

**Network Plan (aka Operating Plan) 2012-13 Quarter 3 Report to 31 December**  
**This sits under the Strategic Plan, draft prepared for January 2013 Board meeting.**  
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**Key Performance Indicators and Annual Targets –**

**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.

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**KEY to MAIN ACRONYMS and SHADING in Operating Plan**

CO	Chief Officer (Jen Anderson)		ATF	Agriculture Task Force
DO	Development Officer (Alice Walsh)		CATF	Climate Adaptation Task Force
PO	Parliamentary Officer (Andy Myles)		DTF	Deer Task Force
FITO	Finance & IT Officer (Hugh Green)		FWTF	Freshwater Task Force
POA	Parliamentary Office Administrator (Rea Cris)		EF	Economics Forum (estab Sept 2011)
MPAOs	Marine Policy and Advocacy Officers (Sarah Archer, Nick Underdown)		GG	Governance Group (includes Legal Governance subgroup)
MBS	Member Bodies (of LINK)		LTF	Landscape Task Force
TFCs	Task Force (and Forum) Convenors		MTF	Marine Task Force
Reps	The main Representatives appointed to LINK by the member organizations		PF	Parliamentary Forum
FSG	Board's Finance Sub Group – overseeing LINK's financial strategy		NPTF	National Parks Task Force ( (estab Sept 2011)
SEW SG	Scottish Environment Week Steering Group		PTF	Planning Task Force
AAR	After Action Reviews		SEFF	Scottish Environmental Fundraisers Forum
PSR	Political Strategy Report		SLU TF	Sustainable Land Use TF
			WF	Wildlife Forum
			WTF	Woodland Task Force
			OS	Organisational Supporters

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1.1 Share information key priorities enabling informed and effective decisions	TF / other mechanism identified & functioning to develop positions and engage effectively with externals on issues prioritised by network	Quarterly Networking involves mix of TFs, Reps, Trustees, Hon Fells, to ensure network alive to opportunities for influence, prioritises with knowledge of issues & of resources to hand & required, addresses key gaps	Autumn annual planning involves representation at 85% of TF & Board and 65% of MBs	Each Q	Chair CO TFCs Reps Specified Staff	Strategic Planning November meeting well attended.
	Horizon scanning informed by intelligence of diverse members	All players asked to flag up issues in advance of Annual Strategic Planning meeting: both issues for possible joint work, and own priorities ahead. Political strategy Report contributes, developed by PO in consultation with network & reviewed x2 pa. SWOT of LINK carried out in discussion. EU & international context considered. Extent of staff support or DPF required to be flagged.		Q3	Chair CO, PO TFs, Reps, TFCs, Trustees, HFs, staff	Autumn PSR prepared for October Board. Members & TFs provided forward plans for November Strategic Planning meeting. Notes on website.
	Relevant info provided to MBs & OS on devts of Scot Parl (SP) & Scot Gov (SG)	Parliamentary Monitoring report on forthcoming activity in SP with review of previous week's action	Regular monitoring to Reps, Trustees, TFs	Weekly	POA leads PO,	POA now leading on this. Service to members uninterrupted.
	Help to inform MBs about European & international contexts & opportunities through proactive membership of EEB, IUCN, CIVILSCAPE	EEB/IUCN/CIVILSCAPE info monitored for regular report to MBs with targeted flagging of other opportunities (via bulletin)	Regular & targeted updates to Reps, TFs	Monthly	Staff tbc (JHughes )	EEB and IUCN info included in bulletin/Parliamentary Monitoring.
		Delegates to EEB and IUCN engage with member input & report back to members Use IUCN better, including UK Committee meetings For EEB engagement – pursue better UK comms Input to Rio+20 (building on Dec 2011 event) Scotland House Brussels discussions wrt accessing information April Board discussion of working through EU Members internal channels can inform		Ongoing	JHughes, SBrooks PAO,	S Brooks liaising directly with members on UK IUCN. J Hughes & Clifton Bain rep'ed LINK at World Congress Sept, useful for Peatlands agenda. JH elected to IUCN Council.
