

## KEY to ACRONYMS

MBs	Member Bodies (of LINK)		ATF	Agriculture Task Force
Reps	The main Representatives appointed to LINK by the member organizations		(CATF – in hibernation)	Climate Adaptation Task Force – into hibernation summer 2014
TFCs	Task Force (and Forum, or Group) Convenors		DTF	Deer Task Force
CO	Chief Officer (Jen Anderson)		FWTF	Freshwater TF
DO	Development Officer (Alice Walsh)		ETF	Economics Task Force
AM	Advocacy Manager (Andy Myles)		EGG	Environmental Governance Group includes Legal Governance subgroup
FITO	Finance & Office Manager (Karen Paterson, succeeding Hugh Green at March 2015)		LG	Land Group established Feb 2013, for task-and-finish by 2014
AO	Advocacy Officer (Rea Cris)		LTF	Landscape Task Force
MOs	Marine Officers (Nick Underdown – Marine Policy and Engagement Officer, and Esther Brooker - Marine Policy Officer)		MTF	Marine Task Force
SEO	Sustainable Economics Officer (Phoebe Cochrane)		NPTF	National Parks Task Force
			PF	Parliamentary Forum
SEW/ SG	Scottish Environment Week Steering Group		PTF	Planning Task Force
AAR	After Action Reviews		SEFF	Scottish Environmental Fundraisers Forum
PSR	Political Strategy Report		WCTF	Wildlife Crime Task Force
OS	Organisational Supporters		WiF	Wildlife Forum
BS	Business Supporters		WoF	Woodland Forum

## Key Performance Indicators – For which data collected twice yearly – Also under review at early 2015

### 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)



## NETWORK PLAN 2014-15 – Updated April 2015

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<b>Agriculture TF</b> 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.	<p>ATF continue to focus on implementing CAP/SRDP 2014-2020. Key Consultations starting SRDP &amp; CAP Nov &amp; Dec respectively leading to final SG &amp; ministerial decisions in April 2014 on next programme starting Jan 2015.</p> <p>Key asks remain</p> <ul style="list-style-type: none"> <li>•Ensure move to regionalised payments improves level of basic payment support to HNV farming &amp; extensive livestock production which is economically vulnerable but env'y important.</li> <li>•Ensure effective implementation &amp; enforcement of xcompliance which sets the regulatory baseline for all CAP support.</li> <li>•Ensure effective implementation of the green payment in Scot &amp; that it secures real env'l improvements in agric sector.</li> <li>•Make use of modulation mechanism - transferring max amount of £s (15%) from Pillar I to Pillar II to boost funding for next SRDP.</li> <li>•Increase amount of SDRP funds spent on agri-environment, organic &amp; some forestry measures to 50% to deliver against Govt's own targets &amp; obligations on biodiversity, water quality &amp; GHG emissions, &amp; also on landscape &amp; heritage objectives</li> <li>•Improve prioritisation, targeting &amp; effectiveness of SRDP as a whole &amp; allocate increased funding for advice.</li> </ul> <p>In terms of Sus Dev more widely, ATF will work with SLUS /others to promote a vision of agric where food production is tied more generally to long term protection &amp; enhancement of rural land, where biodiversity, food &amp; soil quality, landscape &amp; heritage are all seen as integrated &amp; where this holistic public benefit underlies any government funding.</p>	<p>Engagement with SGov /agencies: The ATF expect to continue to be involved with the CAP Stakeholder Group and other more specialist SG Working Groups in designing Measures to support and implement the SRDP 2014-2020. This will involve specialist discussions with key policy makers in SNH, FCS and other divisions within SG as appropriate.</p> <p>Building case with others with overlapping agendas: The development of a LINK Vision (summer 2014) for ecosystem services based on Natural Capital will develop thinking on environmental sustainability by demonstrating long-term awareness among land managers and policy makers. This can only be part of a wider campaign to promote public benefit from SG and European spending on agriculture.</p>	<b>KPIs 1 – 8, &amp; B, C, D, E</b>	TFC Diarmid Hearn NTS Depute Jim Densham (RSPB) Arch Scot, ARC, APRS/SCN P, Buglife, NTS, P'life, Soil Assoc, SWT, WTS, Nourish since Oct 14.	Developing advocacy of LINK asks to politicians and SG officials. Capacity remains a key issue related to the few members actively involved in this policy area, though considerable & successful work is also done by MBs outside of the network. Promoting LINK Vision statement. Networking with Joint Links, EEB, ?IUCN & CIVILSCAPE	The ATF works closely with SLUS, Landscape TFs & with WiForum & WoForum due to common membership. Some engagement with Marine & Planning TFs when common issues arise.	ATF has worked closely with WCL colleagues in contacting Scottish MEPs over CAP Reform & signing up to Joint Link initiatives as Defra is the UK lead on CAP negotiations. We expect these links to continue. EEB/IUCN work is primarily carried out through MBs notably RSPB & SWT.	<p>Nourish Scotland and SAGS have joined the TF.</p> <p>TF has met three times,</p> <p>Continued involvement in CAP Stakeholder and CAP Greening groups, led by Scottish Government.</p> <p>Attended three stakeholder and four greening meetings as well as participating in LINK's Feb meeting with the Minister.</p> <p>There is still a lot more to be done in influencing SG and others on SD applied to agricultural policy. Now that the current CAP is settling down, opportunities with NFUS and SG are opening up to discuss future visions of agriculture.</p> <p>TF recognises much more needs to be done in making SD and public value arguments, backing these with evidence, and proposing attractive solutions. The developing interest in linking food, agriculture, wellbeing and community offers a potentially valuable route to this. TF members see opportunity emerging to have more ambitious discussions about future agriculture and will be responding to this.</p>
