

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 & IT Officer (Hugh Green)		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 will be collected twice yearly from TFs and Forums and Groups, from Staff and Board, in September and March.

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)**



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<p>Agriculture TF 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>	<p>ATF continue to focus on implementing CAP/SRDP 2014-2020. Key Consultations starting SRDP & CAP Nov & Dec respectively leading to final SG & ministerial decisions in April 2014 on next programme starting Jan 2015.</p> <p>Key asks remain</p> <ul style="list-style-type: none"> •Ensure move to regionalised payments improves level of basic payment support to HNV farming & extensive livestock production which is economically vulnerable but env'ly important. •Ensure effective implementation & enforcement of xcompliance which sets the regulatory baseline for all CAP support. •Ensure effective implementation of the green payment in Scot & that it secures real env'l improvements in agric sector. •Make use of modulation mechanism - transferring max amount of £s (15%) from Pillar I to Pillar II to boost funding for next SRDP. •Increase amount of SDRP funds spent on agri-environment, organic & some forestry measures to 50% to deliver against Govt's own targets & obligations on biodiversity, water quality & GHG emissions, & also on landscape & heritage objectives •Improve prioritisation, targeting & effectiveness of SRDP as a whole & allocate increased funding for advice. <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 & enhancement of rural land, where biodiversity, food & soil quality, landscape & heritage are all seen as integrated & 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>	<p>KPIs 1 – 8, & B, C, D, E</p>	<p>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.</p>	<p>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</p>	<p>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.</p>	<p>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>	<p>General tenor of CAP reform at EU level has been to downgrade environmental concerns. TF performance has been reasonable given the sectoral drivers and the larger political currents, but not as successful as member ambitions would hope for.</p> <p>TF has participated in SG initiated discussions on the reform of the Common Agricultural Policy (direct payments and Scottish Rural Development Programme). Continued reps on range of stakeholder groups.</p> <p>TF is seeking to have a TF+ meeting before the end 2014 to discuss whether to continue current approach, driven by SG consultation requests, or seek to widen scope, e.g. bringing in issues around food or landscape, though will depend on MBs capacity. (Nourish Scotland joined LINK September, is willing to convene food group).</p>
<p>Climate Adaptation TF Vision: that Scotland's biodiversity is enabled to able to adapt to the impacts of climate change.</p>	<p>The CATF influenced the development of the Scottish Adaptation Programme, awaiting publication. When it is launched aim to review it and inform MBs/TFs of the policies & actions within they Programme that they can take forward/monitor/push for development of.</p>		<p>KPIs 1 – 8, & B, C, D, E</p>	<p>Jim Densham will continue as main contact on CA issues for LINK.</p>		<p>To support other LINK TFs we produced a suite of TF specific briefings which highlight the specific measures in the Programme relevant to</p>		<p>TF work ended following publication of Scotland's Climate Change Adaptation Programme by the Scottish Government http://www.scotland.gov.uk/Publications/2014/05/4669 CATF produced a Parliamentary Briefing in readiness for the Minister's announcement of the Programme in Parliament http://www.scotlink.org/wp/files/documents/LINK-Adaptation-Programme-briefing-May-2014.pdf . In response to the publication itself, LINK issued the press release 'Nature needs our help to adapt to a changing climate' http://www.scotlink.org/wp/files/documents/LINK-SAP-press-release-May-2014-2.pdf . The TF has been able to shape the structure and the content of the Programme,</p>