		Make more use of available international channels to support our advocacy.		June Spring 2012 Ongoing	DPF for Rio report. CO and PO Reps	ABM report to Oct board and Nov Strategic Planning on EEB October meetings JH reported on IUCN Congress to Board and SP meeting LINK parli monitoring includes Europe headings from July Engaging with IUCN and EEB
	Relevant incoming info passed on to network	Filter incoming material for relevance Circulate monthly bulletin	Bulletins & targeted alerts to TFs,Reps	Monthly	DO, CO, DO,	Temp covered bulletins this q. Will continue.
	Update membership fully & regularly on range & scope of LINK activities	Update MBs on LINK activity, via Bulletin, OP updates & networking meetings & website.	Reps, TFs get updates on LINK work	Quarterly	<b>TFCs</b> Staff.	LINK activities collated and circulated to members via bulletin and website.
Disseminate news on LINK work to & beyond network	Compile & circulate newsletter with own & MB/guest contributions. E-version for website	3 x pa	Q1,2,4	DO Reps,	None this q.	
Feed back to MBs/network from events/initiatives where LINK represented.	Delegate, staff or designated person report on meetings with Ministers, agencies, externals to inform other relevant parties in LINK & ensure integration	Reports provided on website/ circulated mainly via bulletin	Ongoing	Identified lead. other Staff	Ministerial, agency and Liaison meeting notes posted on website and circulated to members via bulletin.	
1.2 Build consensus on key policy priorities	Identify areas where consensus will matter at annual planning & quarterly networking meetings to have	Networking meetings identify issues requiring consensus-building & identify means to progress Staff support as needed. <b>1.Energy:</b> Draft statement for internal consultation and sign-up on impact of onshore wind on landscape as part of Scotland's energy 'strategy'. Consider running member workshop around the statement	Consensus exists/in hand on key issues. Stronger eNGO positioning to better influence wider	Each Q	TFCs Reps TFs Staff, Trustees 1.LTF initially Board advise on need for workshop	Discussion of energy are on-going post November seminar for members.

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		<p><b>2. Housing policy:</b> Identify work and players on housing policy beyond LINK. Investigate whether alliance &amp; poss joint work with these is possible to develop set of principles. Consider whether separate LINK research on some key housing issues is important. Consider value of member workshop.</p>	policy community		2.PO scopes contacts. Joint PTF, NPTF, LTF discussion & report to Apr meeting. Staff support liaison, circ.	
		MBs contribute to development of LINK positions by participating in relevant TFs / workshops.		ongoing	Reps	Good attendance at Landscape workshop from members November
<b>1.3 Facilitate good comms between MBs, their supporter &amp; wider public inc. media</b>	Spokespeople communicate positions to media & externals	Most would usually originate through TFs. Adequate briefing provided by policy leader. The supporting MBs ensure comms within their own orgs as appropriate. Relevant LINK staff and honorary officers copied in. Staff ensure wider LINK players kept informed.	Operating principles followed	Ongoing	Designated leads	Media work on marine (see MTF report)
<b>1.4 Advocate agreed policy priorities to opinion formers and decision makers by identifying and acting on key opportunities to influence</b>	Focus agendas for ministerial meetings on key policy priorities	Consult network for key issues for ministerial meetings; assemble appropriate delegations, ensure preparation, & supporting information.	Relevant topics Turnover of dels. Joint positions promoted	Q 1-4	Chair CO TFCs Reps Staff	Diary for 2013 confirmed. November meeting useful with notes on website.