<b>Deer TF</b> Vision: Ensure sustainable populations of native deer species which play positive roles in Scottish ecosystems & contribute to rural economy		<p>Work focussed around the recent RACCE Committee inquiry into deer impacts on the natural heritage 13/11/13. And pulling on a 'Deer TF Plus' discussion held in autumn 2013; concerns about deer impacts are shared across several TFs.</p> <p>TF met ADMG to discuss deer issues. As a result some LINK MBs will be signing up to ADMG principles of collaborative working. The detailed operation of these principles will be piloted in the Speyside DMG where Pete Mayhew of RSPB Scotland is the chair.</p> <p>On 28 January 2014, will be meeting Paul Wheelhouse, Minister for Environment and Climate Change to discuss deer management.</p>	<b>KPIs 1 – 7, &amp; B, C, D, E</b>	TFC Duncan Orr-Ewing, RSPB, Deputy Mike Daniels JMT SWT, WTS, NTS, Ramblers, Cairngorm			Good liaison with Woodland TF in particular.	<p>Responded as part of LINK Land Reform Consultation response (deer sections)</p> <p>Autumn liaison meeting with SNH on 25 August</p> <p>Planning meeting with SNH and ADMG.</p> <p>Attended at ADMG AGM and Executive Cttee meetings</p> <p>TF have had good impact.</p> <p>Building up now to 2016 DMP Review and likely RACCE review.</p> <p>TF losing JMT as from 1 April (when the Trust leaves LINK) though may continue to engage with Mike Daniels on</p>

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		Further joint meeting with other TFs in autumn 2014 is proposed to be coordinated by staff.		s Campaign				particular issues occasionally. Mike has been a key contributor to the TF and its Depute over recent years.
<b>Economics TF</b> Vision: influence the current debate on economics in Scotland.		Pursuing opportunities where these arise to promote alternative measures to use alongside GDP including indicators of social and environmental wellbeing. Phoebe Cochrane (Sustainable Economics Policy Officer) from Jan 2014 to help LINK pursue these goals, assist TFs to make stronger arguments. National Performance Framework is a key focus – under ministerial review at 2014, LINK & other allies would like to see an improved NPF applied robustly & consistently to inform & improve strategic decisions. TF informs LINK engagement in debate over Natural Capital and Ecosystem Services. TF is overseeing commissioned work on the Carbon Bubble at spring 2014.		Led by FoES. Active are RSPB WTS Plife JMT, SWT, SCNP, WWF, HWDT	Project funded for 3 years by FPF, employing 3 dw Flourishing Scotland officer. Overseen by delivery group – subset of ETF - incl CO ETF also supported by core staff	Will have a role with TFs generally to develop / sharpen economic case across range of LINK issues (and TFs).	Oxfam, Carnegie (on NPF review group).  Developing alliances is part of project.	Flourishing Scotland project continues to engage with NPF reform process. Paper submitted to Roundtable and John Swinney, attended NPF indicators workshop run by SG, is meeting with Performance Unit. Did fringe meetings at SNP and Green autumn party conferences. Carbon Bubble report published December with helpful impact on debates about divestment. Organised economics workshop for members (with external speakers) a good step towards greater understanding of and engagement with economic policy issues and influencing decision-making. Also helped those present get a better understanding of Natural Capital and the issues which surround it. Considering circular economy. Looking at connection with Scotland's economic strategy. On-going offer to work with other task forces. 'Joined up' with some and planned activities will increase this. Revising advocacy strategy for TF goals. Building alliances through NPF-focussed work. Is represented on SG's NPF roundtable though this has not met for a year. Considering conference later in year.
<b>Environmental Governance Group</b>	EGG is focussing on the acute issues raised by the 2014 referendum – but its key tasks remain •removing barriers to sustainable development within the processes and methods of all branches of government. •improving the efficacy of LINK involvement in Scottish civic society. •pursuing the Governance Matters project as a slow burn matter	Influencing the debate on environment as necessary ahead of and beyond the referendum (work on LINK's Referendum Challenge is now complete)  This will include: Monitor implementation Reg Reform Act, challenging as appropriate Workshop and output on future Government (and governance) structures Discussion day for members on IndyRef outcome and work of charities Pursue issues in LINK's <i>Governance Matters</i> report Eye on Lobbying legislation (implementation of Westminster Act and influencing any Scottish Bill) Explore rules and application of these around voting & public office Explore charity sector 'boundaries' Civic Forum promotion	<b>KPIs 1 – 8, &amp; A, B, C, D, E</b>	LWA, RSPB, JMT, Plantlife	AM, CO, AO support	GG and LGSG cover all areas of LINK work and opportunities can arise almost anywhere.		Has continued to pursue the Governance Matters priorities, including our involvement in civic society. Submission made to the Smith Commission and monitoring of the constitutional debate continuing. Written and oral submissions made to work on developing a Scottish Lobbying Bill, with more to come. Information on the UK Lobbying Act distributed across the Network. Westminster General Election Manifesto prepared and distributed. Preparations for the 2016 Holyrood manifesto are being planned. Position of eNGO members acting in official positions being explored and monitored.