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						these TFs/Groups: Agriculture, Deer, Marine, Planning, Water, Wildlife, Woodlands. Sent to TFCs & are on Members part of website.		although we remain concerned that long-term planning and implementation of adaptation policy will be a low priority within Government. In order to support other LINK TF CATF produced a suite of TF-specific briefings which highlight the specific measures in the Programme relevant to the following TFs/Groups: Agriculture, Deer, Marine, Planning, Water, Wildlife, Woodlands. These have been passed onto conveners. Also for ref on LINK website http://www.scotlink.org/member-docs/internal-reports/
Deer TF 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> <p>Further joint meeting with other TFs in autumn 2014 is proposed to be coordinated by staff.</p>	KPIs 1 – 7, & B, C, D, E	TFC Duncan Orr-Ewing, RSPB, Deputy Mike Daniels JMT SWT, WTS, NTS, Ramblers, Cairngorms Campaign			Good liaison with Woodland TF in particular.	TF has contributed to SNH Wild Deer A National Approach Review. TF met with external like-minded stakeholders including Glenfeshie Estate & Forestry Policy Group. We have produced shared "6 Key Attributes of a Better Deer Management System". This policy statement has been presented at SNH Deer Management Round Table. We have been dealing with post RACCE Committee fall out on deer management, notably around requirement for all Deer Management Groups to produce environmentally responsible deer management plans by 2016. TF is working well as a unit on a difficult issue.
Economics TF Vision: influence the current debate on economics in Scotland.		<p>Pursuing opportunities where these arise to promote alternative measures to use alongside GDP including indicators of social and environmental wellbeing.</p> <p>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.</p> <p>TF is overseeing commissioned work on the Carbon Bubble at spring 2014.</p>		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.	<p>Development of Flourishing Scotland & Nat Performance Framework (NPF): Continuing input to R'table on NPF & sub-group; prep of Advocacy Strategy & start of implementation e.g. at party conferences; initial dev'tment of view about the best environmental indicators & overall progress indicators for use in discussion about NPF; participation in relevant fora & events. Forward plan in prep. Increasing use of NPF by Parly Cttes is welcome. Carbon Bubble report: Oversight of it, extensive discussion of content & how to pitch it.</p> <p>LINK & Economic Policy: Research within LINK of present levels of engagement with economic policy issues; overview of relevance of economic policy for e'ntal orgs; combined in a report for the ETF.</p> <p>Workshop for LINK members 18 Feb: preparation of agenda based on above report; & taking that as a context for sessions looking at the uses & misuses of concepts incl Natural Capital & Valuation of Ecosystems Services.</p>
Environmental Governance Group	EGG is focussing on the acute issues raised by the 2014 referendum – but its key tasks remain	<p>Influencing the debate on environment as necessary ahead of and beyond the referendum (work on LINK's Referendum Challenge is now complete)</p> <p>This will include: Monitor implementation Reg Reform Act, challenging as appropriate</p>	KPIs 1 – 8, & A, B, C, D, E	LWA, RSPB, JMT, Plantlife	AM, CO, AO support	GG and LGSG cover all areas of LINK work and opportunities		<p>Group has focussed on lead up to and on advising members in the wake of – the Scottish referendum.</p> <p>October meetings agreed whether and how LINK should input to the Smith Commission (submission consulted on internally and made by the October deadline) and also</p>



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and its Legal Governance Sub-Group	<ul style="list-style-type: none"> 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 	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				can arise almost anywhere.		reviewed the wider political situation and opportunities for LINK members to influence various areas. This includes preparation for the 2015 and 2016 elections – where our manifestos process is being reviewed and simplified, and members will be consulted on draft manifestos. There has also been agreement to merge the Governance Group with the Parliamentary Forum. Charity boundaries, Lobbying legislation, are among areas being pursued.
	LGSG is focussing on the campaign for the implementation of the Aarhus Convention in Scotland; & its key tasks are: <ul style="list-style-type: none"> 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			Progress on environmental tribunals with written and oral evidence to Justice Committee during passage of Courts Reform (Scotland) Bill in June 2014 resulting in Stage 1 report recommendation noting sympathy with calls for an environmental tribunal given that the current system is not Aarhus compliant. Key MSPs raise these points in Stage 1 and 3 debates. Positive feedback from key legal stakeholders including Faculty of Advocates and Law Society to FoES-commissioned research on environmental tribunals. Key Scottish specific Aarhus compliance issues raised in written and oral interventions at the 5 th Meeting of the Parties to the Aarhus Convention in June 2014, and reflected in outcomes of the MOP. As follow up we are seeking a meeting with the Scottish Government. Key Scottish specific Aarhus compliance issues raised with DG Environment at eNGO meeting September 2014. Informal meeting with SEPA and SNH to discuss environmental tribunals research. Key output of Legal Governance sub group is as FoES & ELCS. Includes briefings and written evidence at key stages of Courts Reform Bill, plus oral evidence from convenor of Local Governance Task Force Lloyd Austin; written and oral interventions ahead of and during Aarhus MOP5, and some limited media coverage of decision against UK.
Freshwater TF Vision: 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 adaptate 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"> 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. 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 Water Scarcity Plan – Due end November 2014 for 12 weeks. 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 	KPIs 1 – 8, & B, C, D, E	TFC tbc if going ahead as TF. Tom Leatherland, SWLG, RSPB, WWT, ?Buglife, ?Froglife.				3 members (RSPB, WWT, SWLG) met 6/Oct to discuss upcoming fresh water work which is likely to be of relevance to TF members. There are some important pieces of work which will have lots of potential for engagement where coordinated responses from the FWTF would be of value. TF members being canvassed to assess capacity. Tom Leatherland (SWLG) offers to convene as TF is now going ahead.	



