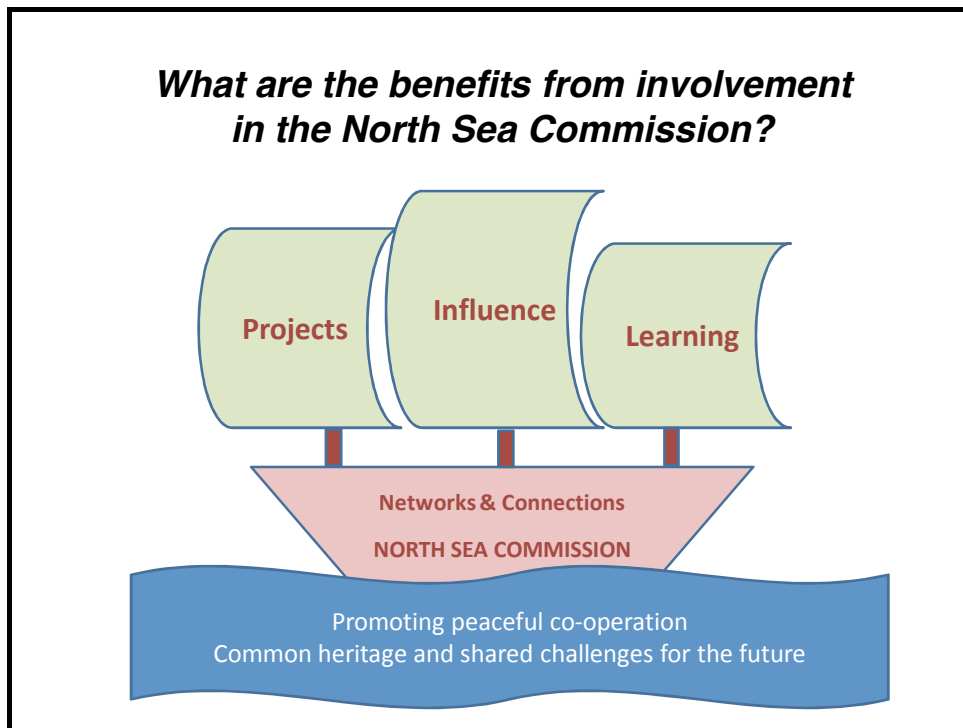
“We have so much in common despite the fact that we live in different countries. And as the North Sea Commission we’ve rarely had any difficulty in submitting a representation or agreeing some paper to Europe, direct or through the CPMR.” (*Sandy Cluness*)

5 BENEFITS OF PARTICIPATION

The “top 10” benefits which emerge from the interviews are, in order of importance:

	For councils/areas		For individuals
1	Ability to raise issues at European level (lobbying)	1	Learning & exchange of experience
2	Learning & exchange of experience	2	Building a network, useful contacts
3 =	Ideas, partners, funding for Interreg projects generally	3	Practical achievements, projects and results from lobbying
3 =	Examples of successful lobbying work (Sellafield, mercury submarine, fisheries, maritime policy)	4	Ability to raise issues at European level (lobbying)
5 =	Basis for inter-regional co-operation, commonality of interests, working together across boundaries	5 =	Social benefits, friendships, nice people
5 =	Get valuable input and ideas to apply in local work	5 =	Building understanding of Europe and international dimension
7	Raises profile and influence of Council area	7 =	Develop new skills and awareness that can be used back home
8	Build a network, useful contacts	7 =	Co-operative approach to discussions and decisions, across party lines, politicians and officers
9 =	Develops the skills of politicians and officers, builds capacity	9	Pleasant, enjoyable work
9 =	Specific development projects, e.g. cycle route, Viking Festival	10	Quality of debates, quality of people

From the two lists, the main benefits can be summarised as ***Influencing, Projects and Learning***. These overall findings might be pictured in this way:



Concrete outputs

Whilst the learning is important, it is concrete projects and effective lobbying which politicians look for in terms of outputs. Many people spoke strongly about the importance of having practical results which they could show to the local voters.

“You have to keep in mind that you have to have practical outcomes on a day to day basis whilst working on the long term goals.” *(Ole Sørensen)*

Projects and Interreg

In terms of project activity, the NSC has a strong relationship with the Interreg North Sea Programme, and helped to shape its priorities. Work in the theme groups, study visits, events and informal networking can all contribute to new project ideas and partnerships emerging.