<b>Legal Governance Sub-Group</b>	LGSG is focussing on the campaign for the implementation of the Aarhus Convention in Scotland; & its key tasks are: •monitoring Scottish legal structure legislation and reforms, intervening as required •monitoring and supporting casework with regards to access to and standing before the Scottish courts •pursuing possibility of a specialist Scottish environmental court	Current legislation:  Current cases:  Environmental Court: Pursue in correspondence and discussion with Environment & other Ministers		FOES led, RSPB.	AM support			Legal Governance subgroup – Continues to pursue environmental justice agenda and monitor Courts reform legislation. Pressure applied for SNP to deliver on the commitment to consult on environmental courts or tribunals. Minister in February gave her commitment to the production of the options paper in 2015. eNGO views on how this might work were invited. Timescale for consultation awaited. The group is supporting members' publications on environmental justice and pursuit of expenses orders and standing in cases.
<b>And</b>								





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<b>Parliamentary Subgroup</b>	Share knowledge/plans on political strategy. Coordinate network-wide election work. Coordinate party conference strategy. Ensure parties know Network asks for manifestos year on year. Profile environment in lead-up to elections and invite candidates to debate key issues. Assist members to be the ‘strong voice’ for the environment.	Annual advocacy training delivered by experts within the network, geared to member’s needs.  European Election 2014  Prep for Westminster Elections 2015  Party conference strategy / contact with political parties	KPIs 1-8 & A, C, D, E, F	AM led, with MBs’ advocacy & policy officers’ input, and TFs input to manifestos Potentially for MOs & FSO engt				Parliamentary subgroup - Has discussed attendance at party political and civic conferences with attendance at autumn conferences but programme suspended during Westminster elections. Continues to monitor operations in Parliament and Government and share experiences. Worked on the preparation of the Westminster manifesto. Was represented in the UK Government Scotland Office outreach to Scottish civic society process.
<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		The biggest thing over the next six months will be the consultation on the 2nd cycle of River Basin Management Plans. There will be 4 concurrent consultations linked to this. Details as follows: <ul style="list-style-type: none"> <li>RBMP – Consultation due end of November 2014 for 4 months on 2nd RBMPs. The consultation will outline three scenarios representing different paces of delivery of actions towards the 2027 target. Scenarios 1 and 2 will result in 2027 targets being missed.</li> <li>Legislation and Study sites – Due end November 2014 for 12wks. SEPA will be looking for more legal powers and a broader legislative framework to aid delivery. 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 plan but will influence future cycle</li> <li>Water Scarcity Plan – Due end November 2014 for 12 weeks.</li> <li>Standards for Designated Sites – Due end of November for 12 weeks. Will look at mismatch between WFD standards and standards required for notifiable species at designated sites within catchments</li> </ul>	KPIs 1 – 8, & B, C, D, E	TFC tbc if going ahead as TF. Tom Leatherland, SWLG, RSPB, WWT, ?Buglife, ?Froglife.				Tom Leatherland has taken over convenorship as this TF emerged from hibernation.  TF has convened electronically since inaugural meeting Oct. Is working to a limited workplan which arose from the wishes and inclinations of the TF members.  Proceeding with consultation responses as planned. Responded to SEPA Water Scarcity consultation. Currently preparing response to WFD draft 2nd cycle Scotland RBMP, which will be followed by response to Government 'RBMP Physical Improvements' consultation; then Solway/Tweed 2nd Cycle RBMP.  Contact with SNH (Sarah Hutcheon) initiated during the period.  No formal meetings (but contacts made, including with SGovt staff, in margins of other gatherings).
<b>Land Group</b> <b>Vision:</b> Land management which meets SD goals whatever the ownership	KPI 3/4 – Environmental input is sought/LINK positions understood and influence: we plan to meet LRRG to discuss our submission to the land reform review.	KPI 8 – there is a range of views within LINK re land reform but we have managed to gain support for our submission to LRRG. Also submitted evidence to Westminster’s Scottish Affairs Committee. No support there for our pressure to open this up as a land use issue, though SNH are supportive of our views on access angles. Land Reform Review Group, expected to report in May, may delay till after the IndyRef. A LINK group meeting with Ministerial leads planned.	KPIs 3, 4, 8, & B, C, D, E	TFC Helen Todd RS AS, APRS, SB, JMT, NTS, RSPB, SAGS, Sustrans, SWLG	AM support for meetings submissions & planning - continuing to April 2014 when LRRG reports		Land Reform Review Group is indep’t of SG. Set up by Ministers, we anticipate meeting them.	Attended joint land use/reform meeting with other TFs in Dec 2014 with SG representatives also attending. Partic crossover with Land Use and Deer TFs. Met Stephen Pathirana, SG in January to discuss land reform bill consultation and help shape LINK response. Produced submission to Land Reform Bill consultation. Some members (WTS, JMT, RSPB, RS) attended Scottish Conservatives Land Use Summit 2 <sup>nd</sup> March, but not as TF reps. Could be more active but there is a lack of capacity to be more involved beyond an overarching, strategic level. Otherwise individual members have their own positions to take forward within the land reform agenda, eg, on access, charitable bodies, deer management, etc.
