

**KEY to ACRONYMS**

MBs	Member Bodies (of LINK)		ATF	Agriculture Task Force
Reps	The main Representatives appointed to LINK by the member organizations		CATF	Climate Adaptation Task Force
TFCs	Task Force (and Forum, or Group) Convenors		DTF	Deer Task Force
CO	Chief Officer (Jen Anderson)		FWTF	Freshwater Task Force
DO	Development Officer (Alice Walsh)		EF	Economics Forum
PO	Parliamentary Officer (Andy Myles)		GG	Governance Group (includes Legal Governance subgroup)
FITO	Finance & IT Officer (Hugh Green)		LG	Land Group established Feb 2013, for task-and-finish by 2014
POA	Parliamentary Office Administrator (Rea Cris)		LTF	Landscape Task Force
MPAOs	Marine Policy and Advocacy Officers (Nick Underdown, Phil Taylor)		MTF	Marine Task Force
FSG	Board's Finance Sub Group – overseeing LINK's financial strategy		PF	Parliamentary Forum
SEW SG	Scottish Environment Week Steering Group		NPTF	National Parks Task Force
AAR	After Action Reviews		PTF	Planning Task Force
PSR	Political Strategy Report		SEFF	Scottish Environmental Fundraisers Forum
OS	Organisational Supporters		SLU TF	Sustainable Land Use TF
			WF	Wildlife Forum
			WTF	Woodland Task Force

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<b>Agriculture TF</b> Vision: Working for sustainable agricultural systems that produce supplies of safe healthy food, protect natural resources and enhance wildlife, habitats and cultural heritage, & provide jobs in rural areas, contributing to a diverse rural economy.	1. Impl of an SRDP contributing to ATF goals for sust agric sector and delivers max poss. env'l & other public benefits. 2. Input to changes of agric support in Scot to ensure best suited to Scot env. 3. Lobby for further CAP reform on EU scale & dev thinking on how it is best tailored for Scot conditions. 4. Aim to target funds better at High Nature Value farming inc through Areas of Natural Constraint scheme. 5. Seek SG policies on climate change & agric that incorporate LINK views. 6. As part of the wider LINK group, input into SLUS work in Scotland. 6a. Positioning on agric & woodland. 6b. Position re. landscape/rec & bio. 7. Ensure Scot food policy contains sufficient env'l objectives. 8. Ensure soil strategy includes measurable env'l targets. 9. Input to review of Scot Organic AP & its replacement. 10. Develop position & env'l input to Advisory Service SRDP/CAP from 2013.	1. Continue involvement with SRDP PMC (RSPB) & CAP Stakeholder Group (Arch Scot/RSPB). Input from other ATF members to working groups. 2. Contact MSPs, SG and other externals re. LINK positions. Develop & sustain LINK positions on sustainable CAP/SRDP. 3. Develop more position papers & promote 4. RSPB/SWT & NTS continue to lead on promoting HNV. Work more with SCF 5. Work with Climate Change TF (RSPB/SWT) 6. Agro-forestry work with SGRPID & FCS (WTS/RSPB/SWT) Landscape (incl hist env) & built into agri-env & rest of SRDP Measures (Arc Scot/APRS & NTS). Input from other ATF members. Recreation (Ramblers& ?JMT) 7-9. Develop LINK positions (Soil Assoc) Input from RSPB & others such as Marine TF 10. Promote best practice model (RSPB/Arch Scot & input from all ATF)	Led by: Arch Scot/RSPB APRS, BBCT, BCS, JMT, NTS, PL, RS, SCNP, SAS, SWT, WTS. Representation on various groups by ATF members	Possible workshop required in connection with SRDP Consultation spring. Future staff involvement probable.	Work closely with Land Use Strategy TF and also linked to Biodiversity, Climate Change, Freshwater, Landscape & Woodlands TFs as appropriate, as Rural Development funding central to rural economy & environment.	