		Continue liaison with 'G6' group to ensure integration of positions & updates to members.		Q1-4	Chair, CO LWA, NGOhds	S Archer attended (see MTF report)
	Ensure political parties are informed of LINK concerns	Liaise with the political parties to communicate LINK positions, including via rolling manifesto, meetings with the political parties, researchers and MSPs. <b>Rolling manifesto refresh project</b> Addressing gaps, restructuring, and updating asks. <b>Integration:</b> Open to interested members to join/input, engage more closely. Draws on members and TFs for content.	Parties understand collective positions Refresh: Late autumn 2012 into 2013.		PO TFCs Reps,POA	On-going
	Use political party conferences to promote key network concerns	Coordinate LINK presence and materials as reflects priorities of the network, and including reps/convenors/trustees as appropriate. PO coordinates with TFs and PF wrt priorities for fringe events.	Attend confs, Fringes on key issues. Reps can take part.	Spring Autumn	PO and POA PF, MBs,TFs,	SNP and Green conference attended
	Hold parties to account on manifesto commitments	LINK strategy devised via PSR & LINK Manifesto. Monitoring by TFs, Board, PF, Reps ongoing.	Process & resources, clear	Ongoing	PO TFs, Reps, PF	PF meeting arranged for February
	Ensure effective 'soft' lobbying opportunities for MBs focussed mainly on MSPs & researchers	Plan SEW/SEF through previous year, informing MBs on format & theme, identifying £s & political sponsors & liaising with Parliament early.	SEW events well supported by MSPs, researchers	Qs 1, 2,3,4	PO, POA, CO, DO SEW St Gp, Reps, Events planners	Preparation for SEW 2013 underway

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	Environmental issues should form a core part of party manifestos and should be debated in lead up to elections.	Promote env /sus dev in lead up to L. Gov elections via <i>Acting Locally</i> and hustings guidance mainly. Manifesto refresh autumn and winter 2012/13 (since there are no elections 2013) Use LINK's referendum strategy to promote sustainable development/environment in context of <u>Independence discussions</u>	LINK ideas clearly identifiable in the party LG manifestos.		LGTF PO PF, PO, POA PO	Election engagement review to be finalised by PF with report back to board  Ref Strategy being pursued with the campaigns – reminder letters to be sent in January 2013
<b>Agriculture</b>	3.Imp of an SRDP which contributes to ATF's goals for a sust agric sector that delivers the max poss env'l & other public benefits. 2. Input into changes of the agric support used in Scot until 2013 to ensure they are best suited to Scot env. 3. Continue lobbying for further CAP reform on a EU scale & dev thinking on how it could best be tailored for Scot Conditions. 4. Aim to target funds better at High Nature Value farming inc through Less Favoured Areas Support scheme reform. 5. SG policies on climate change & agric that incorporate LINK views. 6. As part of the wider LINK group, input into the SLUS work to reflect LINK views. 6a. Develop position for agric & woodland 7. Scot food policy contains sufficient env'l objectives. 8. Soil strategy includes measurable env'l targets. 9. Input to review of Scot Organic AP & its replacement.	