The importance of project and funding opportunities is an important reason for several regions to be part of the NSC, particularly with the changes to European structural funds. Transnational projects are becoming the main source of European funds.

“I can see the possibilities, certainly on Interreg programme. It’s very important especially for a remote region” *(Henrik Ringbaek Madsen)*

“We are looking to match funding for us to go ahead and get into projects. As long as the projects feed into Council policy work we are doing it. Being accepted as a partner for transnational projects is very important.” *(Yasa Ratnayake)*

People from other regions such as North Jutland, the East of England and Groningen spoke about the progress they had made in securing project funding, helped by their involvement with the NSC.

Specific projects include the North Sea Cycle Route which is a visible demonstration of the links between the member countries as well as a stimulus to tourism. Another project linked to tourism and shared culture is the Viking Festival and there are strong hopes for a project to emerge from the NSC food conference held in Dundee. The Motorways of the Sea were also highlighted, linked to the Maritime Policy and a Sustainable Schools project supported through the Comenius programme.

For Aberdeenshire, a project which connected small expanding towns across the North Sea had additional benefits.

“We involved the community and set up meetings – the community council chairs and youth groups and so on, they went on exchange visits and discussed things and they are now very pro-active Europeans. It’s very interesting, you connect people up and they get very enthusiastic about Europe.” *(Alison McInnes)*

Influencing

In addition, people spoke enthusiastically about some of the benefits they had seen from the influencing role of the NSC. The Interreg North Sea Programme itself had to be protected from proposed changes which would have reduced the funding available.

“They were going to merge it with Northwest Europe which is a bigger programme and possibly including Paris and London. From our point-of-view that would have been total disaster because limited funds would have been spread much more thinly. We became aware of that and were able to lobby to stop it happening.” *(Kevan Lim)*

Other examples of successful lobbying have entered the folklore of the NSC: the campaign to deal with the radioactive pollution from Sellafield; the more recent campaign to persuade the Norwegian Government to deal with the mercury pollution from a sunken World War II submarine; and the establishment of the Regional Advisory Councils for fisheries bringing together different interests to promote effective management of the industry. These showed what could be achieved by collective action on the part of the regions around the North Sea, speaking with one voice through the NSC.

For Norwegian regions, the NSC provides a route to influence the EU and gain project funding which as non-members of the EU they would otherwise lack.

“It means that if a Norwegian council is a member of the North Sea Commission and CPMR, we are actually closer to Europe in many cases than the national government. This work also helps inform the Norwegian government.” *(John Halvard Eide)*

This ability for local councils to influence EU policy through the NSC was expressed by several others.

“One of the great values of the NSC is to think that Scotland is a tiny part of Europe, Perth is a tiny part of Scotland and this lets us be part of the bigger world (and) lets us influence it from within not outside.” *(Alan Livingstone)*

This means that, where regions have particular issues that are important to them, they have little influence on their own, but they find they can gain support and influence through the NSC.

“For many years Highland Regional Council had been trying to raise the problem of maritime safety issues at Westminster. It was the big worry for the people of the west coast and through the work of the NSC and CPMR these issues went way up the agenda. The combined approach had much more effectAll of this was included in our submission to the Maritime Policy consultation.” *(Kathleen Matheson)*

The contribution of the NSC to shaping the new Maritime Policy is covered in the next section. This also looks more closely at the importance of the NSC's relationship to the CPMR, the parent body for the 6 geographical commissions, in securing influence with the European institutions.

Learning and exchange of experience

This third main type of benefits is less obvious to outsiders perhaps, but it is valued very much by those involved in the NSC. It helps them, and their councils, to do their jobs more effectively, providing a source of ideas and good practice. The similar conditions and different responses to these means there is great potential for sharing of experience around the North Sea. Study visits organised by theme groups leave people with very strong impressions. Often the question they take back with them is, "why can't we do something like this ourselves?"

"You get new ideas to bring back home. You see that our inhabitants and regions are quite alike, they have a lot of the same problems and possibilities." (*Andreas Lervik*)

A former co-ordinator made similar points:

"The NSC has a body of knowledge and expertise, ideas, and good practice that are applicable specifically to North Sea regions....There is a lot of insularity and the NSC has a way of finding other regions with common problems such as your own – and allowing you to reach out and see how they solved some of those problems. You really can learn from that. I think that's one of the best benefits." (*Ann Brown*)

The responsibilities which people take on within the theme groups or the NSC as a whole also give them skills which increase their effectiveness as politicians and officers. A commitment of time to work on one of the themes can therefore provide long-lasting benefits to the individuals themselves and their councils.