Links with SAC, SCF, SCVO & others on CAP Stakeholder Group Contacts with SG Natural Resources and SNH Rural Resources Divisions.  Liaising with WCL on Joint Link work. Contacts with EEB through member bodies (eg RSPB work with Birdlife)	Forthcoming - Working Groups with LINK reps contributing further to development of SRDP programme, especially 2-day meeting 10/11 April on agri-environment measures, but also ANC. Stakeholder Conference ?1st April on modelling payments for new Basic Payment Scheme. Meeting with Lochhead's SpAD on 11 <sup>th</sup> April and Cab. Sec. on 25 <sup>th</sup> May. Letter setting out ATF priorities for next CAP/SRDP being produced by AC in advance of these meetings. 1 of 2 consultations on SRDP likely to be issued on 9 <sup>th</sup> May.  Requirements – campaign to promote environmental priorities in next CAP/SRDP but capacity issues in ATF and currently mostly reactive to SG positions. Better brains and dynamism needed! Heavily dependent on RSPB expertise.
<b>Climate Adaptation TF</b> Vision: that Scotland's biodiversity is enabled to able to adapt to the impacts of climate change.	The natural environment is enabled to adapt to the impacts of climate change.  Influence the development and implementation of the Scottish Government statutory Adaptation Programme (likely in 2013).	Develop LINK's response to Government proposals and positions – up to Feb 2013 (end of consultation period);  (Meeting with Scottish Gov't to discuss Gov't's draft Adaptation Programme pre consultation – Oct/Nov 2012; Produce a LINK response to the Programme consultation – Feb/Mar 2013; Meeting with Scottish Government and other decision makers to advocate LINK policy on Adaptation – ongoing, specifically by Feb 2013; Seek the RACCE Committee to scrutinise the draft Programme – Jan 2013)  Work with SNH & other partners to influence the implementation of the Programme – ongoing from Mar 2013.  Seek membership of any <b>Adaption Stakeholder Group</b> if constituted. Remind SG of LINK belief in the importance of formal but effective Stakeholder engagement – ongoing.	All to be actioned by the TF members – Overall responsibility to the Convener.  Led by: RSPB SAS, PlantL, BugL, BCS, SAGS, SWT, Corresponding members FrogL, WTS,	LINK PO support for briefing MSPs and contact with RACCE – Early 2013. Perth Office staff for support with procedures of sharing with other TFs & for access to website.	Cross-cutting issue important for most TFs. CATF to decide best way to engage with the them. Discussions with members and other TFs needed 2013 to inform CATF work on Adaptation programme.	CATF has informal links with SCCS to provide adaptation messages as approp. TF will work with Adaptation Scot where appropriate to provide adaptation messages & advice. Contacts: SGov Adaptation Team SNH - Ecosystems & Climate Change Strategy	
<b>Deer TF</b> Vision: Ensure sustainable populations of native deer species which play positive roles in Scottish ecosystems & contribute to rural economy	Liaison with SNH re Deer Management Issues and Wildlife Management Strategy.	Promote sustainable deer management policy for Scotland which ensures other Scottish targets/objectives can be met/delivered.  Will respond to FCS Deer Management Consultation.  Meeting with SNH planned (Eileen Stuart).	TFC Duncan Orr-Ewing, RSPB	None required		SNH, Deer Management Groups.	Deer management issues rising up the agenda – may merit 'campaign' of some sort. Linked to LINK's Land Reform submission, the discussion paper on future forestry governance, as well as to SLUTF and other work areas. Up for discussion at April Networking.