1. Continue involvement with SRDP PMC. Monitor what is included in scheme. LINK ATF reps on above groups with input from other ATF members. (high effort) 2. Follow up results of Pack review & env'l impacts are suitably assessed. ATF led by convenor (high effort) 3. Develop briefings updating <i>Beyond the CAP</i> vision. Discuss UK CAP vision with UK Links. ATF led by convenor (high effort) 4. Lobby for changes to LFA as part of CAP reform. ATF led by convenor (med effort) 5. Continue involvement in SG Agriculture & climate change stakeholder group. (high effort) 6. ATF input to LINK document and Scottish Government's development of strategy. ATF lead on SLUS (med effort) 7. Monitor Scottish Government developing food policy, ensure env't not forgotten (low) 8. Continue involvement with development of framework (med effort) 9. Continue involvement & w. brief (low)  <u>Integration needs:</u> Meeting jointly with SLU TF as have many of same players. Also coordinating with Woodland Forum eg over positioning on woodland expansion. Need to coordinate with LTF, CATF, FWTF, DTF, SEFF on CAP reform & SRDP which overlap a policy areas. This could mainly work through e-mail comm though occasional joint meetings required.  <u>Allies/liaison:</u> SNH, SEPA, National Parks, Scot Gov, SGRPID, SG Wildlife and Habitats division, agriculture policy unit in SNH, SEPA land use policy. Some joint Links work	1.No decrease in funds to axis 2 options or Rural Priorities; Involvement with development of new SRDP which is well targeted at envl delivery. 2. Movement of SFP away from hist model. Better x compliance measures. 3. Production of briefings & UK vision. Use of it by others. 4. LFA targeted better at envl delivery 4. ATF rep on group. 5.Production of ag measures that stand scrutiny against targets of the CC delivery plan.		Led by: Arch Scot/RSPB  Bumblebee CT, Butterfly Conservation NTS, RSPB, SWT, WTS, Soil Ass  Representatio n on various groups by ATF members.  Parly support for some aspects, e.g. promoting CAP vision  DPF allocation (carried forward) for publication of factsheets on CAP.  Possible event. <b>(What, when?)</b>	CAP negotiations reaching critical stages & still main influencing factor. Voting on compromise amendments at the end of this month and continued work with key MEPs from LINK members. MP briefings from joint LINKs have already gone out on Greening, Cross Compliance, HNV and RDPs.  TF has been focusing on what can influence at a Scottish level at this stage, primarily the development of the next SRDP. LINK & RSPB have been having monthly catch ups with Billy McKenzie (programme manager), Jo O'Hara and Peter Pitkin plus others when there has been a relevant discussion point. These have been very useful and raised the profile of several LINK concerns such as HNV & heritage interest. The stakeholder working groups have finished and reported, all reports on the website here: <a href="http://www.scotland.gov.uk/Topics/farmingrural/SRDP/SRDP20142012">http://www.scotland.gov.uk/Topics/farmingrural/SRDP/SRDP20142012</a> . We have been told these groups will be reconvening sometime in the New Year. We will follow this up if don't hear anything soon.  We have done one LINK briefing released ahead of the working group wash up meeting which was received well by ScotGov and other stakeholders. We are in the process of developing a further LINK report to try and influence shape of consultation. Consultation timetable slipping, now looking like June this year.  As CAP negotiations progress & regulations become fixed we will be focusing increasingly on Scottish implementation of key aspects such as greening, regionalised P1 payments, cross compliance and will continue work on SRDP. The ATF maintain contact with the other UK Links including a teleconference update at the beginning of December.  This year a key one for ATF. Will discuss potential funding requirements at next ATF meeting (Friday 18 <sup>th</sup> Jan).  Also ongoing, the 'Doing Better' regulation review. Vicki Swales representing LINK on this panel & website for comment now live.  Vicki & Jonathan are attending a SEA Scoping meeting on the SRDP on the 15 <sup>th</sup> & CAP Stakeholder meeting on the 17 <sup>th</sup> (as well as a Land Use Strategy meeting on 18 <sup>th</sup> ). These will inform the next ATF meeting.

