

## KEY to ACRONYMS

MBs	Member Bodies (of LINK)		ATF	Agriculture Task Force
Reps	The main Representatives appointed to LINK by the member organizations		DTF	Deer Task Force
TFCs	Task Force (and Forum, or Group) Convenors		FWTF	Freshwater Task Force
CO	Chief Officer (Jen Anderson)		ETF	Economics Task Force
DO	Development Officer (Alice Walsh)		GG	Governance Group - including Legal Governance subgroup Parliamentary subgroup
AM	Advocacy Manager (Andy Myles)		LG	Land Group
FOM	Finance & Office Manager (Karen Paterson, succeeding Hugh Green, April 2015)		LTF	Landscape Task Force
AO	Advocacy Officer (Rea Cris)		MTF	Marine Task Force
MOs	Marine Officers (Nick Underdown – Marine Policy and Engagement Officer, and Esther Brooker - Marine Policy Officer)		NPTF	National Parks Task Force
SEPO	Sustainable Economics Policy Officer (Phoebe Cochrane)		PTF	Planning Task Force
			SEFF	Scottish Environmental Fundraisers Forum
SEW SG	Scottish Environment Week Steering Group		SLU TF	Sustainable Land Use TF
AAR	After Action Reviews		WiCTF	Wildlife Crime Task Force
PSR	Political Strategy Report		WiF	Wildlife Forum
OS	Organisational Supporters		WoF	Woodland Forum
BS	Business Supporters			

## Key Performance Indicators - Under review

### Strategic Objective 1: Advocating for a sustainable Scotland

#### Outcome KPIs:

1. **Scottish Parliament increases its scrutiny of our delivery of environmental commitments.**  
*Eg: Parliament scrutinises delivery against appropriate targets in Scotland's National Performance Framework; National Planning Framework 3 reflects Government's environmental commitments; Marine Act implementation is robust about environmental principles; marine renewables strategy is developed in response to agreed monitoring policy; and other 'asks' for example the proposals set out in LINK's 'Governance Matters' publication, are met.*
2. **Government expects to deliver cross-compliance consistently across departments in ways that respect the needs and importance of the environment.**  
*Eg: principles of the land use strategy guide decisions being made by Government and Ministers on NPF3, in the reform of CAP, and in other related policy areas*

#### Output KPIs:

- A. LINK manifesto asks are increasingly picked up by parties' manifesto-writers and are reflected in the manifestos of the main political parties.
- B. External stakeholder groups in which LINK is involved contribute to policy development for Scotland which respects the needs and importance of a healthy environment
- C. LINK events attract desired audiences (from among decision-makers, opinion formers and wider civic Scotland) and contribute to development of policy which respects environment.

### Strategic Objective 2: Being a strong voice for the environment

#### Outcome KPIs:

3. Environmental input is sought via LINK to contribute to a wider range of high-level stakeholder groups/discussions.
4. LINK positions are understood and influence national policy with environmental governance in Scotland improving as a result.  
*Eg., we pick up citations in official record of Parliament, we get affirmative feedback at meetings with decision maker and when we seek critiques of our work. (base line at 2010-2012 is 'not so good', evidenced in LINK's 'Environment & Law' and 'Governance Matters' reports)*
5. LINK continues to have good, regular access to decision-makers including Ministers who want (or know they need) to know LINK's views.  
*Eg. regular meetings with Environment Minister continue, LINK is involved in all relevant forums, issues raised by LINK at meetings with decision-makers and opinion-formers are taken forward by policy makers*
6. Government strategy on some issues key to LINK reflects understanding of the diversity of views across society and addresses these 'in the round'.
7. Media coverage of some issues key to LINK reflects maturity of treatment about what is good for Scotland and its environment.

#### Output KPIs:

- D. Collective position statements (including briefings, publications) are published by LINK to decision-makers and civic society on key priorities reflecting the range and diversity of interests across the LINK network. (At least 15 per year, with at least 5 signatories each, draw from at least 8 task forces in which at least 3 members are actively involved and which meet at least 4 times a year)
- E. Face-to-face exchanges between representatives of LINK and decision-makers and opinion-formers (MSPs/MPs/MEPs, Ministers, senior government officials and business leaders) on agreed key policy priorities indicate that LINK positions are respected and of influence. At least 25 exchanges per year reflecting breadth of LINK agenda.
- F. Internal seminars/workshops/trainings on current issues or skills needs are arranged by LINK for members, are well attended and give positive feedback about the value in terms of knowledge exchange and capacity building. At least three per annum.