"It has been part of my lifelong learning. I have seen so many things, and met so many people – every side of my work has been influenced by this...The thematic group helps you create links and useful networks of contacts – which are really precious for creating projects." (*Geir Sør-Reime*)

People gain skills in managing meetings and working with different people; in-depth knowledge of important subjects; and experience of the inner workings of the European institutions. They can also encourage wider learning in communities around the North Sea.

"The Innovation and Education Group has established a schools network ... We have one project up and going already called "Sustainability around the North Sea. This is about pupils measuring their carbon footprints, monitoring the wind and rain, and putting results on the website. There's also an application for a Comenius school project about healthy food." (*Erik Lindboe*)

Some spoke as well about the change from looking inwardly towards having an international outlook. This is important also for Councils as a whole, and involvement in the NSC helps to bring in a more European, international perspective.

"Through the NSC I learned more about the EU system which I then used in other tasks in my office...The other week I gave a comprehensive presentation on how the EU worked so everybody could get a basic level of knowledge...I am able to interpret and communicate the information at a level that suits my colleagues." (*Per Horberg*)

A "brand" for the NSC?

These three types of benefits – influencing, projects and learning – could provide the basis for developing a stronger brand identity for the North Sea Commission so that current and potential

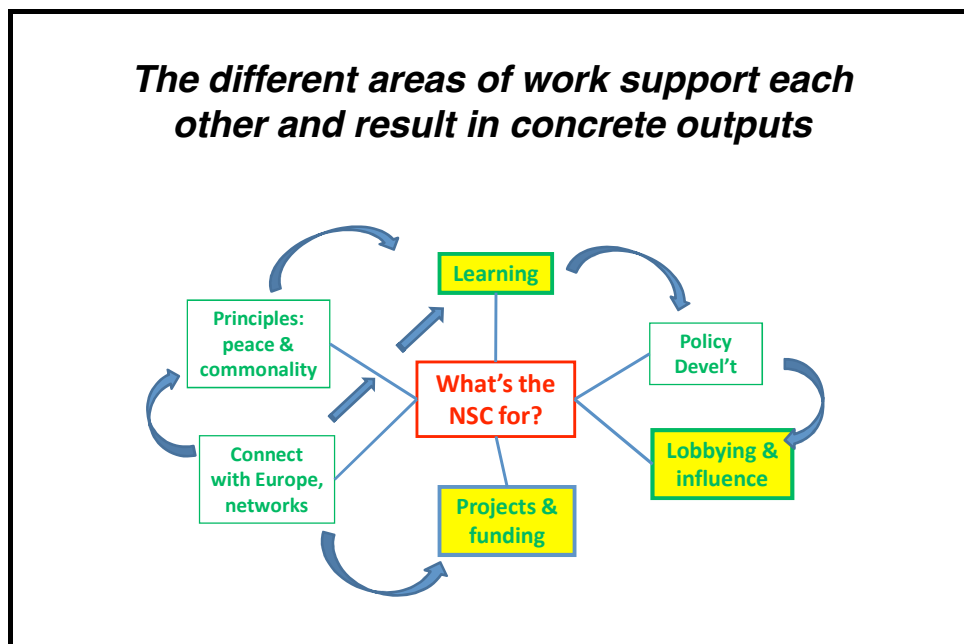
members are reminded about what the organisation provides. This would also prompt the Executive Committee to ensure that the work of the organisation is always directed towards delivering benefits under one or more of these headings.

Networks and useful contacts

Underpinning the effectiveness of the NSC in influencing policy, delivering projects and sharing lessons, is the networking activity which it promotes. Nearly all those interviewed spoke about this as one of the main benefits for them personally. Several spoke highly of their colleagues in the NSC – their knowledge, their enthusiasm and their friendship.

Their organisations also gain benefits through the contacts which politicians and officers have built up through the NSC.

We can illustrate how all this connects up.



6 MARITIME POLICY CASE STUDY

To get a clearer picture of how the NSC can influence a major area of European policy which has great importance for all the regions around the North Sea, the project looked at the Commission's role in shaping the new Maritime Policy.

The process

In February 2005 the CPMR encouraged discussions on the forthcoming green paper, and the NSC recognised the significance of the proposals by setting up a Maritime Policy Group to gather the views of the Thematic Groups and develop an NSC position. A major seminar was held in Bergen in January 2006, meetings were held with the European Commission Task Force, and detailed papers were submitted both by the CPMR and NSC. Following the consultation processes the Green Paper was published in June 2006 and the Blue Paper in October 2007. What contribution did the NSC make to the outcome?