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<b>Economics Forum</b> Vision: influence the current debate on economics in Scotland.	Contributing to debate on need for other measures alongside GDP.	In November Forum agreed to pursue meetings with other externals – ranked in order of priority in relation to impact and influence - on issues raised in our 2012 report on ‘a flourishing Scotland’. In Feb Convenor of the Forum – Dan Barlow – left WWF for SPICe. A successor is being sought to keep this important area of work live.	WTS, FoES, RSPB, NTS, HWDT, JMT, MCS, P’life, SWT, SCNP	Staff support for coordinating meetings with externals.	Over-arching issues important in securing change. TFs and members draw on report in their comms.	Forum’s intent is to meet with external interests including business, unions, academics and others.	This needs to be taken forward. Capacity is limited & leadership is needed to pursue the recommendations of LINK’s ‘flourishing Scotland’ report (by Simon Pepper, 2012).
<b>Food Forum</b>	Aiming to focus on environmental issues concerning food – from seed to recycling. To operate in parallel with the Agriculture, Marine and Sustainable Land Use Task Forces, all of which are currently heavily committed in workload terms and none of which feels it can focus on food issues properly.	In October 2012 the interested parties agreed to: work largely as a correspondence group meeting when circumstances require; establish proper comms with interested Task Forces; be in charge of the appropriate bits of the LINK rolling manifesto.	Soil Association convening, Laura Stewart, SAS, RSPB, SAGS		Cross TF forum, mainly Agri, Marine, SLU		Action to be taken forward.  Nourish Scotland – which expressed interest in membership of LINK last year - recently recruiting for several posts.
<b>Freshwater TF</b> Vision: sustainable use of water resources, restoration, pollution reduction, sustainable land use and investment in natural flood management, to support a healthy freshwater environment that can facilitate adaptation to climate change	TF vision: Sustainable use of water resources, restoration, pollution reduction, sustainable land use & investment in natural flood management are supporting a healthy freshwater environment that can facilitate adaptation to climate change.  key tasks are based around: <ul style="list-style-type: none"> <li>• implementation of the FRM Act and promoting sustainable flood management</li> <li>• pressing Scottish Water and its regulators to deliver sustainable land management in drinking water catchments to deliver multiple benefits &amp; facilitate climate change adaptation.</li> <li>• Seeking a more sustainable water industry that fulfils all of its statutory duties (e.g. in relation to biodiversity conservation &amp; climate change) &amp; is taking steps to drive down leakage &amp; encourage water efficiency in households &amp; businesses.</li> <li>• reducing diffuse pollution, restoring water bodies &amp; implementing Scotland’s river basin management plans.</li> </ul>	1.Track the <b>implementation of WFD, RBMPs</b> and measures: Review SEPA’s priority catchment work & compliance with the diffuse poll regs, & press for enforcement of regs. Use LINK place at DPMAG to influence action on diffuse pollution Respond to consultation on Restoration Strategy & press for it to be effective and ambitious Review progress of the implementation of the RBMP Programme of Measures Respond to consultations on work programme for 2nd cycle RBMPs (2015-2021) Influence SEPA’s Environmental Regulation agenda & the Better Regulation Bill through consultation responses, evidence submission, meetings etc <i>IoPs: Compliance with GBRs is increasing and diffuse pollution of water environment reduced; Compliance with GBRs is increasing and diffuse pollution of water environment reduced; Awareness of GBRs &amp; DP is increased among the land mgt sector; Scotland has a Restoration Strategy that results in meaningful action to restore the water environment; implementation of measures is adequately assessed and monitored; The programme takes on board lessons learned from 1st cycle plans, &amp; ensures that 2nd cycle plans allow integration with other policy objectives and embed climate change adaptation; A Better Regulation Bill that does not compromise environmental protection nor does it place a duty on regulators to pursue sustainable economic growth; Effective regulations are in place and adequately enforced to protect and improve the water environment.</i> 2.Influence <b>FRM Act implementation</b> to deliver sustainable flood management: Respond to upcoming formal consultations, maintain dialogue with SEPA & use LINK place on NFMAG to press for SFM delivery. Use RSPB & LINK places on local flood advisory groups to advocate natural flood mgmt. Engage with development of the assessment of how restoration or enhancement of natural features could contribute to FRM (Section 20 of the Act) Advocate that SUDS must be sustainable & well designed & constructed to maximise benefits for biodiversity. Ensure planning policy & flood	Convenor : Lisa Webb, RSPB Scotland Deputy Convenor: Dave Fairlamb, Wildfowl & Wetlands Trust RSPB Scotland, Wildfowl & Wetlands Trust, Froglife, SWT, Buglife, NTS, Ramblers’ Scotland.	PO assistance may be required for FWTF work on the Water Resources Bill.	1.With other LINK TFs/ Economics Forum	Working with SEPA, SNH & FCS on a range of FW policy issues. Frequent liaison with SNH and SGov Env Quality Division & Water Industry Team. FWTF not currently working with UK or EEB colleagues but there is potential to work on WFD issues & learn from their experience with water industry. Various members in regular comms t with UK colleagues.	