### Strategic Objective 3: Efficient effective accountable network:

#### Outcome KPIs:

8. The network is live to the diversity of member interests and views, robust about dealing with consensus, confident in expressing positions  
*Eg., internal discussion (TF meetings, Network meetings, Board meetings) regularly identifies where consensus matters and where consensus is not a goal. Members are encouraged to be clear about differences and impact of these, and to see that diversity as a strength and ensure their advocacy capitalises on the diversity. TF planning more explicit on strengths within them via Operating Plan. Reporting strategic decision on priorities clearly internally, using network meetings, board report, meeting notes, trustee contact with members etc.*
9. Citizen led national level NGOs with objectives in common with LINK's want to be members of LINK (base line is 34 members at 2012 – it should be unthinkable for solvent eligible orgs to not join up).
10. Annual Network Plan reflects considered discussion and priorities and engages at least 75% of members in its delivery.  
*Eg., annual strategic planning meeting gives members a platform to present on their directions, allows the network to collectively sign off on 4-5 priorities for joint work ahead with up-to-date intelligence about goals and working contexts, ensures areas for cross-working are clearly sign-posted with the leads (responsible for integration) identified*
11. Turnover on Board reflects proactive nomination of people from the network who bring important relevant experience to governance
12. Business support for LINK (as Business Supporters or event/initiative sponsors) represents 10% of income by 2015/16
13. Membership funding underpins 55% of essential services by 2015/16
14. Government/public sector funding anticipated for 2015/15 represents no less than 25% of total income sought

#### Output KPIs:

- G. An annual operating plan of the network's intended work is prepared with Member, Taskforce and Board input, and is subject to twice yearly review and evaluation.
- H. The percentage of funding sourced from members holds steady at 50%-60% of the cost (annually reappraised) of 'essential services' with no over-reliance on any other single source of funding but a basket of complementary funding which allows LINK to pursue objectives and retain its independence.
- I. There is proactive engagement by all members across at least 3 areas of LINK policy & governance activity annually (75% base line at 2012)

LINK Network Plan for 2015-16 (at April 2015)

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Top-line campaigning opportunities identified collectively		To discuss at Board and at Strategic planning Nov 2014						
Agriculture TF – incl. potentially Food policy Vision: Working for sustainable agricultural systems that produce supplies of safe healthy food, protect natural resources & enhance wildlife, habitats and cultural heritage, & provide jobs in rural areas, contributing to a diverse rural economy.	Meeting 26 November to progress discussions about: a revised approach, shifting focus somewhat away from CAP, and looking at new alliances and themes including sustainable food		KPIs 1 – 8, & B, C, D, E	TFC Diarmid Hearn NTS Depute Amy Corrigan (RSPB)  Arch Scot, ARC, APRS/SCNP Buglife, NTS, P’life, Soil Assoc, SWT, WTS, Nourish Scotland		The ATF works closely with SLUS due to common membership. Some engagement with other TFs (eg Marine on seafood) would be arranged when common issues arise.		
Climate Adaptation	Work on this is completed. Email group is being retained for information purposes. Jim Densham happy to be contacted as lead for any moments where a LINK action is required.							
Deer TF Vision: Ensure sustainable populations of native deer species which play positive roles in Scottish ecosystems & contribute to rural economy		Contribute to revision of Wild Deer Strategy Test new system of Deer Management Planning by contributing to DMG consultations. If Deer Code standards are not working, we will increase public advocacy. RACCE has supported voluntary approach to DMP at least until 2016. Thereafter we will review progress and position. Work with ADMG on some common ground initiatives including DMP and deer densities. We are in the process of agreeing a statement with ADMG. Work with SNH on their facilitated process to improving DMP Use our 6 Key Attributes of a Better DM System as our key policy document.	KPIs 1 – 7, & B, C, D, E	TFC Duncan Orr-Ewing, RSPB, Deputy: Mike Daniels JMT (until March) RSPB Scotland, JMT, NTS, SWT, WTS, RAS and C’gorms Campaign	None		Forestry Policy Group on shared agenda, Private estates with conservation agenda. Deer Management Round Table SNH Wildlife Management Team	
Economics TF Vision: influence the current debate on economics in Scotland.	Seeking to influence the debate around economics in the direction of sustainability.	1. Flourishing Scotland project – improvement of National Performance Framework better use of it, promotion of SD not SEG  2. Valuation of natural capital – assist LINK members come to a view of these; e.g. Ecosystems Services and Natural Capital		Convenor: Matthew Crighton, FoES Depute Convenor: Bruce	Project funded for 3 years by FPF Mngmnt of Flourishing Scotland project	Yes on issues about use of Natrl Capital concept and tools; similarly Valuation of Ecosystems	Oxfam, STUC and Carnegie are partners in the work on the NPF Round Table. A large	