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<b>Climate Adaptation</b>	<p>Influence the development of SG's Adaptation Framework Sector Action Plans &amp; the statutory Adaptation Programme (likely in 2013). (HIGH)</p> <p>'Silo busting' needed in relation to SG early 2012</p> <p>Analyse the outputs of the UK Climate Change Risk Assessment 2012. (MED)</p> <p>Analyse Committee on Climate Change's (CCC) preparedness report for Scotland &amp; provide response to Gov't. Continue to influence further work of the CCC. (MED)</p>	<p>Meeting with SG to discuss Gov't plans for Programme development – Mar 2012 plus others during the year.</p> <p>- CATF meeting to plan response &amp; supportive action.</p> <p>Use LINK 5 Principles of Climate Adaptation Position Statement in advocacy with MSPs, Gov and Sector Leads – Mar onwards.</p> <p>Respond to Government consultation on Adaptation Programme (HIGH) – Q4 2012.</p> <p>Remind SG of LINK interest in being part of the group.</p> <p>Commission gap analysis of UK Risk Assessment first half of 2012</p> <p><u>Integration needs:</u> Adaptation is a cross-cutting issue which is important for a majority of TFs. CATF needs to decide the best way to engage with the other TFs in a formal way. Written briefings &amp; discussions with members may be needed to inform &amp; seek input/expertise from members of other TFs.</p> <p><u>Allies/Liaison:</u> informal links with SCCS to provide adaptation messages as appropriate.</p> <p>SNH. Adaptation Scotland</p>			<p>Led by: RSPB Soil Assoc; B'life; P'life; Butterfly Cons; SAGS; corresp'g members F'life; WTS. PO support likely sought for briefing MSPs on Adaptation &amp; the adaptive responses we seek from Gov't. – Date unknown. Possible £s for Gap analysis, conf/w'shop, doc on climate impacts on bio &amp; case studies</p>	<p>Due to ScotGov postponing its release of the consultation of the Adaptation Programme the quarter has been relatively quiet. It also means that the LINK report has not had the immediate impact hoped. SG has planned 4 pre-consultation workshops the first of which was attended by LINK. Jim Densham attended the SGov adaptation workshop focussed on the Infrastructure and Built Environment theme. This workshop was organised to discuss proposed policies and proposals ahead of the Programme consultation. 3 other workshops will follow in 2013. Following the meeting JD held a pre-arranged discussion with Fiona Page to discuss the LINK report and ideas for adaptation policy. The report – 'Preparing Scotland's Climate for a Changing Climate' - was written by Simon Pepper with the Executive Summary produced by the Task Force. The report was sent electronically to CATF contacts. There will be a further push on the messages ahead of the release of the Adaptation Programme.</p> <p><a href="http://www.scotlink.org/files/publication/LINKReports/LINKAdaptWkshopReport12.pdf">http://www.scotlink.org/files/publication/LINKReports/LINKAdaptWkshopReport12.pdf</a></p>
<b>Deer</b>	<p>Sustainable deer management policy and practice in Scotland</p>	<p>In wake of Jan submission input to Woodland Expansion Group.</p> <p>Monitoring Deer Strategy implementation and implementation of Wildlife &amp; Natural Environment Act (2011)</p> <p>Planning to widen focus of advocacy to 'management of wildlife', in line with SNH policy</p> <p>Continue to meet SNH bilaterally</p>			<p>Led by: RSPB Depute: JMT Members: NTS, Cairngorms Campaign, SWT</p>	<p>Not very active this q, meets as needed. Met SNH 3/10 on Wildlife Mgt Strategy.</p>