<b>Landscape TF</b> <b>Vision:</b> to promote EU Landscape Convention, and make landscape a priority concern for	The TF’s ongoing objective is to secure greater attention & priority for landscape considerations in policy-making & decision-taking in Scotland. In doing so it is trying to ensure that the country lives up to the commitments UK Gov made when it ratified the European Landscape Convention & that it abides by the spirit & principles of that	Topics on which the TF is anxious to see progress over the next 18 months include: (1) the finalisation of a statement on landscape & energy, with as broad a basis of support as can be achieved across the LINK membership; (2) a ScotGov commitment to remove Permitted Development Rights from “agricultural” and forestry tracks in the hills & uplands, bringing them within the scope of the planning system;	KPIs 1 – 8, & B, C, D, E	TFC: John Thomson APRS/SCN P, Depute Jonathan Wordsworth Arch Scot.	1. Assistance /mediation to finalise & achieve as wide a buy-in as possible to a meaningful statement	Landscape in the CAP/SRDP: liaison with ATF & SLU TFs is important (assisted by both TFC & Depute’s	exchanges with SNH over past year by revealed shared desire to maintain close contact, both over	The Task Force has met twice. Continued effort to craft a Landscape and Energy Statement, taking account of comments from other LINK members in hopes of producing text which wider network would be happy to see issued under LINK auspices. Latest version circulated to selected non-LTF members for comment on 13 March. TF members are keen to see common LINK line on renewable energy development (and

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Scottish Government with protection, restoration, enhancement of landscapes as integral part of sustainable Scotland	<p>Convention, with its emphasis on the value of all landscapes &amp; 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.</p> <p>The responsibility for landscape care extends very widely &amp; embraces bodies concerned with the built as well as the natural environment, and with the cultural as well as the natural heritage. This diffusion of responsibility is one of the key challenges facing the advocates of l'scape interests. It is perhaps reflected in the dearth of other orgs dedicated to championing the landscape cause, which is one reason why the task of generating the necessary commitment across society is a tough one.</p> <p>At the current time it is particularly important that landscape is recognised as one of the key components of "cultural services" within the ecosystem services model &amp; of "natural capital" in discourses that embrace that concept.</p> <p>Most of the contacts with other organisations are at present likely to come through individual voluntary bodies who are members of the TF, esp larger ones – NTS, JMT. The re-establishment of the Scottish Landscape Forum would provide an ideal opportunity to engage with a wider audience &amp; to thrash out together the practical implications of this aspect of greater environmental sustainability.</p>	<p>(3) implementation of effective measures to identify &amp; protect Scotland's "wild land", including those incorporated in the draft NPF3 &amp; SPP;</p> <p>(4) inclusion in SRDP 2014-2020 of appropriate measures to conserve &amp; enhance Scotland's farmed landscapes &amp; in the CAP generally of safeguards to protect their character and quality;</p> <p>(5) greater weight for landscape &amp; seascape interests in planning for the future use of Scot coastal &amp; marine environments;</p> <p>(6) re-establishment of the Scot Landscape Forum as a mechanism for identifying &amp; promoting actions needed to give effect to the precepts of the ELC;</p> <p>(7) wider adoption by public, private &amp; voluntary bodies of "Scotland's Landscape Charter";</p> <p>(8) ScotGov commitment to developing a National Parks Strategy for Scotland &amp; to expanding the family of NPs across the country.</p> <p>TF members will work together to consider how most effectively to pursue all these goals and to take the necessary action.</p> <p>The TF handles LINK's membership of Civilscape – an international association of civil society organizations (NGO) working on landscape protection, management and planning, according to the European Landscape Convention.</p>		JMT, NTS, Ramblers, SWLG	on Landscape & Energy (day or so's work -near future) 2.Advice on how best to build support & lobby politic'ly for these spec objectives (ongoing but not unduly onerous).	membership of all 3TFs). Hill tracks & Wild Land: liaison with Planning TF desirable, as on many other issues that may figure on the Landscape TF's agenda. Coastal & marine planning: liaison with Marine & Planning TFs likely needed. National Parks: this is primarily an issue for the National Parks TF but Landscape TF would wish to be kept in picture as things progress (overlap in membership should help here).	policy matters and more technical, professional ones, inc SNH landscape research programme. Currently no SG liaison (tho' desirable) Depute TFC in contact with Civilscape & it is poss an initiative there could result in a more formal landscape "observatory" network. NTS to act as lead in exploring this. other, relatively informal networks operate in the landscape arena,may well be worth investigating if they would provide useful sources of info & influence for TF.	<p>onshore wind farms in particular. (JA note: LINK's review of energy positioning is also beginning at April 2015)</p> <p>As part of LINK delegation, convenor took part in meeting new Environment Minister in Feb, and in follow-up letter, to press Scottish Government to play a more active role in caring for Scotland's landscapes, and in particular to re-establish a cross-sectoral body similar to the one-time Scottish Landscape Forum and to encourage public bodies to sign up to Scotland's Landscape Charter. The delegation also stressed LINK support for the designation of more national parks in Scotland, highlighting the economic as well as environmental benefits that these could bring.