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		3. Economic Policy and LINK TF plans – mapping of one against the other; improved use of economic arguments by LINK members and TFs; economic support for said 4. Budget scrutiny – develop LINK’s capacity for this 5. Carbon Bubble – publish and promote report; advocacy based on that 6. Circular Economy – scope value of a LINK input to promote this		Wilson, SWT FoES RSPB Plantlife WWF SWT WTS SCNP JMT	Support with Advocacy Strategy	Services – on which there are differing views within the network. A Feb workshop is planned to allow discussion. How to articulate Sustainable Development in practice – joint meeting with Planning Taskforce is an option; cross-fertilisation with other Taskforces an option	number of organisations supported our NPF Briefing. NPF Round Table is the main interface with the Scottish Government and SNH. Meetings with SEPA officials are planned. Liaison with FoE EWNI over environmental indicators	
<b>Freshwater TF</b> <b>Vision:</b> sust use of water resources, restoration, pollution reduction, sust land use & investment in natural flood mgt, to support a healthy FW env’t that can facilitate adaptation to climate change	FWTF had paused in early 2014. Recognising importance of some imminent consultations, incl 2nd cycle River Basin Management Plans for Scotland, reps of 6 organisations support a new limited outline plan. Capacity is stretched so the group will network by email to sign up to responses. These are likely to be based on material produced by their own organisations, tailored and edited to provide more generic reasoning. If this approach works and is considered successful & to add value to NGO responses a further forward plan produced. Subject to agreement, responses produced will be circulated to other LINK members to see if they would be interested in signing up to them & perhaps then also participating in further work of the group.	This approach will be tried for WFD relevant consultations: 1. The draft 2nd cycle RBMPs. These 2 docs, one for the 'Scotland' river basin, the other for the 'Borders' river basin are due end November 2014 with a 4 month consultation period. May outline 3 scenarios representing different paces of investment and progress towards the 2027 targets. If two of these scenarios would result in the 2027 targets, which already seek to achieve less than full compliance with the Directive's aims, being missed, then consistently strong pressure will be needed to encourage at least retention of the current limited objectives. 2. Legislation & Study sites – Due end November 2014 for 12wks. SEPA will be looking for more legal powers & a broader legislative framework to aid the delivery of WFD objectives. The consultation will also cover the process for selecting water body studies – sites currently in poor or bad condition, where SEPA can investigate in detail pressures and solutions. Results will not be available in time for the RBMP but will influence future planning cycles. 3. Water Scarcity Plan – Due end November 2014 for 12 weeks. Consideration of water quantity in relation to both supply availability and flooding issues is integral with WFD aims. 4. Standards for designated Natura and relevant SSSI sites. – Due end of November for 12 weeks. By default, in absence of information about the specific requirements of notifiable species, normal WFD standards are presently applied to all designated sites. This consultation will consider potential at mismatches between these standards and those actually required by relevant notifiable species at designated sites within catchments, and what should be done to correct them.	KPIs 1 – 8, & B, C, D, E	TFC Tom Leatherland SWLG, Depute Sheila George RSPB, WWT, Froglife, Buglife, NTS		Close comms with MTF to ensure respective outputs on RBMPs are consistent.  Comms with ATF members (not represented on FWTF) over draft responses.		