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		<p>management guidance conveys these messages.  <i>IoPs: Research into NFM is underway &amp; is informing the implementation of NFM techniques; Comms (by SEPA et al.) ensure land managers &amp; those we need to deliver NFM are on board with the concept; Local flood advisory groups maximise stakeholder engagement to inform FRM planning process; NFM measures are given high priority &amp; demonstration projects are being established in some areas to test these measures; The Section 20 assessment is complete and a useful tool for informing natural flood management; Well-designed SUDS that maximise benefits for biodiversity are being adopted across Scotland.</i></p> <p>3. Influence <b>water industry to improve sustainability</b> (reduce abstraction and leakage, and adopt sust land mgmt)            Work with SW so that their sustainable land mgmt projects in the current investment period (until 2015) are delivering multiple benefits.            Through the passage of the Water Resources (Scotland) Bill, ensure:</p> <ul style="list-style-type: none"> <li>• Sustainable land management in drinking water catchments to tackle pollution at source</li> <li>• Recognition of peatland as a water resource and peatland restoration as a means of improving water quality.</li> <li>• Appropriate safeguards to ensure a green light is not given to large scale abstractions that damage the environment.</li> <li>• Water industry taking significant steps to reduce GHG emissions, drive down leakage and promote water efficiency.</li> </ul> <p>Influence Government's 'Hydro Nation' vision            Influence the water industry investment period (Q&amp;SIV, 2015-2025) through consultations, stakeholder workshops &amp; meetings with the Gov Water Industry Team.</p> <p><i>IoPs: Sustainable land management measures are in place in catchments &amp; are being delivered through an effective partnership approach between SW, regulators, SNH, eNGOs and land managers. Monitoring &amp; demonstration is well underway to show benefits of SLM; A Water Resources Act that does not damage the environment through the development of water resources; promotes an effective catchment management approach and overall improves the sustainability of Scotland's water industry; A policy statement is published that provides details on the definition of a Hydro Nation and this has sustainability at its core; Next water industry investment period (2015-2025) has strong emphasis on sustainability and indicators.</i></p>					
<b>Governance Group &amp; Legal Governance Sub-group</b>	Governance: To recruit more active members Slowburn project to raise the profile on these important governance issues in Scotland. Legal Governance: Continue to engage with civil servants wrt. issues and processes important to environment and NGOs	Governance: To plan & hold a public event to discuss/promote the issues in <i>Governance Matters</i> . This depends on the identification/recruitment of suitable partners/funders to enable conference to be adequately resourced and to effectively raise the profile on these issues in Scotland. Preference is for good but delayed, than soon and half-hearted. Legal: feed Scottish angle into ongoing infraction proceedings against UK for non-compliance with PPD - engage with Scottish Government re ongoing Gill civil justice reforms - publish and launch (or support publication and launch) of FoES Environmental Courts research Timescale to end 2013 – questions over FoES funding beyond then.	<b>Gov'nce Group</b> , led by RSPB with PD, JMT, staff. <b>Legal Gov'nce</b> led by FoES, with APRS, BSCG, PD, RSPB, WWFS, lawyer FMcCartney, staff	Conference requires funding and admin support. PO providing coordination & support.	Find out if wider LINK network wish to support a call for an environmental tribunal on back of env courts research,		LG: Key activity will be around launch of Environmental Tribunal / Courts research. Group /LINK needs to propose and agree what broader LINK involvement is, and ideally come up with shared ask. Continue to monitor and input to Scottish Government legal reforms.  GG: Discussions continue of a conference/public discussion of governance issues in autumn 2013.
<b>Land Group</b> Vision: Land management which meets SD goals whatever the	Input to Scottish Government's Land Reform Review process 2013-14 to influence thinking and direction on future land use and management.	Identify issues/barriers for SG's LRR group to explore. Gather evidence on advantages of types of ownership in relation to management delivered. Respond to LRRG. Publish challenge document and develop advocacy strategy. Meet SG's LRR Group spring 2013.	Led by RS and supported by AS, APRS, SB, JMT, NTS, RSPB, SAGS, Sustrans,		Cross-refer to NGO L\Owner Gp research. Also DTF, WTF and others.	A target is the SG's LRR Group and process	The Land Group has drafted a submission to and is seeking a spring meeting with, the Govt's LRRG. LINK group likely to publish challenge document advocating preferred outcomes in management of land for SD goals, irrespective of type of ownership. For discussion at April Networking meeting.