</p> <p>TF discussion with Sally Thomas (SG) was useful to take stock of priority being attached to landscape interests in rolling out the Land Use Strategy. Sally briefed on the treatment of landscape in the implementation of the strategy esp in the 2 pilot Regional Frameworks for Aberdeenshire and Scottish Borders. As the priority given landscape was less than hoped, there is an obvious challenge to the LTF to find ways of bringing landscape issues and objectives more to the fore.</p> <p>TF kept informed of progress on wild land and hill tracks matters and has agreed to monitor impact of recently introduced planning notification regime for the latter, along with the Planning TF.</p> <p>Also had a useful discussion of economic factors as a key generator of pressures for landscape change with Phoebe Cochrane (LINK) at Nov 2014 meeting.</p> <p>Met Brendan Turvey (SNH) who explained the changes made to SNH's Visualisation Guidance for Proposed Wind Farm Developments, and Simon Brooks (SNH) who updated LTF on SNH's current work in the field of landscape policy.</p> <p>Helped ensure relevant Scottish bodies signed up to <i>Landscapes for Everyone</i> produced to highlight landscape concerns &amp; opportunities ahead of May 2015 UK election.</p> <p>Loss of JMT has weakened LTF's voice and significantly reduced the resources potentially available to pursue the identified objectives.</p>
<b>Marine TF</b> Vision: healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected,		<p>To</p> <p>- push for new MPAs to augment the developing network (starting with the 4 MPA search locations which include basking shark, minke whale &amp; rissos dolphins but also continuing to push for seabird MPAs)</p> <p>-push for Ecologically Coherent Network of MPAs (including with Joint Links colleagues) &amp; for MPAs to be well-managed</p> <p>-seek RACCE scrutiny of developing marine management arrangements &amp; MPAs</p>	<p><b>KPIs 1 – 8, &amp; B, C, D, E</b></p> <p><b>Also own IOPs (see column to left)</b></p>	TFC: Calum Duncan MCS, Depute TFC Sarah Dolman WDC,	Supported by 2 x 4-day week Marine Officer posts on policy dev't & on	Possible engagement with Landscape & Planning TFs (Marine Planning)	Regular liaison with Marine Scotland & SNH Marine Planning, Renewables, MPAs & Fisheries staff.	<p>Meeting monthly.</p> <p>Represented at stakeholder workshops organised by Marine Scotland to inform first tranche of management measures for inshore MPAs and SACs (October 2014)</p> <p>Ran national campaign ('Don't take the P out of MPAs') Nov 14 to Feb 15 to support the public consultation on the first tranche of management measures for inshore MPAs. Over</p>



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connected and thriving, and coastal communities are sustained.		<ul style="list-style-type: none"> <li>-push for ecosystem-based national &amp; regional marine plan development</li> <li>-push for marine ecosystem enhancement where appropriate (both through recovery by removing pressures &amp; active restoration of damaged habitats)</li> <li>-continue to advocate for Natura sites to be well managed</li> <li>-continue to jointly advocate where appropriate for strategic &amp; sustainable deployment of marine renewable devices</li> <li>-continue to jointly advocate where appropriate for sustainable inshore fishing (including scallop review)</li> <li>-continue to jointly advocate where appropriate for sustainable aquaculture</li> </ul>		HWDT, MCS, NTS, SOC, RSPB, SWT, WWFS, WDCT (all required to sign off work)	comms & engagement		Working with Joint Links on advocacy for a UK Ecologically coherent network of MPAs and EU MSFD.	<p>5,000 responses were received and profile of the Save Scottish Seas platform was raised.</p> <p>Engaged with RACCE scrutiny of the National Marine Plan (Jan 2015) through a stakeholder evidence session (rep: Calum Duncan), two briefings and written evidence.</p> <p>Organised a national workshop on marine planning (12<sup>th</sup> Feb 15), attended by approx. 60 delegates. A number of possible external collaborations are being developed as a result and the outputs will contribute to TF advocacy on sustainable development and environmental enhancement</p> <p>Hosted a marine drop-in session at Scottish Environment Week (Feb), visited by 4 MSPs, a number of MSP and Parliamentary researchers and members of the public.</p> <p>Co-supervision of 3 MSc students, currently in planning (one on basking sharks, two on marine mammals) to contribute to evidence base for more robust management of mobile species MPAs (to be designated in the summer)</p> <p>Two commissioned reports supported by the MTF (one currently in progress, one in planning) on impacts of fisheries and option for fisheries management for mobile species and an overview of how far short current management proposals fall in a wider ecosystem context in relation to seafloor integrity.</p> <p>MTF represented and engaged at stakeholder workshops organised by Marine Scotland to discuss and inform management of offshore MPAs (March 2015)</p> <p>Various responses, evidence, briefings, press work and letter. Believe NMP as published is much improved though continue to be concerned at lack of intended ambition in relation to mgt of MPAs, for recovery, and saying so.</p> <p>Aim for larger event on marine / marine planning in 2016.</p> <p>RZSS has joined TF, SCAPE Trust supports some outputs and TF is liaising with other TFs.</p>
<b>National Parks TF</b> Vision: examine policies & test Scottish model of NPs re:conservation & SD, encouraging informed debate on the potential of Scottish NPs to serve these purposes.			KPIs 1 – 8, & B, C, D, E	Convenor changing at spring 2014				
<b>Planning TF</b> Vision: that the Scottish land use planning system		Priorities are: Respond to the supplementary SPP Sust Dev/Sust Economic Growth consultation in December 2013 National Planning Framework 3 & SPP, especially during parliamentary scrutiny period in January 2014.	KPIs 1 – 8, & B, C, D, E	Aedan Smith, TFC RSPB, Depute Bruce				SPP and NPF published June 2014 as per updated Network plan. Ivan Clark of SNH presented to TF on 27 <sup>th</sup> Feb on progress on SNH's development plan engagement.