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		These will be substantial documents likely to influence national policy for more than the next decade, so well-reasoned responses backed by LINK will be essential to achieve the best practicable outcomes which will be supportive of the LINK KPI.						
<b>Governance Group, which includes:</b>  <b>Parliamentary Subgroup &amp;</b>  <b>Legal Governance Subgroup</b>	Focus is on broad issues flagged in <i>Governance Matters</i> (2010), steadily (often on slow burn basis) pursuing issues.	Work will focus on opportunities for LINK members including:  - Constitutional debate: future powers & processes affecting Scotland environment - Westminster elections 2015 to secure gains for Scotland's environment - Holyrood elections 2016 to secure gains for Scotland's environment - Exploring and challenging situation around quasi charities - Exploring and challenging situation individuals operating in the public domain and their membership of NGOs / and how the role of FoI in relation - Environmental courts, access to justice	KPIs 1 – 8, & A, B, C, D, E, F	LWA of RSPB convenes. WWFS, JMT (til March), RS, Plantlife, FOES, APRS and others	Advocacy staff support	Focusses relate to all areas of LINK work and opportunities can arise almost anywhere.		
<b>Hilltracks (subgroup of PTF and LTF)</b>	As a result of our campaign we have achieved our objective of bringing Hilltracks into the planning system to some extent - Minister decided on the Prior Notification [PN] option. While this falls well short of our aim to make all Hilltracks require full planning application and consideration, and thereby to achieve better environmental regulation and a more equitable democratic procedure, we appreciate that this is a significant step and that at the very least it indicates recognition that the current situation is unsatisfactory and requires change. We do not intend to leave matters at this outcome however, and will continue to pursue our aims. The following activities have been identified and will be addressed over the next 18 months.	A. We have actively engaged and expect [though await confirmation] that we shall have a place (have requested 3 places) in the government stakeholder group to consider proposals and devise guidance to assist and inform relevant parties to deliver on the requirements of the PN process. We are finalising our own proposed guidance in advance of the first meeting - robust and thorough "top line" demands on which to base negotiations and give us a headstart. May release ahead of first meeting of group. B. Maintaining archive of cases via Calum Brown who will add to the reference evidence as more photographs and reports become available. C. Continuing to highlight the problem on our websites [and those of the MCoFS, and online groups such as Walkhighlands and UKHillwalking] and to invite evidence for the campaign. To maintain impact this will be refreshed at times, for example in the spring when the snow melts from the uplands we will ask hillwalkers and others who take recreation in the hills to be vigilant for new tracks being dug or existing ones being maintained or improved and to send us details including location and photographic evidence. D. Will seek opportunities for further publicity and lobbying and keep our MSP supporters [a few] posted. E. The proposed change to PN has yet to go through the legislative process. This will need to be scrutinised, and the planning specialists especially on PTF and LTF will be involved in this hopefully. F. Once the above has taken place then there will need to be scrutiny over implementation and monitoring of delivery. It is anticipated that this will be fairly onerous and close vigilance will be undoubtedly required. This work will involve observing progress, success, good practice and identifying problem areas across several Scottish local authorities. G. Will put in place a monitoring process. May involve, eg, enlisting support from memberships of LTF and PTF who could scrutinise local authority planning application websites, observe trackworks on the ground, then collate and record etc. H. Will evaluate how effective our advocacy strategy was during our campaign and whether we could improve on it in future activity.		Co-convenors Helen RS & Beryl for SWLG with APRS, CC NEMT JMT (till March) RSPB SCNP NTS	Advice & support on advocacy strategies and parli/gov'ce procedures on ongoing basis (but not major input) May seek support for point G though not necessarily from LINK	TF/campaign members of one mind on fundamentals so consensus is good to date. Several members of PTF LTF work together, and there is good overlap in membership of the TFs, and the National Parks TF.  No dedicated meetings in foreseeable future but communicate via e-mail and by occasional update at each of the 2 TF meeting as required.	MCoFS, not a LINK member, was a driver on the issue. Their role to be reviewed as campaign invigorates.  Other groups include FC, SLE, NFUS, gamekeeper groups, NPs. Have tried and failed to meet with SLE to date. In frequent comms and liaison with officials, keep SNH informed informally ?scope to compare notes with joint Links despite different planning systems	