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Land Group Vision: 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.	No action over the period. Offer from Minister on table to meet on Land Reform outstanding, which Helen Todd and Andy Myles will take forward.
Landscape TF Vision: to promote EU Landscape Convention, and make landscape a priority concern for Scottish Government with protection, restoration, enhancement of landscapes as an integral part of sustainable Scotland	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 Convention, with its emphasis on the value of all landscapes & 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. The responsibility for landscape care extends very widely & 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 landscape 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. 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 & of "natural capital" in discourses that embrace that concept. 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 & to thrash out together the practical implications of this aspect of greater environmental sustainability.	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; (3) implementation of effective measures to identify & protect Scotland's "wild land", including those incorporated in the draft NPF3 & SPP; (4) inclusion in SRDP 2014-2020 of appropriate measures to conserve & enhance Scotland's farmed landscapes & in the CAP generally of safeguards to protect their character and quality; (5) greater weight for landscape & seascape interests in planning for the future use of Scot coastal & marine environments; (6) re-establishment of the Scot Landscape Forum as a mechanism for identifying & promoting actions needed to give effect to the precepts of the ELC; (7) wider adoption by public, private & voluntary bodies of "Scotland's Landscape Charter"; (8) ScotGov commitment to developing a National Parks Strategy for Scotland & to expanding the family of NPs across the country. TF members will work together to consider how most effectively to pursue all these goals and to take the necessary action. 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.	KPIs 1 – 8, & B, C, D, E	TFC: John Thomson APRS/SCN P, Depute Jonathan Wordsworth Arch Scot. JMT, NTS, Ramblers, SWLG	1. Assistance /mediation to finalise & achieve as wide a buy-in as possible to a meaningful statement on Landscape & Energy (day or so's work -near future) 2. Advice on how best to build support & lobby politic'ly for these specific objectives (ongoing but not unduly onerous).	Landscape in the CAP/SRDP: liaison with ATF & SLU TFs is important (assisted by both TFC & Depute's 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).	exchanges with SNH over past year by revealed shared desire to maintain close contact, both over 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 possible 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	TF has persevered with efforts to finalise a Landscape & Energy Statement but still not managed to produce a doc to satisfy all its MBs & in their judgment be acceptable to LINK as a whole. A revised version which it hopes might achieve at least the first, & possibly both, of these goals will be considered at next 13/7 meeting. TF continued to debate progress on landscape aspects of SG planning guidance (NPF3 & revised SPP) & was gratified by certain elements of final docs, notably protection afforded to national parks & wild land areas in relation to windfarm developments. It also kept under review & supported hill tracks campaign (see above). May meeting had a presentation on its work from Landscape Institute Scotland (LIS), the body representing landscape professionals. The overall aim – of achieving better mutual understanding & a closer working relationship – was achieved & LIS have joined the TF as observers. The benefits of improved liaison – & of the more active role in advocacy & policy influencing that LIS are seeking to play – are already evident, not least in the joint effort to seek the re-establishment of some form of Scottish Landscape Forum. SG are clearly more receptive to the idea of a professional body, rather than campaigning NGOs, facilitating the work of such a body. If momentum can be maintained, this could lead inter alia to a renewed profile for Scotland's Landscape Charter & hopefully even its formal endorsement by SG. August meeting the TF received a presentation expressing concern about current trends in Green Belt policy & practice from Duncan Campbell & Marion Williams, Cockburn Association. Members expressed sympathy with these and wished them well in their efforts to mount a campaign in defence of green belt principles. After lobbying SG to clear for public release the revised SNH guidance on visualisation techniques for windfarms, the TF noted with some satisfaction the release of this guidance, which it had discussed with Brendan Turvey of SNH at its February meeting. Brendan is to return to its November meeting to follow up on this earlier exchange. Flourish project also relevant to TFs work –Phoebe Cochrane invited to November meeting.



