

Strategy 2023 –2026

**Towards a flourishing and fairer future for all in a
changing climate**

Internal

Welcome

Our strategy outlines our direction and ambition for the next three years. It is set against a context of the climate emergency. Our world is changing, and we are at a tipping point. Even as we move towards net zero, we are already locked in to the impacts of climate change. These impacts are intensifying existing inequalities and vulnerabilities, and diminishing our society's ability to flourish. There is an urgent need for transformation across our communities, and with it, comes an opportunity to create a different future for all.

With the climate as our entry point, Sniffer takes a distinct approach to driving forward the change we need. We act as a catalyst, fostering collaboration across sectors and places to support transformation towards a flourishing and fairer future for all in a changing climate.

We have a strong board that guides our strategic direction. The board and staff together will provide the leadership needed for us to deliver on our goals. In this document we set out these goals, and our portfolio of activities that will support us to achieve these ambitions. Our intention is to both consolidate and expand our offer around climate ready leadership, placemaking and innovation. Our work is vital across all sectors and we will look to diversify our funding to ensure a balance from public, private and philanthropic sectors.

We already have a strong track record as a trusted partner and changemaker. We invite you to work with us to create the conditions to accelerate the transformational shift that is needed.

Alison MacDonald
Chair of the Board

Ruth Wolstenholme
Managing Director

Who we are

- We are a Scottish sustainability charity and a registered company that has been at the forefront of addressing environmental challenges and responding to a changing climate since 1994.
- We are a catalyst, fostering collaboration across sectors and places to support transformation towards a flourishing and fairer future for all in a changing climate.

We have been pioneering collaborative approaches to creating a resilient Scotland for 30 years

Sniffer has a well-established reputation for providing high quality projects and approaches that support climate resilience **leadership and action** across Scotland and beyond. This includes over 15 years delivering the Adaptation Scotland Programme. We work with leaders in all guises from community volunteers to Ministers and CEOs. We are committed to empowering communities to respond to the climate emergency.

We have extensive experience initiating and facilitating innovative **place-based responses to climate change**. This ranges from our pioneering work with Climate Ready Clyde in the Glasgow City Region to supporting local communities and developing new initiatives across the country. Our approach to climate ready placemaking is collaborative and has been recognised as an exemplar nationally and internationally.

We have a long history of being at the forefront of **innovative thinking**, being nimble and able to look ahead beyond organisations and sectors and across many geographies and sectors.