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<b>Land Group</b> Vision: Land management which meets SD goals whatever the ownership	<p>Since the Land group has not met since 2013, there is a case for refreshing and re-launching with a clear and focussed remit based on our submissions to the LRRG and Special Affairs Committee.</p> <p>A re-launch of the group will be done by emailing all member bodies outlining the objectives and focus of the group’s work over the next year and anticipated outputs, with an invitation to join the group and set up a first meeting.</p>	<p>The forthcoming Land Reform Bill, and related consultation from the RACCE committee give an opportunity to engage in the land reform process again. The debate is dominated by discussions on land ownership, so it is our intention to ensure that sustainable land use is also part of the scope of the debate.</p> <p>This would be directly relevant to all LINK’s strategic objectives. This could involve a new Convenor and Depute, but at the moment Helen Todd (RS) is nominally Convener, with Andy Myles providing support from LINK. Other active interest has come from John Thomas at JMT.</p> <p>A new, improved Land Group would invite participation from all member bodies, but likely interest could come from Nourish Scotland, Plantlife, SWLG, NEMT, APRS, RSPB, SWT, NTS among others, and RS.</p> <p>There is a need to develop consensus and clarity around LINK’s views, particularly with regard to gaining support from landowning interests within LINK. Forging a consensus would be required if we moved any amendments to the Bill.</p> <p>Our advocacy strategy would identify key organisations, such as Forest Policy Group, Community Land Scotland, Scottish Crofting Federation, etc, and individuals active in the area such as Andy Wightman.</p>	<b>KPIs 1 – 8, &amp; B, C, D, E</b>	TFC Helen Todd RS  And members which sign up in response to the invitation going out in November	AM support	Land Group covers a wide range of interests within LINK and would need to work jointly with a number of other TFs - SLUTF, DTF, ETF, Wildlife Forum, Wildlife Crime TF.	LINK has raised issue of land ownership and sustainable land use with SNH Chair. There are likely to be meetings with Ministers, SNH, the Bill Team, and the RACCE Committee convener/clerk. Sister Links esp NI likely to be interested.	
<b>Landscape TF</b> Vision: to promote EU Landscape Convention, and make landscape a priority concern for Scottish Government with protection, restoration, enhancement of landscapes as integral part of sustainable Scotland	<p>The TF’s ongoing objective is to secure greater attention and priority for landscape considerations in policy-making and decision-taking in Scotland. In doing so it is trying to ensure that the country lives up to the commitments that the UK Government made when it ratified the European Landscape Convention and that it abides by the spirit and principles of that Convention, with its emphasis on the value of all landscapes and on giving citizens the opportunity to have a say in shaping their future surroundings. This objective fully accords with LINK’s own first two Strategic Objectives. TF members will work together to consider how most effectively to pursue all these goals and to take the necessary action.</p> <p>Estab of a landscape forum would provide an ideal opportunity to engage with wider audience and to thrash out practical implications of this aspect of</p>	<p>Topics on which TF anxious to see progress over next 18 months include:</p> <ol style="list-style-type: none"> <li>an affirmation by all political parties of the value and importance of Scotland’s landscapes in the run-up to the 2016 Scottish Parliament elections, together with a commitment to their better care in accordance with the precepts of the ELC;</li> <li>re-establishment of some form of inclusive forum (embracing the public, voluntary and private sectors) as a mechanism for identifying and promoting actions needed to achieve this goal;</li> <li>wider adoption by public, private and voluntary bodies of “Scotland’s Landscape Charter”, either in its present or an updated form;</li> <li>finalisation, with as broad a basis of support as can be achieved across the LINK membership, of a statement on landscape and energy designed to ensure that Scotland’s economy is not de-carbonised at the expense of its wealth of fine landscapes;</li> <li>realisation in practice of the degree of protection for Scotland’s “wild land” apparently offered by the latest SPP and in NPF3;</li> <li>implementation of the Scottish Government’s commitment to introduce a prior notification regime for “agricultural” and forestry tracks in the hills and uplands and its effective implementation by local authorities;</li> <li>translation of the aspirations of Scotland’s Land Use Strategy into effective action on the ground, with adequate regard to landscape interests;</li> <li>adoption in the implementation of the latest round of CAP reforms of as many measures as feasible to conserve and enhance Scotland’s farmed landscapes and to safeguard their character and quality;</li> <li>greater weight for landscape and seascape interests in planning for the future use of Scotland’s coastal and marine environments;</li> </ol>	<b>KPIs 1 – 8, &amp; B, C, D, E</b>	TFC: John Thomson APRS/SCNP ,Depute Jonathan Wordsworth h Arch Scot. Convenor: John Thomson APRS/SCNP Depute Convenor: Jonathan Wordsworth h Archaeology Scotland Also JMT (til March), NTS, RS SWLG	Advice on how best to build support and lobby politically for these specified objectives (ongoing but not unduly onerous). Some assistance may be required in finalising and securing as broad a basis of support as possible for the proposed Landscape and Energy Statement (hopefully	Landscape and Energy Statement – see above. Landscape in the LUS and CAP: liaison with the Agriculture and Land Use TFs is important (and assisted by TFC’s and Depute’s membership of all 3 TFs). Hill tracks and Wild Land: liaison with the Planning TF is desirable, as indeed it is on many of the other issues that may figure on the Landscape TF’s agenda.	Resp for landscape care extends widely incl to bodies concerned with built and nat envt & cultural & nat heritage. This is a key challenge for ldscape work. Dearth of other orgs dedicated to championing means task of generating nec comtmt across society is tough. Esp imp. Now that landscape is recognised as 1 key component of “cultural services” in ecosystem	