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ownership			SWLG, plus LINK support (AM)				
<b>Landscape TF</b> Vision: to promote EU Landscape Convention, and make landscape a priority concern for Scottish Government with protection, restoration, enhancement of landscapes as integral part of sustainable Scotland	A Seek to ensure landscape concerns are integrated into all relevant areas of Scottish Government policy B Promote positive management of relevant protected areas C Raise levels of understanding of landscape within LINK D Exchange information about current landscape-related issues	A1 Prepare and promote LINK Landscape and Energy statement A2 Promote European Landscape Convention and Scotland's Landscape Charter B1 Encourage continued debate of national strategic issues regarding management of existing National Parks and designation of additional ones B2 Encourage active management of National Scenic Areas and Local/Special Landscape Areas B3 Take active part in SNH Protected Areas Review C1 Seek appropriate opportunities to direct internal advocacy on landscape issues towards other LINK member bodies C2 Ensure landscape concerns integrated into all LINK statements and publications D1 Share information on current landscape-related casework, seeking consensus where possible D2 Share information on development of policies for wild land protection For all actions who, when and indicators require joint discussion at forthcoming TF meeting	John Mayhew APRS convenor until May 2013 AS, Depute, JMT, NTS Ramblers, SCNP SWLG, Bob Aitken Hon Fellow Dorothy Breckenridge (observer)	Staff support sought and obtained for November 2012 workshop and will assist finalising Landscape & Energy Statement	Major joint workshop arranged to seek consensus with all other member bodies & TFs re draft Landscape & Energy Statement Convenor	Indiv MBs in reg contact with MCoFS which left LINK & so LTF during 2011 Regular liaison with Simon Brooks, SNH L'scape Pol Mger Aug TF with Andrew Bachell, SNH Director resp for landscape was positive & should repeat 1-2 yearly UK/EEB via bilateral contact with l'scape bodies operating in rest of UK: CNP, CPRE, NT & JMT	Members are working to promote expansion of National Parks in Scotland. SCNP launches its strategy for Parks on 10 <sup>th</sup> April.  The next LTF meetings are 17 <sup>th</sup> May and 22 <sup>nd</sup> August.  See Hilltracks work plans reported under Planning TF below.
<b>Marine TF</b> Vision: healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected, connected and thriving, and coastal communities are sustained.	<p><u>Annual goal:</u> Ensuring effective impl. of the Marine (Scotland) Act 2010. Aquaculture, fisheries &amp; offshore renewables are also important areas for potential collaboration although capacity is ltd. Collective work on these sectors is likely to focus largely on how they interact with the provisions of the Marine Acts e.g. marine planning &amp; marine protected areas.</p> <p><u>Tasks:</u> Responding to consultations and SGov policy flowing from the Marine Act, with a focus on marine planning &amp; marine protected areas. The TF will also increase its advocacy &amp; campaigns activity to increase awareness &amp; support for MPAs among the public &amp; Parliament. The wider MTF maintains its interest in engaging the broader issues flowing from the Marine Act (e.g. marine nature conservation, marine licensing and priority marine features) as well as responding to consultations &amp; policy relating to other drivers such as offshore renewable energy development, aquaculture &amp; marine litter. Concerted advocacy will be needed where concerns exist about unsustainable elements of policy &amp; 2ndry regs flowing from the Act. This has already happened to date regarding MTF members concerns about an incomplete approach being taken to implement an</p>	<p>MPAOs will undertake the majority of the policy, advocacy &amp; campaigns work relating to marine planning &amp; MPS with in-put and sign-off by TF MBs, via comms &amp; consultation with MTF policy &amp; planning experts &amp; carrying out further background research where necessary to develop and refine the MTF's policies and positions. The MPAOs together with TF MBs where required will develop briefings, policy documents &amp; advocate MTF policy to SG Officials, MSPs &amp; relevant contacts. The TFs campaign work will be coordinated by the MPAOs, however, member input &amp; cooperation to deliver the agreed campaign strategy will be required. For other work areas (renewables, aquaculture etc.), MTF MBs will lead &amp; be responsible for developing &amp; promoting LINK MTF policy. As above, in-put and sign-off will be required from TF MBs. 'MTF policy timeline (Q1 2012 – post 2012) supplied for work areas and associated leads.</p> <p><u>Indicators of progress:</u>  <i>National marine plan is configured to deliver sustainable development, the protection and, where appropriate, recovery of the Scottish marine area and Good Environmental Status under the Marine Strategy Framework Directive regulations.</i>  <i>National and local marine plans are underpinned by Marine Ecosystem Objectives</i>  <i>Scottish marine regions cover all the Scottish marine area</i>  <i>Plans for the MPA network are deemed to be ecologically-coherent, including appropriate representation, replication, connectivity of features, and integration with the wider UK network exists</i>  <i>MPAs are well-managed; Inshore Fishery Plans are integrated with local marine plans</i>  <i>Wider seas measures such as Inshore Fishing legislation are being used in order to deliver marine conservation benefit.</i>  <i>The Marine Litter Strategy includes recommendations considered key to helping halve the amount of litter on our shores by 2020</i>  <i>The Fisheries and Aquaculture Bill and amendments to existing policies deliver key MTF outcomes</i>  <i>Sectoral Plans for marine renewables are integrated with national and</i></p>	Convener: Calum Duncan (MCS) Deputy Convenor: Sarah Dolman (WDCS) Reporting to LINK: Nick Underdown and Phil Taylor (Marine Policy and Advocacy Officers) taskforce members: HWDT, MCS, NTS, SOC, RSPB, SWT, WWFS, WDCT (all required to sign off work)  Nick and Phil major on MPAs and marine planning. All tasks need high level effort from Marine Taskforce Members	None anticipated at present. Although potentially some assistance required for Parliamentary event in late November (logistics, planning, etc.).	Coordination with the Planning TF will be important as the national and regional marine plans are developed. MTF would also like to engage with the PTF on energy/renewables issues as offshore renewable plans develop. Initial contact can take place through the MPAOs, although further discussions will need to take place with interested/lead MTF members. Preliminary	Marine Scotland teams: Marine Nature Conservation (MPAs, seals); Marine Planning; Marine Renewables; Aquaculture; Marine Licensing SNH teams: Nature Conservation (MPAs); Marine Planning, Marine Renewables Anticipated liaison: responding to consultations, bilateral meetings, communications, stakeholder workshops/steering groups Meetings with the MPA teams (Marine Scotland/SNH) have taken place ahead and following the MPA stakeholder workshops. Aquaculture stakeholder group to discuss the Bill intends to meet monthly during the passage of the Bill.	Outcome expected April of a further Links' bid for extension funding for the UK-wide marine project and policy & advocacy posts.