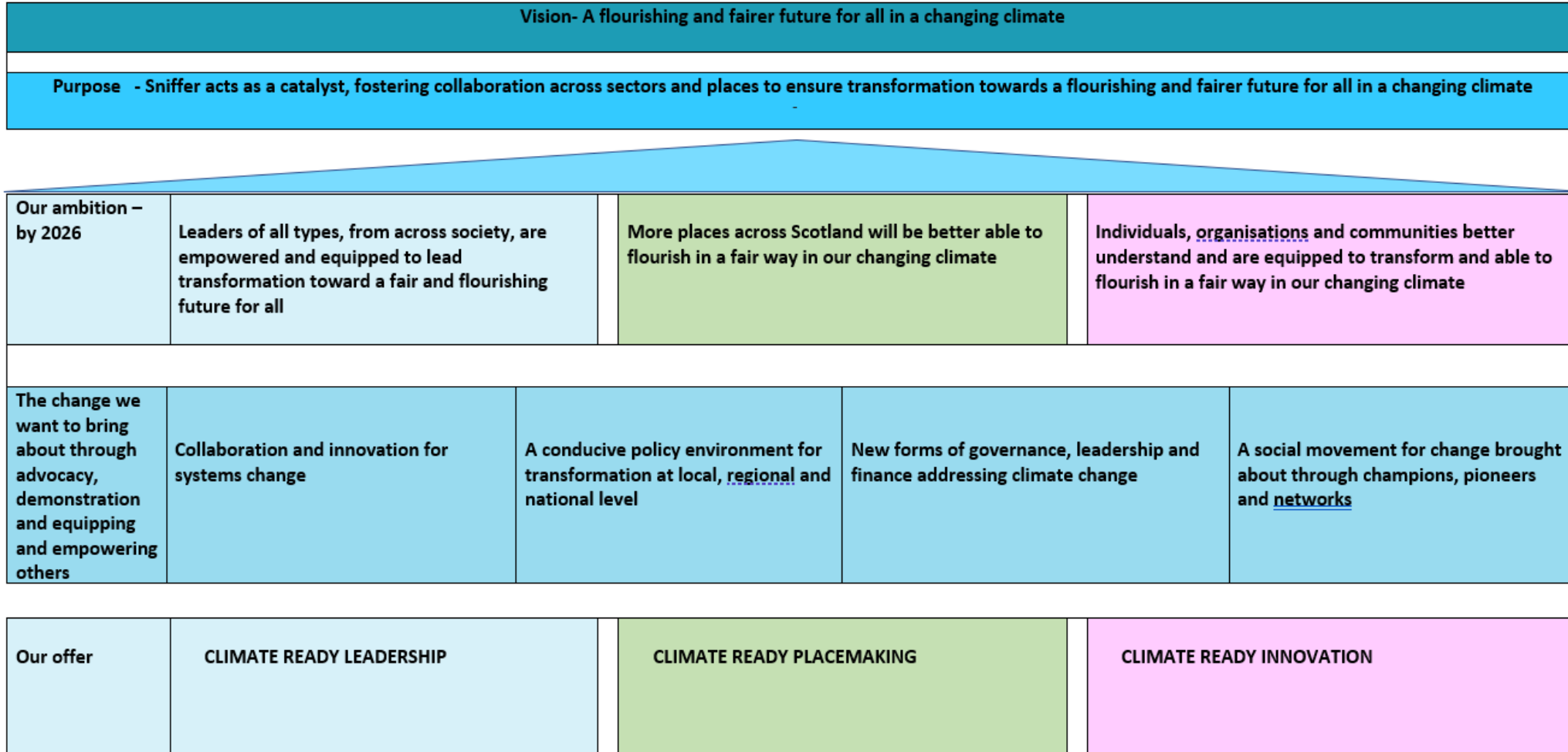
Our team has **strong technical knowledge of climate resilience and systems thinking**. This enables us to develop tools, resources, training and customised approaches to addressing adaptation challenges.

We have developed a trusted approach to **facilitating events and processes**, providing safe and creative spaces where people from diverse backgrounds can develop skills and confidence to experiment and gain confidence and skills to lead.

Our excellent **networks** enable us to bring in additional expertise and insights and support innovation. We are embedded within a research and academic community as well as working closely with creative practitioners to bring about change.