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	greater environmental sustainability.	<p>10. inclusion in party manifestoes for the 2016 Holyrood elections of a commitment to developing a National Parks Strategy for Scotland and to expanding the family of national parks across the country.</p> <p>TF has useful links with the Landscape Institute Scotland - helpful re any new forum.</p> <p>Other contacts likely to come through individual members of the TF, UK and international networks are less well-developed in the landscape field than in the biodiversity one.</p> <p>However, the Depute Convenor in particular is in contact with Civilscape and he and other TF members keep an eye on activities elsewhere in the UK and Europe that could be relevant to the work of the TF. Our developing relationship with LIS could well provide an entree to other networks and initiatives that would help to inform our work and further our objectives.</p>			only a limited task following discussion of latest revised text at TF meeting on 13 November).	Coastal and marine planning: liaison with the MTF and PTF likely to be needed. National Parks: this is primarily an issue for the NPTF but LTF wish to be kept in the picture as things progress (an overlap in membership should help here).	services model & “natural capital” .	
<b>Marine TF</b> Vision: healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected, connected and thriving, and coastal communities are sustained.	<p>MPAs: SG consultation Nov 14 for 3 months presenting revised mgt options for MPAs &amp; SACs – concern that <b>many of these options will not go far enough to adequately protect, or recover, the sea life in MPAs</b>. TF members launched a new public campaign to highlight the long-term benefits of stronger protection within MPAs. Public support for more ambitious mgt of MPAs &amp; SACs in Scot waters will be vital to make our new MPAs effective. Over next 18 months, will be several similar opps for TF to engage on and push for more ambition for marine conservation through MPAs – see across:</p> <p><b>National Marine Plan</b>            The RACCE committee will scrutinise the NMP around December 2014 and we anticipate engagement in a similar way to the committee’s scrutiny on MPAs in August 2014:</p>	<p><b>Marine Protected Areas:</b></p> <p>February/March 2015 – 2<sup>nd</sup> batch stakeholder forums on management for remaining inshore MPAs</p> <p>July 2015 – public cons on 2<sup>nd</sup> batch mgt</p> <p>April/May? 2015 – cons on 4 proposed MPAs (3 for mobile species) &amp; 14 SPAs for seabirds</p> <p>February/March 2016 – cons on mgt of remaining inshore MPAs</p> <p>TF initiated plans to engage more with Scotland’s marine tourism industry in Scotland, particularly yachters, to help raise public profile of MPAs amongst these marine users and seasonal visitors to Scotland. Anticipate this will involve the development of an information product which will be an on-going process over the next 12-18 months.</p> <p>MTF members putting forward Masters (MSc) project proposals in Nov 2014 on various areas of research relating to MPAs to help support &amp; contribute to the growing scientific evidence base for MPA features &amp; how to manage them.</p> <p>MTF have on-going engagement with other stakeholders, particularly around fisheries mgt (e.g. SIFT and Clyde 2020). Also been working on building better relations with members of the commercial fishing industry.</p> <p><b>National Marine Plan</b>            Written briefing for MSPs            1:1 meetings with committee members prior to the scrutiny process to provide a more detailed brief of our concerns and expectations of the NMP            Participation in a stakeholder evidence session            The NMP due early 2015, when we will provide a press release and a campaign update for memberships            TF is planning an event around the NMP in early Feb 2015- a workshop/discussion forum &amp; will provide opp to engage with a wider planning stakeholder base</p>	<p><b>KPIs 1 – 8, &amp; B, C, D, E</b></p> <p><b>Also own IOPs (see column to left)</b></p>	<p>TFC: Calum Duncan            MCS,            Depute TFC Sarah Dolman            WDC,            HWDT,            MCS, NTS,            SOC, RSPB,            SWT,            WWFS,            WDCT (all required to sign off work)            Ad hoc Support also from Buglife &amp; SCAPE Trust.</p>	<p>Supported by 2 x 4-day week            Marine Officer posts on policy dev’t &amp; on comms &amp; engagement</p>	<p>TF developing int collective position on aspects of fisheries mgt (deep sea fishing regs), as recent nat &amp; EU devs could impact MPA mgt. Ideally requires dev of consensus, but some MBs are active in other nat &amp; internat coalitions. MPOs are facilitating collective action to take forward as TF.</p>	<p>TF works with JLinks at UK level eg on ecological coherence of MPA networks &amp; MSFD. June 2014 doc tb updated to incl Scottish MPAs &amp; new MCZs (Jan 15). TF has good indivl &amp; collective links w academic insts &amp; researchers. go to events &amp; building science-based advocacy. MBs liaise with SNH on scientific work that supports their evidence base for MPAs.</p>	



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		throughout Scotland & take forward some workshop outputs that will provide information on planning perspectives & suggested actions for resolving marine planning challenges and delivery of regional planning.					Works with local & nat NGOs (COAST, SIFT, Client Earth), - info exchange, supporting ind initiatives & advocacy actions & developing joint advocacy on mar issues. regular bilaterals w Marine Scot & SNH on MPAs & NMP	
<b>Planning TF</b> Vision: that the Scottish land use planning system contributes to a more environmentally sustainable society	Now that NPF and SPP have been published the PTF intends to focus on progressing towards the introduction of a more equal right of appeal in the planning system, along with wider improvements to access to justice.	Work plans to be developed around:  Equal rights of appeal  Access to justice	KPIs 1 – 8, & B, C, D, E	Bruce Wilson (SWT) – Depute (standing down) BSCG, ArchScot, APRS, RS Buglife FoES, NTS Froglife JMT (til March) PI Democ, RSPB, WTS SCNP, SWT SWLG	None specifically anticipated. Occasional advice from parli staff	Will develop a strategy for engagement with others over equal rights of appeal issue  Anticipate ongoing contact with SG Planning Div and relevant planning staff in Govt agencies, eg SNH		
<b>Scottish Env Fundraisers Forum</b> Vision: facilitate partnership between fundraisers in LINK to share info, experience & understanding of sources of funding for Scotland’s env’t	Does not see itself as needing a plan, as a mechanism for information exchange and organising talks by funders.  As such SEFF cannot be asked to pursue policy objectives by the rest of the network.		KPI C	TFC Steven Gardner SWT, Alison Connolly RSPB, Wide members vary attendance at meetings.				