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<b>Marine TF continued</b>	ecologically-coherent MPA network, with the omission of important feature data & influence of socio-economic factors. Advocacy has taken place through stakeholder workshops, bilateral meetings and direct correspondence.	<p><i>regional marine planning and help deliver marine ecosystem objectives/GES</i></p> <p><i>Interim indicators: National press coverage of Marine (Scotland) Act implementation processes/issues and majority positive feedback/support via social media channels</i></p> <p><i>These IOPs will be judged based on final policies produced by the Scottish Government e.g. measuring whether the national marine plan delivers sustainable development can only be based on how the plan is drafted rather than an assessment of every activity or decision on the coast and at sea over a more protracted timescale..</i></p> <p><u>Expected timings:</u>            October 2012: Aquaculture and Fisheries Bill introduced to Parliament.            December 2012: Ministers receive advice on 'options' of MPAs from Marine Scotland. Minister to update Parliament later in the month. Public consultation on potential MPAs expected Summer (June)* 2013. Formal designation of sites anticipated end 2013 (likely to overrun). NB: it is unlikely that all sites will be included in this first 'tranche', therefore further consultation expected on additional sites to complete the network.            End 2012: MPA management guidelines for consultation expected.            Summer (June)* 2013: consultation on wave sectoral plan and tidal sectoral plan and refreshed offshore wind energy sectoral plan.            Later 2013: publication of wave, tidal and revised offshore wind sectoral plans.            Summer (June)* 2013: Formal consultation expected on National Marine Plan. Final Plan to be published end 2014.            Regional marine plans to be developed after publication of the National Marine Plan.            Wider seas measures, such as Inshore Fishing legislation, and other work areas are ongoing (see policy timeline for full timetable – available on request).            * It is anticipated that the consultations for MPAs, the NMP and renewables sectoral plans will be consulted on at the same time. With a longer consultation period that 12 weeks.</p>			discussions on food & food security will also be take place via the initial LINK 'Food as Environmental Issue' meeting	Other meetings with MS/SNH teams take place on a quarterly or <i>ad hoc</i> basis.  MTF maintains close contact with other NGOs at a UK level through the Joint LINK network.	
<b>National Parks TF</b> Vision: examine policies & test Scottish model of NPs re: conservation and SD, encouraging informed debate on the potential of Scottish NPs to serve these purposes.		No plans until NPTF meets and agrees priorities. APRS is offering capacity to help lead this TF.					
<b>Planning TF</b> Vision: that the Scottish land use planning system contributes to a more environmentally sustainable society	1 Ensure NPF3 presents a vision for a genuinely sustainable Scotland, avoids designating environmentally damaging developments as National Developments and includes some positive National Developments.  2. Make sure protection for the	Follow up meetings with Environment Minister and Planning Minister on NPF3, Scottish Planning Policy. Meeting on 14/2 to develop advocacy strategy, prepare for NPF3 Main Issues report. Spring workshop of members to develop LINK principles for the SPP – important to ensure SPP wording is strong so that bad decisions at local level can be challenged. PTF coordinating action on Hill Tracks, to make persuasive case for Ag &	RSPB, Aedan Smith convenor, SWT, Planning Democracy, JMT, Scot Badgers, NTS, BugL, FrogL, Arch Scot;	Support to organise workshop on SPP in Spring, perhaps	Spring workshop should involve more than PTF as issues are wide.	Good liaison with SEDD, RTPI, SNH.	Stressed key points to the Minister at LINK's regular meeting in March 2013.  Subgroup of PTF and LTF is taking forward campaign on