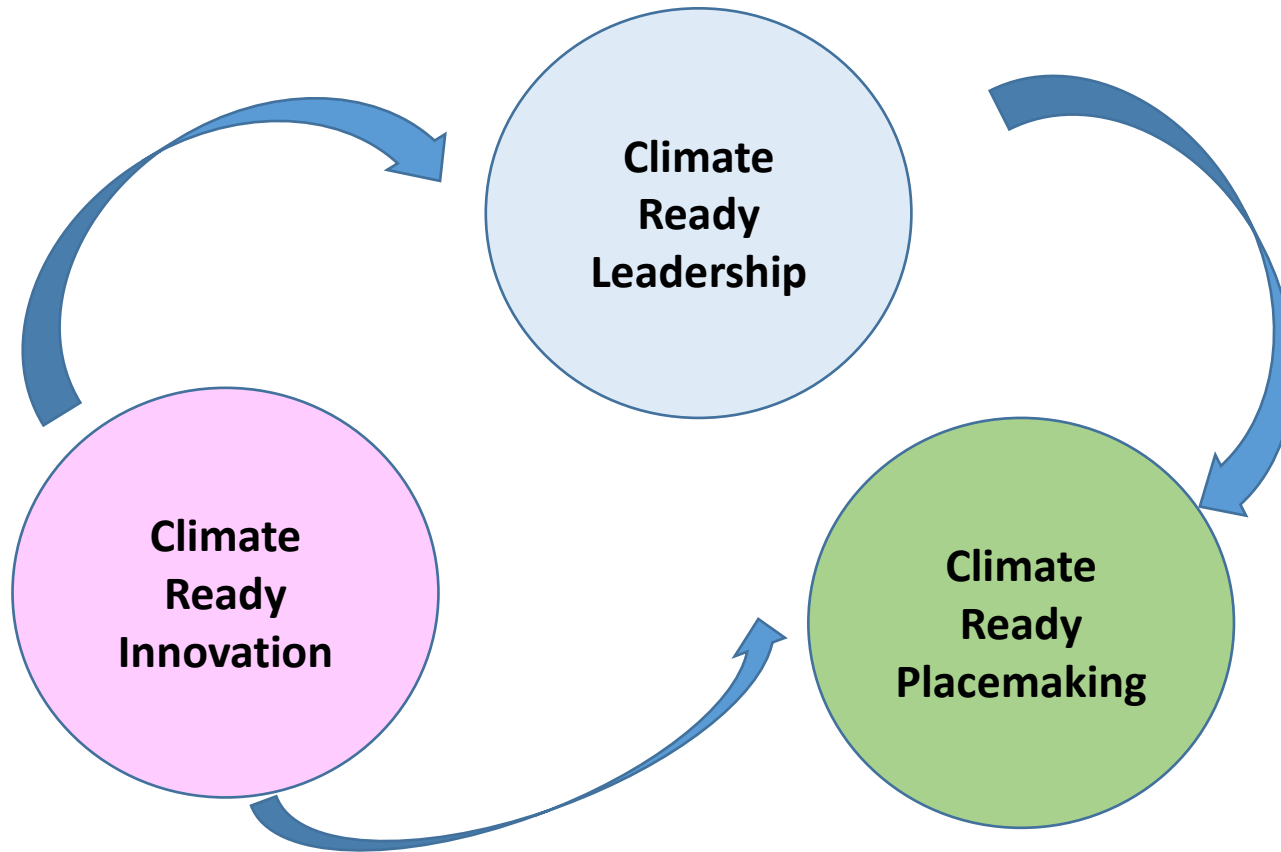
Sniffer plays a unique **intermediary role** between communities, government, public sector organisations, and businesses. We have an appetite to be bold and creative to achieve our mission and vision

Our strategic framework



Our portfolio

To achieve our goals we have structured our offer :



Climate Ready Leadership

Our ambition is that leaders of all types, from across society, are empowered and equipped to lead transformation toward a fair and flourishing future for all.

We will work to deepen leaders' understanding of what climate change impacts may mean for their organisations, values and activities and the need for just resilience as part of the just transition. We will work with leaders of all types, including those who may not perceive themselves to be leaders in the conventional sense. We will cocreate resources to help leaders mainstream transformational change and deliver training and events where leaders can share and learn together and so increase their collective impact.

Central to this will be a concept of shared leadership which challenges imbalances in power and creates conditions where people from all sections of society can contribute.

We will:

- Work with leaders to **codevelop, test and scale practical 'off the peg' resources** to address specific climate resilience challenges and which will support change within a wide-range of organisations.
- Develop bespoke projects with individual leaders to co-create **tailored solutions to specific challenges**.
- **Expand and scale-up our training and capacity sharing programmes to support established and emerging leaders to influence change**. Capacity sharing support would be delivered over several months and include a mix of training, peer to peer learning, one to one advice and practical work. Our one-off training events make climate resilience accessible and relevant. They can run with open groups and can also be delivered at scale to upskill whole departments and organisations on climate resilience.
- **Provide expert advisory services for leaders** in Government, agencies and organisations and provide **policy support** to create inclusive, holistic, joined-up, transformational thinking to deliver a conducive policy environment.
- Support leaders to **mainstream innovative policy** making, governance and the latest knowledge into their day-to-day activities.
- Design and deliver **high-profile events** that build momentum, bring leaders together to drive action on climate change and transformation.