## LINK Network Plan for 2015-16 (at April 2015)

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<b>Sustainable Land Use TF</b> Vision: to see a Sustainable Land Use strategy as a parent of all strategies with implications for, or guiding, land use.	Meeting on 16 December to clarify plans and capacity. TF met in February 2015 to agree a forward work programme to influence the Scottish Government's review of the LUS.	Organise a workshop/seminar in May 2015 bringing together land use pilots and other projects and initiatives to draw out lessons and best practice to inform revised LUS. Meet with Scottish Government officials leading LUS review process April/May Attend Scottish Government LUS meeting in June Respond to Scottish Government consultation on draft LUS for 2016-2020 Secure Parliamentary scrutiny of draft LUS in Autumn 2016 Meet with key MSPs to advocate key asks for revised LUS	KPIs 1 – 8, & B, C, D, E	TFC V Swales RSPB, NTS, Arch Scot, WTS, P'life, But'y Cons, WTS.	Seek small amount of funding from DPF to contribute to organisation of workshop, co-financed by RSPB and other TF members. Will require Parl staff time to help promote to MSPs etc.	Will engage with other relevant TF's e.g. Planning, Agriculture, Deer and Landscape when preparing response to consultation and identifying our recommendations for new LUS.	Workshop in May will engage SNH, NPAs and others. Will also liaise with SLE, NFUS and others to gauge other stakeholder positions and interest.	
<b>Wildlife Crime Task force</b>	This TF will publish its reports in December on the state of enforcement in Scotland in 2014, and an advocacy plan for subsequent action is now in prep. This will focus round promoting findings and recommendations of these reports with Government, Police and law enforcers.	Details available in December		TFC Eddie Palmer, SBadgers Depute– Ian Thomson RSPB. SWLG, NTS, SRSG, SWT, SCRA, F'life B'life, WDC	Advice on advocacy strategy	Difficult to say until the results of the current research are known	SSPCA liaison	
<b>Wildlife Forum</b> Vision: Scotland's natural heritage (land & sea) is complete in its diversity, with fully functioning ecosystems and resilient to accelerated environmental change.		Continue to develop Species Champions initiative to look at business and youth engagement. Prepare funding bid for a dedicated advocacy officer Contribute to Scottish Biodiversity Strategy groups (principally the Habitats and Species Group) and report back to Link Work with RSPB Scotland on the State of Nature response project Develop advocacy on Peat with others Co-ordinate Scottish LINK input to Joint Links collaboration over the EC Review of the Birds and Habs directives from winter 2014	KPIs 1 – 8, & B, C, D, E	TFC Deborah Long P'l'life, Depute Craig Macadam, Buglife, Bats, Bfly Cons, RSPB, Bat Cons, RZSS, SWT, Froglife WTS  Others are involved with the Species Champions initiative.	Ongoing support of AO with Species Champions initiative Support of other LINK staff with funding bid.	Joint working with ATF over SRDP revision.  With Joint Links on Directives	LINK represented on Scottish Biodiversity Committee, SBS delivery groups and INNS group	



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Woodland Forum	<p>KPI3/4/5 – Ongoing engagement with FCS through STHAG on tree health and CRG on SRDP and the Minister through LINK regular meetings. Also active engagement with the delivery of the NWSS response programme of actions through FCS and the SBS.</p> <p>KPI8 – The ideas on “The Future of Forestry” in Scotland as set out in the discussion paper which LINK promoted in 2013-14 were advanced to promote discussion. As these were not intended to be a consensus view of members in the Woodland Forum, it would be useful to try and establish a position paper during 2015 which achieves consensus support on the future for forestry in Scotland post splitting up of the FC at GB level.</p>		KPIs 1 – 8, & B, C, D, E	TFC Charles Dundas - tbc next meeting. WTS, RSPB, Arch Scot, NTS, SWT Plantlife	None anticipated at this point	No plans at this point	<p>Primarily FCS, but also possibly working with the Land Use team at SG.</p> <p>No joint work with EEB, IUCN at the moment. Possibility has been explored, but there’s no other specific Woodland working group or task force.</p>	