<b>Economics</b>	<p>Influence the debate around economics in Scotland</p> <p>Audience: policy community in Scotland and wider (international, eg Rio+20, EEB, IUCN)</p> <p>Allies: will be invited to comment on our position before it is published.</p>	<p>Act as info ex forum to inform MB's work.</p> <p>Commission consultant report which: defines 'flourishing Scotland' &amp; what economy shd deliver; values ecosystem services approach &amp; says how that should be applied; outlines what needs measured to assess 'flourishing'; re-presents SD in fresh terms; tackles 'growth' (as proxy for jobs), ids how to protect economy from boom &amp; bust; illustrates how this can be delivered.</p> <p>Develop advocacy strategy for this. Publish summer. Consider LINK role in wider work to promote alt to GDP</p> <p><u>Integration:</u> Relates to LINK's wider work areas; may draw on MB &amp; TFs for examples in the report.</p> <p><u>Allies/Liaison:</u> TBC as part of the advocacy strategy from March 2012; could include development, poverty, health, business interests.</p>		<p>Ongoing</p> <p>April 2012</p> <p>Apr/May June/July Summer</p> <p>Summer</p>	<p>Led by: WWFS Depute:</p> <p>Members: WTS, FOES, JMT, RSPB, SWT, HWDT CO and PO supporting</p> <p>Group has £3k from LINK DPF 2011/12. Members offer £2.5k.</p>	<p>Published <a href="#">economy and environment</a> report, ahead of SNP party conf 20/10 at which LINK fringe on report held.</p> <p>DB gave evidence to RACCE on budget with input from TFCs, which formed basis of LINK response.</p> <p>Meeting with CBI 2/10 on economy/GIB/green economy.</p> <p>Agreed programme of meetings with externals to promote case in the report</p>

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<b>Freshwater</b>	<p>Implementation of the FRM Act &amp; promoting sustainable flood management.</p> <p>Pressing Scottish Water and its regulators to improve sustainability &amp; advocating the benefits of sustainable land management.</p> <p>RBMP implementation &amp; restoration of the water environment</p>	<p>Monitor implementation of RBMPs &amp; meeting WFD requirements:</p> <p>Review SEPA's priority catchment work &amp; compliance with diffuse pollution regs, &amp; press for enforcement of regs. Use LINK place at DPMAG to influence action on diffuse pollution</p> <p>Work to influence SEPA's Better Regulation agenda.</p> <p>Influence water industry to improve sustainability (reduce abstraction &amp; leakage, &amp; landgmt. to reduce pollution at source) – early 2012</p> <p>Influence Q&amp;SIV via stakeholder engagement workshops planned for early 2012</p> <p>Ensure that SW are delivering sustainable landgmt.</p> <p>Identify LINK priorities for a Water Bill &amp; advocate these during 2012. Work with and support Aquaculture group of the MTF during passage of Aquaculture &amp; Fisheries Bill.</p> <p><u>Integration:</u> Some aspects require discussion &amp; consensus with ATF (on diffuse pollution/ land management issues) &amp; MTF (on coastal issues).</p> <p><u>Allies/Liaison:</u> works with SEPA, SNH. FCS on a range of freshwater policy issues. There is frequent liaison with SNH &amp; SG Environmental Quality Division &amp; Water Industry Team. There is potential to work on WFD issues and to learn from their experience with water industry. Some MBs communicate &amp; maintain frequent contact with UK colleagues.</p>	<p>1.Compliance with GBRs is increasing &amp; diffuse poll of water env reduced Effective reg in place &amp; adeq'ly enforced to protect &amp; improve water env't</p> <p>Next water industry investment period (2015-2025) has strong emphasis on sust &amp; indic.</p> <p>Measures in place in catchments to deliver multiple benefits. Monitoring &amp; demonstration is underway to show benefits of SLM.</p> <p>Water Act that drives the prot &amp; impro'm't of env't.</p>		<p>Led by: RSPB, Depute WWT</p> <p>Members: NTS, Froglife, Buglife, SWT, WWF Scotland, Ramblers' Association</p> <p>PO assistance may be required on the Water Bill &amp; Aquaculture &amp; Fisheries Bill.</p>	<p>Main activity has been following Stage 1 of the Water Resources Bill &amp; gathering information on others' views on the Bill. We also contributed to the LINK response to SEPA's consultation on proposals for future funding arrangements.</p> <p>Lisa Webb &amp; Dan Barlow met Dave Gorman of SEPA (1/11) to discuss proposals on future funding arrangements for SEPA. We subsequently submitted a LINK response to this consultation, FWTF members &amp; wider. We were broadly supportive of proposals for the funding framework but disagreed that achievement of sustainable economic growth should be included in SEPA's statutory purpose. TF meeting held 14/11/12</p> <p><b>Meetings attended:</b></p> <ul style="list-style-type: none"> <li>• TFC attended DPMAG (4 October)</li> <li>• TFC attended DPMAG SRDP subgroup meeting (8 October)</li> <li>• TFC attended DPMAG (28 November)</li> <li>• TFC attended SEPA Natural Flood Management stakeholder group (29 November)</li> <li>• TFC attended Hydro Nation Forum (3 De) new forum, purpose to inform the programme of work that will take forward the Government's 'Hydro Nation' agenda.</li> </ul>