Whilst NSC members saw it was difficult to say how much difference the NSC had made, most felt it had made an important contribution. The process itself had been important as it had shown the regions around the North Sea speaking with one voice. The NSC had attempted to gather input from all the thematic groups and from different sectoral interests.

We tried to focus on a holistic approach, it was so important to bring in the fishermen's situation, the scientist, the transport corridors, the environmental issues, and the business sector. I think it is so difficult because it includes so many different sectors. But we tried to focus on a holistic and ecological approach, perhaps that was the most important. (*Gunn Marit Helgesten*)

It was suggested that the European Commission had specifically sought input from the NSC, perhaps because of its reputation in promoting changes to fisheries management. Others felt that the NSC's position within the CPMR had helped ensure its contribution was recognised.

"I think the NSC have made a big contribution because they used CPMR. The CPMR is very important because the politicians in Brussels don't do anything if CPMR doesn't agree to it. They really listen to the CPMR." (*NSC politician*)

CPMR perspective

From the perspective of the CPMR, the Bergen Seminar was certainly an important event.

It was interesting because they were able to have some high level representation from the European Commission. The size of the event was very important because it showed this geographical commission was active and it showed that the CPMR in different locations had the possibility to order big events and show the strong commitment of all the regions to the idea of a maritime policy – clearly yes, it gave a message to the EU Commission.... We have a good press man in Brussels – he can use big events like Bergen to contribute to the profile - the fact that 200 people met in Bergen appeared in the specialist EU press read by officials, and it shows the NSC and the CPMR are influential. (*Patrick Anvrouin, CPMR*)

Although he was unsure to what extent the NSC might have influenced the actual content of the Green and Blue Papers, M Anvrouin felt it was important to look ahead to the implementation of the policy.

"When events were organised by geographical commissions, it showed the EU Commission that in future they'd have to integrate this geographical dimension in future policy." (*Patrick Anvrouin, CPMR*)

He saw the geographical commissions having an important role in shaping the detailed policies on aspects such as the Motorways of the Sea, a marine strategy for large ecosystems, and in the relationship with the Regional Advisory Councils for the fisheries. The NSC's strong link with the Interreg North Sea Programme was something which didn't exist elsewhere in Europe and should help secure funding for practical projects.

Timing

Audrey Findlay, who chaired the NSC's Maritime Policy Group, felt that the timing of their contribution had been important.

"I gained a great deal of clarification on the influence that you can have on the people with responsibilities, if you strike the right chords at the right time, it helps them to present something that can be agreed in Europe, and also influence the outcome."

European Commission perspective

Haitze Siemers was in charge of the analysis and conclusions from the consultation process for the European Commission, and he agreed that the timing of the NSC contribution was important. He valued the level of detail that was provided, which “allowed for more detailed information on specific issues for the regions, and for more precise suggestions” and would provide material for the implementation phase. The NSC could assist further:

“By continued involvement in the stakeholder process that is currently being developed for the regional implementation of Maritime Policy; much of the latter’s success will depend on the continued involvement and commitment of (regional) stakeholders .”

Integrating regional and North Sea policies

Several representatives spoke about the Maritime Policy as an example of how they had integrated the international work of the NSC with their own council’s policy-making on this important subject.

“We worked very seriously on it, so we talked with a lot of organisations and universities and we had a very wide involvement and it became a very broad document...and it is pointed out as an important part of our strategy.” *(Anders Fasth)*

Conclusion

The Maritime Policy gives a good example of how the NSC is able to gather views and expert contributions from all the regions around the North Sea and present detailed proposals which are valued by policy-makers in the European Commission. This has helped to strengthen further its reputation and that of the CPMR in Brussels.

7 MAKING THE MOST OF THE NSC

For individuals

Most of the people who were interviewed had many years’ experience of participating in the work of the NSC. They were able to draw on this to offer suggestions for how new members could gain most benefit from their involvement.