<i>Other work / initiatives / events involving Member Bodies and Task Forces Forums/Groups, Trustees, Staff</i>								
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<b>Networking meetings</b>	Quarterly: Updates between members, task force reports, review of priorities, political strategy review, integrating work areas, allocation of staff and £s resources.	<b>23 April 2015</b> <b>27 August</b> <b>17 November</b> Annual strategic planning discussion. <b>Tbc Jan 2016</b>	<b>Esp 8, 10, D, G, I</b> <b>Others also relate</b>	CO	Various in the preparation	Across the range of work	Occ. invited audience, eg SNH board members	
<b>AGM</b>	Elect trustees, appoint President & Hon Fells, present annual report & accounts, ratify subscriptions for coming financial year.	<b>17 November 2015</b>	<b>11, 13</b>	CO	Various in the preparation	Part of annual gathering	Open to members	
<b>Scottish Environment Festival 2016</b>	This Week-long programme aims to demonstrate to MSPs/Parliamentarians integration of environment and SD with social and economic wellbeing, and provide networking and soft lobbying opportunities for members to follow up during the year	Steering group agree theme May 2015 Staff Invite MB engagement June 2015 Staff seek sponsorship around theme & outline programme July 2015 Programme for 2016 organised by September 2015. Planning & invitations completed by December 2015 - members, MSPs, externals know what's needed of them. After action review, compile report for members and funders (by April).	<b>C, I</b>	AM & AO with input from CO, DO, and steering group.	Delivered by staff. Extent of programme depends on sponsorship.	All members consulted & invited to input at various times over the year.	Historic Scotland, the NPs, SNH, Parli Events Team.	
<b>Congress 2015</b>	Annual event to build community among member bodies, with half-day conference on theme of overarching interest to members and invited audience, followed by social event	Theme to be agreed by April 2015 Board/Networking. Speakers invited, programme prepared, circulated internally and to relevant externals. Followed by strategic planning meeting on day 2. Sponsorship to be sought for elements.	<b>8</b> <b>C, F, I</b>	DO with steering group of trustees	Delivered by staff.	All members consulted and invited at early stage.	Externals invited as relevant to theme.	
<b>Joint Links – better federal working</b>	Increased liaison, designed to help each Link improve services, and to support all the Links in their relationship building and advocacy at country-level, and with UK and EU audiences	More contact between Secretariats, Chairs, policy & advocacy leads. Joint effort to scope EU funding for a joint Links EU officer/project. Joint effort to scope UK trust funding for Links roles to their members. Federal work on EC review of Habs & Birds Directives (via Wildlife Forum in Scotland) and any further areas subsequently identified by the Links. Develop dialogue with Irish Environmental Network.		CO, AO, TFCs and Trustees	Delivered by staff, some TF players, trustees	Network kept informed of joint initiatives, and progress at strategic level	WCL, NIEL, WEL are the main allies. Irish Environmental N/W perhaps?	
<b>Local Links project</b>	Trialling by LINK of a matchmaking service between local/community groups, and national NGOs, which focus on environmental issues. Aim to gauge value of, and interest in, such a service in future, and then take stock.	Develop trial late 2014 Launch Spring 2015 Host or co-host workshops on selected topics (peat, marine, woodland, FUG) 2015-16 Review Spring 2016						
<b>Workshops on topics prioritised by members and/or Board</b>	Scope views on whether collective work can address gaps identified by strategic planning in Nov 2014. Keep watching brief for topics needing 'work-shopped', and add these to plan as agreed.	Amongst those already mooted are: - Fol & the environment - Reviewing LINK energy positioning (2 workshops)	<b>D, F, I</b>	Staff organise & pursue as resources allow	Delivered by staff in conj with TF leads.	Open to all members	Topic specific, and for organisers to determine	
<b>Festive Reception 2015</b>	With audiences across the sectors to celebrate work in which we are all involved	Organise for 14 December 2015 with relevant players. Sponsorship to be sought.	<b>C, I</b>	AO & DO	Sponsorship to be sought.	Open to all members	Relationship building is the intent	
<b>LINK review of strategy for 2016 forward</b>	Time to review LINK's 2012-2015 strategy	Board to determine type of review in April / August 2015						
<b>Staffing functions review (LINK)</b>	Review during 2015, assessing key functions, gaps in remit, succession planning needs	Involving staff and Board during first half of 2015						
<b>Strategic liaison</b>	Board & President level development of relationships with others across the wider policy community	LINK's 'policy mapping' refers						