Climate Ready Placemaking

Our ambition is that more places across Scotland will be better able to flourish in a fair way in our changing climate.

We will bring organisations and communities together so they can better understand what climate change means for their place, and what can be done about it. We will initiate and grow more collaborations that drive transformational change across cities and regions, increase our role in supporting locally-led climate action, and work with partners to share learning and embed climate resilience into wider place-based approaches.

At all scales, we will take a systems approach that goes beyond climate adaptation, that is rooted in fairness and a just transition.

We will:

- Build on our existing relationships with government, agencies and local authorities to **initiate and grow more city and region scale partnerships** that take a transformative approach to building climate resilience. This will include strengthening Climate Ready Clyde in Glasgow City Region, expanding our work in the Highlands and Islands, and informing the Scottish Government's approach to place-based climate adaptation.
- Work more closely with communities to **co-design locally-led responses to climate change**. We will grow our work beyond individual projects to secure longer-term, programme level funding working in collaboration with community organisations. We will focus on places and communities most vulnerable to the impacts of climate change.
- Work in **collaboration with a more diverse range of partners** and sectors to embed climate resilience within wider place-based approaches, and to promote a placemaking approach to tackling climate risks. This will include working with partners focused on health and wellbeing, social justice, planning and design, land use and flood risk.
- Develop, test and share **innovative approaches to climate ready placemaking**. This will include new approaches to using local knowledge to inform climate risk assessments, exploring the role of creative practice, and applying different forms of governance and finance.
- **Create and support networks** to enable place-based initiatives to share learning and stories of change. We will share the learning from our own place-based projects and support other champions and pioneers to increase their collective impact.

Climate Ready Innovation

Our ambition is that individuals, organisations and communities better understand and are equipped to transform and flourish in a fair way in our changing climate

To create this understanding, we will work with others to learn by doing things differently and doing different things. We will bring together new types of partnerships, utilise new approaches, (digital) tools, and creative practices that facilitate co-creation. We will provide the foundations for innovation among partners, including convening, exploring and testing, in ways that ensure the voices of climate vulnerable communities are heard by decision-makers.

We will:

- **Embed creative practice** as a lever of change to inform policy and practice and to engage with those who often are not heard or included.
- **Provide expertise on climate finance** - offering a clear overview of the opportunities for those seeking innovative forms of climate finance, and an intermediary role together with finance providers and project developers.
- **Understand enablers of adaptation action** and the impact of change processes such as Traction and TalX frameworks, and the use of tools to demonstrate stories of change
- **Offer a route to impact** – providing opportunities for academic research to test new learning and insights with practitioners and for philanthropic trusts and foundations to work in partnership with communities and practitioners
- **Act as an 'action incubator'** for locally-led / place-based adaptation and leadership initiatives in Scotland. Providing support services to groups and partnerships looking to develop new initiatives, and running innovation challenges, to support the Placemaking and Leadership ambitions.

Our ambitions

Our team

We will strengthen and grow our team of highly adept changemakers who have a strong technical grounding in climate resilience, and the policy and practice landscape. We will build on our existing facilitation skills and our inclusive and creative way of working. We will continue to nurture our team, enhancing wellbeing and strengthening of knowledge of systems change and transformation.

Our profile

We will invest in a refreshed and enhanced approach to communications, to better share our learning, and to raise our profile as part of the movement for change

Our stakeholders

We will work with a blend of public sector organisations across a range of policy areas, with intermediary organisations including those working with community interests and the private sector. We will respond to the localisation agenda and community empowerment, promoting human rights and beyond human rights. We will work with the willing and develop ways to engage with those who are not always heard and involved in this agenda. We will create mutually beneficial working arrangements across a spectrum of interests and create partnerships and new governance models to bring about transformational change. We will strengthen and develop new strategic alliances with evidence providers.

Our funders

We will diversify our funding base beyond the public sector to secure more philanthropic and private sector funding. This will include partnership approaches that bring different funders together around shared interests.

Our influence

We will continue to focus on our work in Scotland but will proactively share learning internationally