TIMES MENTIONED	SUGGESTIONS FOR INDIVIDUALS TO MAKE THE MOST OF MEMBERSHIP
15	Commitment. Put more in and get more out. Take on a responsibility
9	Find out about it first. Read about it. Study the minutes
7	Be patient , things take time
5	Be open-minded , flexible, not politically narrow
3	Identify / speak with the key people . Find out where decisions made
3	Focus on specific topics. Be strategic
3	Communicate about it back at home
2	Be aware of relationship between NSC work & own regional issues

The idea that members need to make a commitment to the organisation over a period of time to see the benefits came out very clearly. It was remarkable how many people said something like “you get out of it what you put in”. Another good comment was:

“After the meetings people will ask ‘what did we bring home?’ You first need to ask “what did we bring to the meeting?’ ” (*Henrik Jensen*)

It was recognised that it is often difficult for people, especially part-time politicians, to commit the time to a series of meetings, but the involvement of senior politicians is important to the organisation and they need to be supported by officers. By focusing on specific topics which are most important to the region, the time involved can be managed more easily and justified in terms of the benefits gained.

For councils

Although there was no similar question for councils, a number of suggestions emerged from the interviews. The most common suggestion was to ensure that participation is properly resourced, by giving officers dedicated time to support the politicians. At least four Councils had set up an international committee to make sure that their involvement in the NSC and other international organisations was properly reported on. This enables links to be made between international and regional policy-making. Evaluation can also be carried out of the benefits coming from each organisation, so that memberships can be reviewed on a regular basis.

Västra Götaland Region in Sweden has a particularly well-developed strategic approach to its international commitments. These are expected to deliver outputs in terms of support for regional policies and objectives, and culture and tourism is one field where this has been actively developed. The strategy is decided by the Executive Board and position papers are prepared so that representatives can refer to these at meetings of international bodies. The strategy is reviewed annually. Members and officers are involved in different areas of the NSC’s work.

“Of course this takes time, for the staff and also the politicians in our region so therefore we must discuss if this is the right priority. Is this the right priority and should we give more effort or less? Yes, you must have that discussion.” (*Annelie Stark*)

With the international work being integrated into regional policy there is no discussion about whether it is justified to travel to meetings abroad:

“There is no discussion why we are not at home because we must speak on the international level to strengthen our region.” (*Annelie Stark*)

Other politicians have more difficulty in explaining the benefits of their involvement to their colleagues at home, or to the public. One valuable idea came from a recent meeting of the NSC thematic group co-ordinators held in Skien. Local politicians were invited to join them to hear about the work of the NSC and its relevance to Telemark.

8 IDEAS FOR FUTURE SUCCESS

The interviews gave people the opportunity to suggest ways in which the NSC could build on the successes it has achieved and further improve the services to its members. A wide range of suggestions were provided.

Structure and process

The impact of changes made to the thematic groups in 2007 should be assessed. One useful suggestion was for a distinction to be made between those groups which are more concerned with current areas of EU policy-making, and those which are more about the development of projects and sharing of experience. This would reflect the different types of benefits which the NSC provides (influencing, projects and learning).

Building further on the relationship with CPMR was mentioned by many interviewees at a time when the CPMR itself is under review. Perhaps this might result in more resources being allocated to support the work of the geographical commissions. Another possibility was to strengthen the already strong relationship with the Interreg North Sea Programme to give the NSC a more direct political and strategic responsibility.

The need to publicise the achievements of the NSC and the benefits of participation were highlighted by the majority of those interviewed.

“I think it’s a worthwhile organisation, it’s not recognised enough at local level, even though it is recognised at EU level, for what it does and for what it could achieve and that to me sums it up. I know it’s done so much for me and for what I do and for the communities I deal with.” *(Ann Bell)*

As well as informing councils themselves, there were suggestions for raising awareness at national government level and with the public. Involvement of more politicians would increase the capacity of the Commission’s thematic groups and this project should contribute towards that objective. Hopes were expressed that more politicians from Germany and Belgium could be encouraged to get involved.

In addition, a number of practical ideas for improving the use of electronic communications could help to address the time pressures which part-time politicians have to deal with.

Policy areas

There were suggestions also for the subject areas which the NSC should focus its attention on in the coming years, with maritime issues, energy, climate change and the environment being the most popular. The responses indicated that members are keen to ensure the focus of work continues to be relevant to their shared needs and the changing European agenda.

The detailed suggestions are being brought together in a separate report for consideration by the Executive Committee.

9 RECOMMENDATIONS

This project has confirmed that the North Sea Commission provides a range of benefits which are valued by those members who actively participate in its work. It also shows that more regions, politicians and officers could share in these benefits and contribute to the capacity and future success of the Commission.