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							& influence for TF.	
Marine TF Vision: healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected, connected and thriving, and coastal communities are sustained.		To - push for new MPAs to augment the developing network (starting with the 4 MPA search locations which include basking shark, minke whale & rissos dolphins but also continuing to push for seabird MPAs) -push for Ecologically Coherent Network of MPAs (including with Joint Links colleagues) & for MPAs to be well-managed -seek RACCE scrutiny of developing marine management arrangements & MPAs -push for ecosystem-based national & regional marine plan development -push for marine ecosystem enhancement where appropriate (both through recovery by removing pressures & active restoration of damaged habitats) -continue to advocate for Natura sites to be well managed -continue to jointly advocate where appropriate for strategic & sustainable deployment of marine renewable devices -continue to jointly advocate where appropriate for sustainable inshore fishing (including scallop review) -continue to jointly advocate where appropriate for sustainable aquaculture	KPIs 1 – 8, & B, C, D, E Also own IOPs (see column to left)	TFC: Calum Duncan MCS, Depute TFC Sarah Dolman WDC, HWDT, MCS, NTS, SOC, RSPB, SWT, WWFS, WDCT (all required to sign off work)	Supported by 2 x 4-day week Marine Officer posts on policy dev't & on comms & engagement	Possible engagement with Landscape & Planning TFs (Marine Planning)	Regular liaison with Marine Scotland & SNH Marine Planning, Renewables, MPAs & Fisheries staff. Working with Joint Links on advocacy for a UK Ecologically coherent network of MPAs and EU MSFD.	Mainly focused on nature conservation Marine Protected Areas (MPAs), as National Marine Plan awaiting sign off by Ministers. We pressed SG/Marine Scotland for solid messaging around 'enhancement' in run up to designation of MPAs and welcomed subsequent announcement of 30 MPAs (24/7) through press activity. These comprised the 'best 29' sites we advocated for plus one more. Briefed MSPs in advance of – and participated in - the stakeholder evidence session during the RACCE committee scrutiny of the process in Aug. From Oct involved in stakeholder-led MPA mgt forums, organised by Mar Scot, where various options for fisheries mgt within certain MPAs are analysed & discussed. These options will be updated after workshops & published for public cons Nov;TF will respond. Key points: Press to welcome & raise profile of MPAs on designation of 30 nature conservation MPAs - gentle social media work raising issues of mgt wrt MPAs before RACCE scrutiny of MPAs - pushing for ecologically coherent network of MPAs continues via pub of a joint LINKs ECN report & participation in UK policy/academic workshop - 'secured' & engaged with RACCE scrutiny of MPAs - some limitedly encouraging points on record from Cab Sec. - Ongoing stakeholder engagement. - pressed for mgt of Natura Sites (eg via correspondence with MS on Lochs Duich, Long and Alsh SAC) - helped secure emergency fishery license measures to protect the reef features of sites above. - continued scrutiny of the development of Natl Mar Plan (specifically the independent review of the draft Plan by Planning Aid Scotland) & continued engagement with MS officials.
National Parks TF 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				Has not met over the period. Staff have provided coordination to help get a meeting off the ground but interest appears to be low. Some members are organising a meeting with the new owners of Cairngorm Mountain Railway (as NPTF).
Parliamentary Forum for advocacy	Share knowledge/plans on political strategy. Coordinate network-wide election work. Coordinate party conference strategy.	Annual advocacy training delivered by experts within the network, geared to member's needs. European Election 2014	KPIs 1-8 & A, C, D, E, F	AM led, with MBs' advocacy & policy				Merged with Governance Group – see report above.