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contributes to a more environmentally sustainable society		<p>Equal rights in planning (alias third party right of appeal) Possibly as part of a push for environmental courts.</p> <p>Restoration bonds in relation to development (coal, wind energy, etc) is on the TF's radar also.</p> <p>National ecological network – promotion of</p> <p>Planning for peatland conservation issues</p> <p><b>Hilltracks</b> Project under auspices of PTF and LTF (includes other MBs also, NEMT, CC, plus support from MCofS) convened by Helen Todd &amp; Beryl Leatherland ), continues until Minister makes decision, liaising with other interests &amp; continuing advocacy on the back of <i>Track Changes</i> report.</p>		Wilson, SWT, PD, BSCG, AS,APRS, Buglife, FoES, Froglife, JMT, NTS, PD, RS, SB, SCNP, SWLG, WTS.				<p>The TF also received a presentation from the Cockburn Association on Green Belts.</p> <p>TF wrote letter in support of Planning Democracy Parliamentary petition on ERA.</p> <p>The TF is now considering how to move forward on Equal Rights of Appeal.</p> <p>Quiet period for Hilltracks largely because winter months uncondusive to building tracks in the mountains. In December the prior notification statutory instrument was passed by Parliament, subject to a debate at a January meeting of the Local Government and Regeneration Committee, where the lodging of an Annulment Order by one MSP member caused a Ministerial response before the motion was withdrawn. Participated and presented to government stakeholder group to discuss draft guidance to accompany the legislation. Published own guidance to planning authorities to help guide government to formulate its guidance. We are just seeing government's guidance for local authorities and landowners/managers now, as it comes out for consultation. Are planning future activities as a campaign group. Don't envisage regular meetings but our archive will be maintained and we will need to advertise this early in the season via the websites etc, of our member organisations. New Planning Minister Alex Neil assured LGR Committee that an independent review would be undertaken after the new statutory instrument had been in place for a year and we will need to observe that this is delivered on and that it is satisfactory.</p>
<b>SEFF - 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'	Influencing the climate around funding / giving to the environment	<p>SEFF meets quarterly &amp; usually has external speakers per meeting - e.g. reps from statutory, lottery, charitable trust, &amp; corporate sources, as well as some who can offer fundraising advice, information &amp; support.</p> <p>SEFF shares information and news about environmental fundraising in Scotland, to celebrate success &amp; to discuss opportunities to influence &amp; effect positive change.</p> <p>We provide funders with the chance to engage with the whole sector rather than individual charities via attendance at SEFF meetings, reaching therefore a wider-x-section of general funding streams &amp; increasing advocacy opportunities for the environment &amp; env'tal funding.</p>	<b>KPIs 1-8 &amp; B, C, D, E</b>	TFC Steven Gardner SWT, Alison Connolly RSPB, Wide membership varying attendance at meetings.				<p>Met Dec and March, 12-15 members at each meeting. SNH continue to be represented on SEFF.</p> <p>With Alice Walsh (LINK DO) SEFF reps met HLF in March and were advised that HLF are seeking more ambitious bids (£10m+) to make a difference to habitats, an opportunity for smaller organisations. HLF will attend SEFF in June.</p> <p>SEFF has been involved (and continues to be) in the consultation/discussions around to the devolving of the Landfill Communities Fund (LCF) to Scotland</p> <p>SEFF usually has one or two external speakers per meeting - e.g. reps from statutory, lottery, charitable trust, and corporate sources, as well as some who can offer fundraising advice, information and support. Shares information and news about environmental fundraising in Scotland, to celebrate success and to discuss opportunities to influence and effect positive change. Continues to provide funders with the chance to engage with the whole sector rather than individual charities via attendance at SEFF meetings, reaching therefore a wider-cross section of</p>



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								general funding streams and increasing advocacy opportunities for the environment and environmental funding.
<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.	ScotGov is continuing to implement the Land Use Strategy, pursuing various actions e.g. CAP reform, & has established 2 regional Land Use pilots in Aberdeenshire & Scottish Borders. Ensuring progress on the Strategy & its effective implementation will deliver a number of LINK strategic objectives and KPIs.	TF activity limited due to capacity; many MBs with an interest in the LUS are also those working on other areas, especially CAP & agric policy, woodland, landscape & deer policy. There remains a desire to continue oversight of LUS implementation generally. TFC (Vicki Swales) represents LINK on a steering group for the Aberdeenshire LUS & is in contact with the Borders pilot. Proposed activity includes: •Continuing to represent and promote MB's views on the Aberdeenshire LUS (now to summer 2014) •Attending the annual SG progress meeting in 2014 (usually June) •Undertaking a review of LUS implementation & progress in spring/summer 2014 ahead of a SG review likely to take place in 2015. The LUS is a 5 year Strategy which must be revised by March 2016. The TF has not met officially for some time, updates are covered in A TF meetings since membership is broadly the same:	KPIs 1 – 8, & B, C, D, E	TFC V Swales RSPB,NTS, Arch Scot, WTS, P'life, But'y Cons, WTS.	Depending on plans for a review, may seek DPF to commission work & publish. May request for Parl staff time to help promote to MSPs etc.		Will be part of joint TFs' workshop in autumn to review Scotland's approach to SLU	The TF has been mothballed for some time but following a wider LINK Land Use meeting in December 2014 it was agreed that the SLU TF should be revitalised to influence revision of current Scottish Government's Land Use Strategy and promote LINK's vision for sustainable land use more widely. A meeting of the TF followed in February to plan for March-July period. Aims to produce Parliamentary briefings, push for Parliamentary scrutiny of revised LUS and will respond to Government consultation in late summer. Proposes to organise workshop in May bringing together land use pilots and other projects and initiatives to draw out lessons and best practice. Subject to funding (from members and LINK fund). Has met SNH about the LUS and SG about LUS review.