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	Environment is retained through the review process & that the reviewed Scottish Planning Policy contributes towards delivering development that is genuinely sustainable, not just sustainable economic growth.	Forestry tracks to come within the planning system. 14/2 meeting to discuss.	SWLG, RS, FoES, SCNP, APRS.				hilltracks (based on evidence gathering) to influence Scottish Minister wrt. GDPO..
<b>Parliamentary Forum</b>	Network's Advocacy Officers have opportunity to share knowledge and keep up to speed on political strategy as well as network issues and asks.	Group meets 3 times annually to share intelligence, prepare for party conferences, and discuss campaigning need writ elections.	PO led, with officers from member bodies	PO organises.	Open to all members		Meetings are held approx. every other month – next 25 April. A special Joint Links Parliamentary meeting is being held with reps from the other countries 15-16 April to share good practice.
<b>Scottish Env Fundraisers Forum</b> Vision: facilitate partnership between fundraisers in LINK to share information, experience and under-standing of sources of funding for Scotland's 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. SEFF representative on the Landfill Tax stakeholder group.	Steven Gardner SWT convenor, Alison Connolly RSPB, depute. Wide membership varying attendance at meetings.		Working with various policy staff in member bodies wrt securing continuation of environmental funding from the Landfill Communities Fund	SNH usually contributes to meetings.	Involved in discussions of a Heritage Lottery Fund opportunity for capacity building pot to bid into, and some FCR for LINK.
<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.		The next annual report to Parliament due (June/July 2013) when we can check progress, and when we are mid way through the initial 5 year period of the Strategy (Sept/Oct 2013). This might warrant a 'mid-term review' by ourselves. SGov announcement of 2 pilot areas in February; this requires positive engagement by TF members in both to build support for a more planned approach to land use on a national scale.	Convenor Vicki Swales, RSPB, members Arch Scotland, WTS, SCNP, SWT, NTS, RA, BC, PlantL, SAS, APRS		Members also in Agric, Woodland TFs. Also relates to Land Group.		Being kept under review at ATF/SLUTF meetings.  ?is the TF coordinating that input?
<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.		Advocacy plan developed autumn 2012 to recruit MSPs as 'species champions' in Scotland for endangered species;  WF submission to Biodiversity Strategy late 2012 being followed up in meetings with Scottish Government, input to Parliamentary committee scrutiny early 2013.	Convened by PlantLife, supported by Buglife, BCS, MCS, RSPB, JMT, SWT, FrogL, BSCG, Bat CT, Raptors, WDCS, SCRA, NTS. SOC, SCRA, WTS	Staff assistance with advocacy planning, events, website and media.	Wide membership spans most other TFs.		High level of interest with over 30 MSPs signed up. Wildlife Forum considering medium to longer term advocacy strategy.
<b>Woodland TF</b>		Future of FCS under review; discussion paper to circulate early 2013. Meeting CEO of FES to discuss our consultation response to Strategic Direction for the National Forest Estate & access issues. Writing Hugh Clayden and the GB Plant Health Programme Board on our concerns at the approach to pests & diseases, particularly the use of aerial spraying of copper oxide for the treatment of red band needle blight. This is about keeping an eye on pest and disease control.	WTS led with RSPB, RS, ArchScot Watching brief: Buglife, Plantlife, NTS	Staff support to organise workshop on future of FCS, if this goes ahead	TF members active in Agric/Land Use/Wildlife Forums.		<b>Possible activity in April – June:</b> As yet nothing planned. Charles Dundas (taking over from Angus Y as TFC) will discuss with TF. There is likely to be need for a cons response on the overall structure of SRDP2, published April. In August there will be another cons on the specific mgt options for SRDP2. Both require LINK response, likely through ATF but WTF will need to input. Discussion paper on future forestry governance circulating for April