<b>Governance</b>	<p>Promote debate around and a focus on the way in which Scotland's environment is governed</p>	<p><b>Referendum initiative re Env/SD</b> Publish key areas of concern w.r.t. env'l governance seeking responses on how the various constitutional scenarios being debated will deliver for env &amp; sus dev.</p> <ul style="list-style-type: none"> <li>- Revision, design in wake of internal consultation</li> <li>- Advocacy strategy determined</li> <li>- Publish</li> <li>- Review &amp; coordinate press commentary</li> </ul> <p><u>Integration:</u> MBs will be kept in touch of responses</p>		<p>Ongoing</p> <p>March</p> <p>Winter &amp; Spring; Spring&amp;</p>	<p>1.Led by: FoES Supported by: LINK PO, Plan Dem, APRS, RSPB, WWFS</p> <p>2.Led by : LINK PO</p>	<p>No further action this quarter. Short version of Governance Matters, prepared, published &amp; autumn conference planning continues.</p> <p>Governance Group wish to organise a national 2-day conference in 2013 to further promote the topline issues &amp; encourage debate. Funding (inc FCR) needs to be identified before planning can go further. LINK is working on a reduced core staff complement.</p> <p>Legal Governance Group developing position statement on using Aarhus</p>

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		& consulted over next steps in strategy  <b>Governance Group:</b> <ul style="list-style-type: none"> <li>Disseminate GM report and seek views</li> <li>Promote GM via events incl : poss Constitution Cmmsn event, poss autumn seminar</li> <li>Take stock/next steps</li> <li>Convene wider civic discussion of Gov'ce Mttrs</li> </ul> <b>Legal Governance Subgroup:</b> <ul style="list-style-type: none"> <li>informing &amp; supporting work (led by FoES) around environmental justice</li> <li>Influence the 'Gill Bill'</li> <li>Respond to PEOs consultation by SG</li> </ul>		Summer; Summer; Autumn.          AprMar- Apr-May May-Jun Autumn	Supported by Gov'ce Gp, FoES, JMT, Plan Dem, RSPB, WWFS   3.Led by: PO Supported by Governance Group. DPF potentially required	Convention, for sign up by LINK members, supporting use of Aarhus mechanisms by all, without ref to specific cases. Not for pro-active promo beyond network, though can share with Govt and stakeholders if nec. Also meeting with Scottish Human Rights Commission - SHRC may do a report which could undermine our campaign by indicating that only small changes needed to achieve Aarhus compliance. TF will share findings of environmental courts research (below) with SG asap. Scottish Civil Justice Council Bill - Evidence submitted. Stage 1 report expected early Oct. TF lobbying Justice Ctte members, esp SNP, September. Key issue is appointments process though will introduce our broader Aarhus campaign aims. Mary was drafting briefing. Meeting SG September - to discuss Rules of Court on PEOs and broader civil court reform ahead of next Court of Session Rules Council meeting. Wanted to cover Civil Justice Council Bill (esp apptmnts, Court fees, Tribunal Reform), update from Govt & timings, Environmental Courts (Govt timetable for options paper), Gill Bill (is this in next legislative programme ?) Environmental Courts / Tribunals research – Draft report from Frances seen & adjustments agreed. Discussed possible publication strategy including publishing as a LINK report (noting commissioned by FoES and written by ELCS) to add weight to ask; including a foreword by Ross Finnie (LINK President); share with key decision makers ahead of launch; launch at legal seminar with possible invited speakers judges / ex-judges from Vermont / NSW.