<b>Wildlife Crime Task force</b>		The TF research on current state of enforcement of wildlife crime in Scotland to be completed May, and published summer 2014 .  Subsequent work will depend on the findings of the research but likely to include promotion and discussion with Government, Minister and other authorities involved.  Likely to respond to consultation on SSPCA during 2014		TFC Eddie Palmer, SBadgers Depute–lan Thomson RSPB. SWLG, NTS, SRSG, SWT, SCRA, F'life B'life, WDC.	Occasional, to aid organisation of meetings	To be identified once results of current research are available	May be scope SSPCA liaison over the report	The TF has been working for the last year on the two reports, 'Natural Injustice 1 and 2', on the non-enforcement of wildlife crime legislation, published on Feb. 20 <sup>th</sup> 2015. Reports have hit a nerve, as originally anticipated by the TF in 2013; business ahead is to stand by the case they make for the laws around enforcement to be appropriately implemented. Aftermath of publication and subsequent PR and media interest, is being handled now, including seeking and preparing for meetings with the agencies mentioned and criticised in the reports. Advocacy strategy drafted for development at TF meeting on 22 April which will confirm active membership and longer term tasks.
<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 the Species Champions initiative , seeking funding for a dedicated advocacy officer, to extend the initiative to business and youth sectors  Prepare materials on Biodiversity Duty reporting  Continue to influence new SRDP (with Agri TF)  Potentially take forward outcomes of LINK&IUCN Peat workshop with further research.	KPIs 1 – 8, & B, C, D, E	TFC Deborah Long Pl'life, Depute Craig Macadam, Buglife, Bfly Cons, RSPB, Bat Cons, RZSS, SWT, Froglife. 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 Force over SRDP revision.  Collaborate with other TFs over maintaining biodiversity commitment	Species champ expansion will work with Youth Scot (subj to funds) Potential liaison with SG Biodiversity team over Biodiversity Reporting Liaison with SG Agri team over SRDP revision (lead ATF).	The Wildlife Forum has continued to promote the Species Champion initiative. We are working up funding plans for a new project to engage candidates at the Holyrood elections in 2016 and to expand the scheme to Businesses and Young People. The Forum have also continued to engage with the Scottish Biodiversity Strategy including being represented at Scottish Biodiversity Committee and members being involved in a number of delivery groups. We also provided a briefing for the RACCE Committee scrutiny of the Scottish Biodiversity Strategy, responded to a lack of species and habitat topics in the RESAS strategy, and were represented at the LINK Ministerial meetings. Representatives from the Forum have been involved in the Joint Links response to the REFIT process The Forum has been leading in Scotland on the development of the response to the State of Nature Report. Briefed RACCE on biodiversity process in Scotland March 2015.



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								<p>Taken part in 4-5 SBS subgroup meetings.</p> <p>Met with SG on RESAS strategy and with SG/SNH on INNS, and was part of LINK meeting with Minister (Feb).</p> <p>Attended State of Nature Conference in Feb, and took part in SE Week drop in sessions.</p> <p>Biodiversity cuts across the interests of many other task forces and more acknowledgement of ‘mainstreaming’ biodiversity is needed with these.</p> <p>Forum is looking to build stronger relationships with the Business sector through Species Champions initiative; has LINK funding to commission fundraising for this. Similarly hopes to build a relationship with youth organisations and particularly the Youth Parliament Species Champions continues to be a useful advocacy tool.</p> <p>Need to build our advocacy potential heading towards the Holyrood elections next year.</p>
Woodland Task Force		<p>TF anticipate a number of issues arising over 2014-15 working with other TFs:</p> <ol style="list-style-type: none"> <li>1. (Agric TF) influencing the development and implementation of new SRDP over 2014 working in tandem. Focussing especially on the potential changes to the Forestry Challenge Fund elements of SRDP &amp; the greening measures of Pillar I</li> <li>2. With Env Gov Group, setting out a vision for the strategic future of the FCS, in line with principles of LINK’s “Governance Matters” &amp; depending on the UK Gov’s actions.</li> <li>3. Along with all of LINK to continue to fight the ScotGov’s drive to embed “Sustainable Economic Growth” into the heart of their work, &amp; promote true sustainable development instead.</li> </ol> <p>TF may meet with Committee for Scotland.</p> <p>TF &amp;and Envir Governance Group) will meet with Scot Govt (Bob Mac) in August to consider future structures for environmental governance</p>	KPIs 1 – 8, & B, C, D, E	TFC Charles Dundas, WTS, RSPB, Arch Scot,NTS, Plantlife,S WT, JMT.	None needed	Work overlap swith the Governance, Planning & Agriculture TFs.	awareness of views of CONFOR on key topics will be useful. FC & SNH are key Gov agencies tho no specific direct working planned.	