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officers in the network	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.	Prep for Westminster Elections 2015 Party conference strategy / contact with political parties		officers' input, and TF input to manifesto work. Potentially for MOs and FSO engagement				
Planning TF Vision: that the Scottish land use planning system contributes to a more environmentally sustainable society		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. Equal rights in planning (alias third party right of appeal) Possibly as part of a push for environmental courts. Restoration bonds in relation to development (coal, wind energy, etc) is on the TF's radar also. National ecological network – promotion of Planning for peatland conservation issues Hilltracks Project under auspices of PTF and LTF (includes other MBs also, NEMT, CC, plus support from MCoFS) convened by Helen Todd & Beryl Leatherland), continues until Minister makes decision, liaising with other interests & continuing advocacy on the back of <i>Track Changes</i> report.	KPIs 1 – 8, & B, C, D, E	Aedan Smith, TFC RSPB, Depute Bruce Wilson, SWT, PD, BSCG, AS, APRS, Buglife, FoES, Froglife, JMT, NTS, PD, RS, SB, SCNP, SWLG, WTS.				<p>Over the last period the priority was to influence the National Planning Framework (NPF3) and Scottish Planning Policy (SPP) – two of the Governments most important planning documents. Both documents were published in June. TF considers that it was moderately successful in ensuring that environmental issues & sustainable development were properly addressed in these documents.</p> <p>Hilltracks: Campaign to persuade Minister to bring hill track construction into the planning system. This achieved partial success in August when the Minister announced plans to bring in a process of prior notification for all hill tracks constructed for agriculture or forestry purposes. Should arguably have been more robust since we did not achieve our overall aim. Minister was looking for a compromise – he chose the weakest recommendation of the 4 we offered in TC. Good plan going forward to monitor and regroup, & keep pressing Min to review & evaluate the proposed change in legislation after it has been in force. Continue to gather evidence of new track construction. Secondary legislation now being drafted to go before Parliament in the next few months, with accompanying guidance to be drawn up at the same time.</p> <p>In April, produced short report in reply to Scottish Land & Estates response to our Track Changes report. Distributed widely (Minister, key MSPs, SGov, SNH, FCS, SLE, National Parks, media contacts, etc).</p> <p>Held meetings with David Stewart MSP (15/5/14) and Clare Baker MSP (17/7/14), both subsequently submitted PQs on the issue.</p> <p>Attended meeting convened by Minister 20 August to outline proposed prior notification process. Sent out PR in response.</p> <p>As follow up to 5 September campaign group meeting, wrote to Minister to raise various concerns over new system; member bodies agreed to maintain hill tracks presence on LINK website, including email address, and continue to ask members to send us photos to enable us to monitor situation. Also agreed to draw up draft LINK guidance on how prior notification process should work.</p>



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Scottish Env Fundraisers Forum 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	SEFF meets quarterly & usually has external speakers per meeting - e.g. reps from statutory, lottery, charitable trust, & corporate sources, as well as some who can offer fundraising advice, information & support. SEFF shares information and news about environmental fundraising in Scotland, to celebrate success & to discuss opportunities to influence & effect positive change. 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 & increasing advocacy opportunities for the environment & env'tal funding.	KPIs 1-8 & B, C, D, E	TFC Steven Gardner SWT, Alison Connolly RSPB, Wide membership varying attendance at meetings.				SEFF held 2 meetings in May and September. SEFF was represented on the Scot Gov Landfill Tax stakeholder group (Gregg Wilkie, RSPB), & put in a response to the formal consultation in August, supporting the RSPB response. As a forum for LINK's fundraisers meeting quarterly, SEFF does not regard itself as part of the policy community in the same way as other TFs, ie maintaining awareness of other TFs, LINK corporate strategy aims, reporting to LINK and attending network meetings. It continues to be well regarded by members and meetings are well attended.
Sustainable Land Use TF 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	Has not met during period – hibernating. Vicki Swales will be organising a TF meeting to discuss how MBs want to engage with the review of the LUS over the next 18 months. The wider land use management discussion organised for 16 December may highlight other issues.
Wildlife Crime Task force		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– Ian 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	For the last year, commission & finalisation of a consultancy report on Wildlife Crime Enforcement in Scotland, to be published in November along with a 'political' report produced internally (Andy and commissioning group). Taking longer than anticipated but moving in the right direction and with a provisional early December publication and launch date. Political paper will be hard-hitting.
Wildlife Forum Vision: Scotland's natural heritage (land & sea) is complete in its diversity, with fully functioning ecosystems and resilient to accelerated		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 P'life, Depute Craig Macadam, Buglife, Bfly Cons, RSPB, Bat Cons,	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	No report provided.