To help ensure that the NSC continues to improve the services which it provides to its members, it is recommended that the Secretariat, in consultation with the President, Vice Presidents and Country representatives, introduces a series of promotional measures, including:

- a. recognising the three main types of benefits provided by the NSC (influencing, projects and learning) and featuring these in a consistent way to develop a “brand image” for the commission and a framework for organising future work
- b. production of publicity material making use of the interview responses gathered during this project, for use by members and the Secretariat to raise awareness of the benefits of NSC membership
- c. making use of the material from the project in the redevelopment of the NSC website to give a fuller presentation of the benefits of membership
- d. drawing on the interview material to give on-line profiles of the Executive Committee members, their responsibilities and experience

- e. ensuring that the opportunities for local publicity presented by NSC meetings are maximised by inviting local politicians and, where appropriate, community representatives and the media, to meet the NSC group.

A separate set of recommendations will be provided in a report on the “ideas for future success”.

Methodology & list of interviewees

The project used semi-structured interviews to encourage interviewees to think back over their experiences and tell their own stories about their time with the NSC. A script was used for the interviews, but additional questions were asked to probe interesting areas, so each interview was different.

Interviewees were not given a list of answers to choose from for any of the questions; the grouping of responses under different headings was done afterwards, resulting in the tables of responses used in the report. This approach means that the dividing lines between the different headings are not sharp – some responses could be included under more than one heading. However the method gives a good overall indication of the main types of benefits and ideas to emerge from the interviews, not driven by a pre-determined idea of what these might be.

This also meant there were many useful quotes which could be used in the report and in any publicity material, subject to the agreement of the interviewee. In two cases there was not enough time for interviewees to give their approval and their quotes are included anonymously.

Interviews were recorded and transcribed, and the interviewees were given the opportunity to check and amend the transcription.

Interviewees

Interviews were carried out with a range of politicians and officers who are currently active in the NSC Executive Committee, plus several who retired in the previous year. In total 24 people gave their views, and they are listed in the table on the next page.

The list included:

- 15 politicians (of which 4 had retired from the NSC)
- 9 officers (1 retired from the NSC)

- 11 of those interviewed had been involved since before 2000.
- 13 had become involved from 2000 onwards.

- 7 of those interviewed were from Scotland, 6 from Norway, 4 from Denmark, 3 from Sweden and 2 each from the Netherlands and England.

The interviews took place from February-May 2008, with 11 completed face-to-face in Gothenburg around the Executive Committee meeting on 3-4 April. The others were carried out with a mixture of face-to-face and telephone interviews. Two of the 24 completed the responses themselves using the interview script.

LIST OF THOSE INTERVIEWED FOR THE REPORT

Ref No	Officer/ polit'cn	Since	Name	Country	Theme
1	P	2002	Anders Fasth	Sw	Mar
2	P	2001	Andreas Lervik	No	SD
3	O	1995	Ann Bell	UK	Mar
4	P	2004	Annelie Stark	Sw	C&T
5	O	1994	Geir Sor-Reime	No	C&T
6	P	1995	Gisle Handeland	No	Gen
7	P	1994	Gunn Marit Helgesen	No	Env/Gen
8	P	1998	Harry Jensen	De	Mar
9	P	1999	Henrik Ringbaek Madsen	De	SD
10	O	2000	Jon Halvard Eide	No	Tran
11	P	2004	Kevan Lim	UK	ED/E'gy
12	P	2005	Ole Sorensen	De	InEd
13	O	1996	Per Horberg	Sw	Env
14	P	1999	Sandy Cluness	UK	Gen
15	O	2007	Yasa Ratnayeke	UK	SD
16	O	2003	Erik Lindboe	No	InEd
17	O	2001	Henrik Jensen	De	Gen
18	P	2003	Rinske Kruisinga	Ne	ED/Gen
19	O	1996	Twan Janssen	Ne	Tran
20	P	2005	Alan Livingstone #	UK	CT/ED
21	P	1999	Alison MacInnes #	UK	Env
22	O	2000	Ann Brown #	UK	Educ
23	P	2001	Audrey Findlay #	UK	ED/Gen
24	P	1997	Kathleen Mathieson #	UK	Env/CT

= retired

Key to themes

Mar **Marine Resources**
SD **Sustainable Development**
C&T **Culture & Tourism**
Env **Environment**
Tran **Transport**
ED **Economic Development**
InEd **Innovation & Education**
Educ **Education & Research**
E'gy **Energy**
Gen **General**

Andrew Llanwarne, IDEAction
Vivien Collie, VIVID
NSC Report v0.3 – 01.06.08