Other policy areas	Environmental Narrative	Board led –production of short hymn sheet on Sus Development.	KPIs 1 – 8, & B, C, D, E					Though successive network discussions have discussed this as a need, this would need leadership from within the membership, comms expertise, and staff capacity to coordinate. Therefore no progress to report at April 2015.



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<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. An EGM to amend LINK's Memo and Articles will be arranged and held electronically	<b>April</b> <b>August</b> <b>November</b> (the annual strategic planning discussion) <b>Jan 2015</b>  <b>June 2014</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 for August	All meetings were held, outcomes circulated / notified to members. Useful to all as forums to exchange news of own plans, consider upcoming opportunities or challenges, adjust tack. Also considered during the year, progress against our KPIs, scope for greater integration among our work areas, and newly emerging priorities.
<b>AGM</b>	Election of trustees, appointment of President and Hon Fells, presentation of annual report and accounts, ratification of subscriptions for coming financial year.	<b>28 November 2014</b>	<b>11, 13</b>	CO	Various in the preparation	Part of annual gathering	Open to members	AGM held. Helen Todd, Simon Jones and Tim Ambrose elected Chair, Vice and Treasurer. Elected Sam Gardner as Trustee, appointed Ross Finnie for further year as President, Dave Morris and Elizabeth Leighton Hon Fellows.
<b>Scottish Environment Week 2015</b>	The week 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 June 2014 Staff Invite MB engagement June 2014 Staff seek sponsorship around theme & outline programme Summer 2014 Programme for 2015 organised by September 2014. Planning & invitations completed by December 2014 - 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 National Parks, SNH, SEPA, Paarl Events Team.	2015 marked the 10th anniversary of SEW, the brainchild of Jess Pepper (as LINK's Parliamentary Officer), and sponsored over the decade by Sarah Boyack MSP. The theme was Sharing Scotland, highlighting resident & visiting species with which we share our environment and human duty to share the space fairly and responsibly. The Week comprised Reception, Pub Quiz, 4 seminars and a new 4-day Drop-in Session. Overall, good MSP engagement, reaching out to 'not the usual suspects', and many MSPs who are usually not associated with the green portfolio.
<b>Congress 2014</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 of Landscape scale initiatives including re-wilding agreed April Board/Networking and steering group established. 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 input from steering group of trustees	Delivered by staff.	All members consulted and invited at early stage.	Externals invited as relevant to theme.	A well-attended Congress was held in November 2014, themed Environmental Development: Integrating, Mainstreaming, Raising the Game. It involved presentations as well as workshops on the uplands, lowlands, urban and marine environments – which will inform a number of ongoing TF discussions. Report has been circulated to participants and is on LINK's website.
<b>Workshops on topics prioritised by members and/or Board</b>	Scope views on whether LINK collective work could address gaps identified by Strategic Planning meeting in 2013. Watching brief for other topics requiring workshop-treatment.	Amongst those already mooted are: 1. Appropriate appraisal workshop – August 2014 2. Joint Links Conference, Glasgow – 22-23 October 2014 3. IndyRef Outcomes: Governance, 30 October 4. Land use and management – 16 Dec 2014 5. Valuing nature workshop – 18 Feb 2014	<b>D, F, I</b>	Staff organise, help follow up as resources allow.	Delivered by staff initially. Leads on outcomes agreed at workshops..	Open to all members	Topic specific, and for organisers to determine	The five workshops listed to the left were organised for members and others, well attended. These achieved what they set out to do and have been followed up in various ways, by LINK task forces, and reported on to members.
<b>Festive Reception 2014</b>	With audiences across the sectors to celebrate work in which we are all involved	Organise for December 2014 with relevant players. Sponsorship to be sought.	<b>C, I</b>	AO & DO	Sponsored	Open to all members	Relationship building is the intent	Good reception held last December. As always, a useful opportunity to network with various other stakeholders as well as with colleagues across LINK.
<b>Forums with Business</b>	Build on call for shared space with business (Nov 2012) holding themed forums	A first forum on climate risk and investment is proposed; could be led through the Economics TF in wake of publication by LINK of carbon bubble report in autumn	<b>4, 12</b>	CO, FSO, AM & Board	Business sponsored / or LINK core	Open to members (c. 6 per forum)	Relationship building is the intent	There has been no staff capacity to pursue this, and member/TF capacity in relation appears too stretched. No longer a priority among the other priorities?
<b>Strategic Liaison at Board level</b>	Build alliance across the wider policy community	In some cases, simply opening a door and looking to establish a relationship at strategic level (above the technical one at which TFs may know these stakeholders). Exploring areas where LINK and others may hold views in common as well as noting areas of differing views and reasons for. Potentially expanding 'voice'.	<b>B, C, E, 3, 4</b>	President, Hon Fells, Trustees,	Coordinated by senior staff	Overarching effort to support network aims	This is the essence of the work	Other than Government/Agencies/Parks, there have been no additional meetings. Board level liaison with NFUS was proposed, then overtaken by the establishment of a Farmed Environment Forum by NFUS, to which LINK is invited. ATF will test this water.
<b>LINK Local</b>	Carry out trial agreed by Board in Aug 2014	Trialling over a year a matchmaking service		Staff & Board	Coordinated by CO and AM	Integration with local level activism	As above	Progress slower than planned; volunteers are developing web-based facility and populating this. Andy will escalate using DPF funding allocated, in May if need be. The 12-month trial of the interactive database, combined with promotion via social media, should be launched June 2015.