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environmental change.				RZSS, SWT, Froglife. Others are involved with the Species Champions initiative.			Liaison with SG Agri team over SRDP revision (lead ATF).	
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"> (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 & the greening measures of Pillar I With Env Gov Group, setting out a vision for the strategic future of the FCS, in line with principles of LINK's "Governance Matters" & depending on the UK Gov's actions. Along with all of LINK to continue to fight the ScotGov's drive to embed "Sustainable Economic Growth" into the heart of their work, & promote true sustainable development instead. <p>TF may meet with Committee for Scotland.</p> <p>TF & 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 with 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.	<p>We participated in working group set up in the wake of the Native Woodland Survey, & have secured a very positive set of recommendations, including:</p> <ul style="list-style-type: none"> Establishing a specific Native Woodland Strategy, alongside the Scottish Forestry Strategy which is due to be renewed in 2015. Developing a Native Woodlands Plan for Scotland, similar to the £50m Peatland Plan. A programme of ancient woodland restoration targeted at the 14% lost since the 70s. Woodland ecosystem impacts should be considered as public interest tests in Deer Management Plans. Focus SRDP new native woodland grants where they can best contribute to extending habitat networks. Continuing to update the NWSS's data, possibly using citizen science to help. Annex D shows how 35% of Scotland's (expanded) forests could be native woodland by 2050, through a combination of new planting & restocking of around 4000ha of existing conifer as native broadleaf each year. <p>The FC's Customer Rep Group has continued to help shape the detail of the Forestry Grants element of the SRDP. Hope to meet the Natl Cittee of the FCS in the future. There remains a difference of view between the Forum & the Governance Group on the future of forestry issue, but the fact that the discussion paper is clearly marked as just that avoids the issue becoming difficult at the moment. Should there be any developments at a National level then LINK would have to try to seek out a clear position on the issue.</p>
Other policy areas	Environmental Narrative	Board led –production of short hymn sheet on Sus Development.	KPIs 1 – 8, & B, C, D, E					No further progress to report.



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<i>Other work / initiatives / events involving Member Bodies and Task Forces Forums/Groups, Trustees, Staff</i>								
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Networking meetings	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	April August November (the annual strategic planning discussion) Jan 2015 June 2014	Esp 8, 10, D, G, I Others also relate	CO	Various in the preparation	Across the range of work	Occ invited audience, eg SNH board members for August	Good progress
AGM	Election of trustees, appointment of President and Hon Fells, presentation of annual report and accounts, ratification of subscriptions for coming financial year.	28 November 2014	11, 13	CO	Various in the preparation	Part of annual gathering	Open to members	Prep done, nominations invited and papers circulating on 6 November.
Scottish Environment Week 2015	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).	C, I	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.	Prep in hand though later than usual, and with some sponsorship is still to be identified .
Congress 2014	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.	8 C, F, I	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.	Good progress.
Workshops on topics prioritised by members and/or Board	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. Poss - Land use and management – 16 Dec 2014 5. Valuing nature workshop – 18 Feb 2014	D, F, I	Staff organise workshops and support 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	Appropriate Assessment on 4/8 well attended. Work ahead to tease out common threads being taken forward by Beryl. Valuing nature – date set for 18/2/15. Joint work on EU Directives review afoot among the Links, with representation to be coordinated by WiForum. Land use and management workshop 16 December. 22 Jan date cancelled in wake of Governance mtg (above). Board decided August not to organise further workshop on energy issues at this stage.
Festive Reception 2014	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.	C, I	AO & DO	Sponsored	Open to all members	Relationship building is the intent	Prep underway with invites to go out by mid November
Forums with Business	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	4, 12	CO, FSO, AM & Board	Business sponsored / or LINK core	Open to members (c. 6 per forum)	Relationship building is the intent	No capacity within staff to take this forward within the period. ETF will consider a forum based on the carbon bubble report, in 2015.
Strategic Liaison at Board level	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, C, E, 3, 4	President, Hon Fells, Trustees,	Coordinated by senior staff	Overarching effort to support network aims	This is the essence of the work	Board reviewing liaison and 'mapping' in November Preparing in November for an approach to NFUS in early 2015.
LINK Local	Carry out trial agreed by Board in Augs 2014	Trialling over a year a matchmaking service		Staff & Board	Coordinated by CO and AM	Integration with local level activism	As above	Staff are planning how to prepare for and roll out this trial.