<i>Work area</i>	<i>Work planned towards LINK aims of a sustainable Scotland, &amp; being a strong voice to that end</i>	<i>Specific tasks, targets, timings and indicators of progress where provided</i>	<i>Leadership and support</i>	<i>Staff roles/ Funding</i>	<i>Integration within LINK</i>	<i>Wider allies and liaison</i>	<i>Progress</i>
							<p>Networking. Relates to Land, Agriculture, Wildlife and more. We need to input soon to Govt's mini review, to influence their thinking.</p> <p>Flagged concern with Minister about pilot aerial sprayings for tree diseases; Minister confirmed cautious approach ahead. here may yet need to be more work on pests and diseases in this quarter but that depends on external developments.</p>





<i>Events involving Member Bodies, Task Forces / Forums / Groups, Trustees, Staff</i>							
<b>Networking meetings</b>	Quarterly: Updates between members, task force reports, review of priorities, political strategy review, integrating work areas, allocation of staff and £s resources.	<b>April 2013</b> <b>August</b> <b>November</b> Annual strategic planning discussion. <b>Jan 2014</b>					Papers for April meeting circulated early that month.
<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>November 2013</b>					Board will consider skills needs in spring, contacting members in the summer.
<b>SEW 13 &amp; planning for SEF 14</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	Send invitations for programme of seminars (2013) and Parliamentary reception, pub quiz, constituency visits ensuring all relevant members, MSPs, externals included, and all players know what is required of them. Organise after action review, compile report for members and funders (by May), seeking sponsorship for 2014 event. By Autumn have programme for 2014 organised.	Led by PO & POA with input from CO, DO, steering group (trustees).	Delivered by staff. Extent of 2014 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.	. Planning for 2014 will commence in Summer 2013.
<b>Congress 2013</b>	Annual event to build community among member bodies, with half-day conference on theme of overarching interest to members and invited audience, followed by social event	Theme to be agreed by April Board/Networking. Speakers invited, programme prepared, circulated internally and to relevant externals. Followed by strategic planning meeting on day 2. Sponsorship to be sought for elements.	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.	Network was invited to propose themes early April. Suggestions coming in; decision ahead and formation of steering group to take forward the detailed planning.
<b>Workshops on other topics as prioritised by members</b>	Scope views on whether LINK collective work could address gaps in transport & active travel debate - identified as gap by Strategic Planning meetings 2010 - 12.	<ol style="list-style-type: none"> <li>1. Organise meeting of interested bodies (March/April) to identify added value to work of NGOs and existing coalitions on transport and active travel.</li> <li>2. Planning issues, the NPPF3 and the revised SPP</li> </ol>	Staff organise workshops and support follow-up as resources allow.	Delivered by staff initially. Leads on outcomes agreed at workshops.	Open to all members.		<p>A meeting of orgs interested in transport/active travel is now planned in association with the next meeting of Active Travel Alliance. Date to be confirmed and relevant orgs contacted.</p> <p>A workshop around planning is not considered necessary – inputs by email.</p>
<b>Festive Reception</b>	With audiences across the sectors to celebrate work in which we are all involved	Organise for December 2013 with relevant players. Sponsorship to be sought					Venue booked for December 4 <sup>th</sup> 2013
<i>Other Projects involving Member bodies and Task Forces / Forums / Groups, Trustees, Staff</i>							
<b>Election work planning</b>	Ensure political parties know what the Network wants them to include in their manifestos year on year.  Profile environment in lead-up to election Invite candidates to debate key issues	In election free year, 2013, review and revise LINK rolling manifesto identifying and addressing gaps, refreshing existing content for each election ahead – EU, UK, Scottish & Local.  Election campaign plans to be developed and shared across network in good time. Plan hustings co-ordination.		PO, TFs & Reps update and revise.  TFs & PF to discuss and exchange	Integrates with LINK work areas & provides LINK positions on topics interesting the pol. parties.		<p>TFs &amp; Members fully informed of plan and timetable for a 2013 revision, by early April.</p> <p>Parli Forum meetings spring/summer 2013 will discuss and proposals will come to strategic planning in November.</p>
<b>Annual advocacy training</b>	Assists LINK members to be the 'strong voice' for the environment.	Annual training organised by the PO, delivered by him and by experts within the network, geared to member's needs.	PO with officers from member bodies.	PF led	Offered to all members.	Where space permits, places are offered to others	Usually held in July – date to be circulated in due course.
<b>Building wider alliances</b>	Strategic aim to build wider support for sustainable development across civic Scotland.	From mapping exercise already undertaken, Board to prioritise at each Board meeting a programme of meetings with externals for LINK President & honorary officers, taking forward Economics, Governance and TF agendas as relevant with the aim of building understanding of SD issues more generally & pressing case.		Board overview; Senior staff and/or TFs coordinate	Board reviews quarterly		April Board will consider proposal that LINK hosts three forums with business over the coming twelve months; each in different city and with line-up of around 6 NGOs and 12 from business; with brief intro from LINK trustee/Ross followed by networking.
<b>Progressing LINK's strategic plan</b>							

## Key Performance Indicators and Annual Targets – for which a monitoring plan will be considered at the Networking meeting in April 2013

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

#### Outcome KPIs:

1. Scotland scrutinises delivery of environmental commitments more than before.  
*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 shows commitment to delivering 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:

1. LINK manifesto asks, refreshed and published 5-6 months ahead of elections and reflecting needs in respect of a representative range of policy areas of interest across LINK, are picked up by parties' manifesto-writers and are reflected in the manifestos of the main political parties.
2. External stakeholder groups in which LINK is involved contribute to policy development for Scotland which respects the needs and importance of a healthy environment.
3. 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:

1. LINK positions are understood and influence national policy with environmental governance in Scotland improving. *Eg, we pick up citations in the 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)
2. LINK continues to have good, regular access to decision-makers including relevant Ministers and these players 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.*

#### Output KPIs:

1. 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, drawn from at least 8 task forces in which at least 3 members are actively involved and which meet at least 4 times a year
2. 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.
3. 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:

1. LINK's annual Operating Plan reflects considered discussion and agreement around strategy, priorities and integration, and engages at least 75% of the membership 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.*
2. The network is live to the diversity of member interests and views within it, has a robust internal process for dealing with both consensus and where consensus does not exist, and more confident in expressing LINK 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.*

#### Output KPIs:

1. An annual operating plan of the network's intended work is prepared with Member, Taskforce and Board input, and this is subject to quarterly review and interrogation, and six-monthly evaluation.
2. 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.
3. There is proactive engagement by all members across at least 3 areas of LINK policy & governance activity annually (75% base line at 2012)
4. Citizen-led, national NGOs with shared ambitions for a sustainable Scotland want to be members of LINK (base line 34 at 2012) – it being unthinkable for solvent would-be-member bodies to go it alone.