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<b>Landscape</b>	Landscape concerns must be an integral part of any decision making. Landscape TF members consider that the protection, restoration & enhancement of landscapes are integral parts of a sustainable Scotland	<p>Seek to ensure l'scape concerns are integrated into all relevant areas of SG policy (effort - high)</p> <p>L'scape mapping work early 2012 with MTF, CATF, JMT</p> <p>Promote positive mgt of relevant protected areas</p> <p>Raise levels of understanding of l'cape within LINK</p> <p>Promote European Landscape Convention</p> <p>Explore membership of Civilscape monitoring usefulness after 1 year.</p> <p>Promote sign-up to &amp; implementation of Scotland's Landscape Charter</p> <p>Lead dev of future liaison mechanisms post Scot L'scape Forum</p> <p>Research actual as against claimed socio-economic benefits of previous devs which MBs opposed on l'scape grounds</p> <p>Take active part in outcome of Nat Parks Review, partic Ministerial Strategy Group</p> <p>Promote dev of Mgt Strategies for National Scenic Areas</p> <p>Encourage LAs to review Areas of Great L'cape Value &amp; to show replacement Special L'cape Areas clearly in forthcoming suite of Local Dev Plans.</p> <p>Take active part in SNH Protected Areas Review</p> <p>Seek opps to direct internal advocacy on raising understanding of l'cape within LINK may require ltd staff input re opps.</p> <p>Exchange info about current l'scape related issues.</p> <p><u>Integration</u>: Concerns about visual and soil impacts of renewable energy policies need to be further addressed by LINK, as well as processes for agreeing joint LINK positions.</p> <p>LTF to develop consensual high level statement re financial drivers for renewable energy for wider membership discussion and support.</p> <p><u>Allies/Liaison</u>: Relationship with other nat orgs less well defined &amp; often restricted due to capacity, though NGOs may have a significant indiv influence. LTF work closely with SNH L'scape Pol team &amp; with other members of SG dealing with l'scape, inc H Scot. Through LUS TF members of LTF individually respond to Land Use Strategy</p>			<p>Led by: APRS</p> <p>Depute: Arch Scot</p> <p>Active</p> <p>Members: JMT, NTS, Ramblers, SCNP, SWLG, Corres'g members Bob Aitken Hon Fellow, Dorothy Breckenridge, observer.</p> <p>c£3k may be sought for research on actual versus claimed socioeconomic benefits of previous devs which MBs opposed on landscape grounds.</p>	<p>Most TF members attended externally-facilitated LINK workshop on 6 November to discuss proposed landscape and energy statement</p> <p>In addition to proposed landscape and energy statement, November meeting discussed follow-up to attendance by Andrew Bachell (SNH) at 30 August meeting, particularly with respect to wild land mapping and European Landscape Convention.</p> <p>Fraser Wallace (JMT) attended Civilscape (the European landscape NGO network) conference in Bonn on behalf of LINK - <a href="#">report available</a> on members' website.</p>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Marine Taskforce</b></p>	<p>Our vision for the Scot marine env't is one of healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected, connected &amp; thriving, &amp; coastal communities are sustained.</p> <p>Annual goal: Ensuring effective implementation of the Marine (Scotland) Act 2010. Aquaculture, fisheries &amp; offshore renewables are also important areas for potential collaboration although capacity is limited. 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>Responding to consultations and SG policy flowing from Marine Act, incl marine planning &amp; planning regions, marine nature conservation, marine licensing &amp; priority marine features, &amp; responding to consultations arising from other drivers inc offshore renewable energy development.</p> <p>Concerted advocacy needed where concerns exist wrt unsustainable elements of policy &amp; 2ndary regs flowing from Act. Has happened rt members concerns about an incomplete approach being taken to implement an ecologically-coherent MPA network, with the omission of important feature data &amp; influence of socio-economic factors. Advocacy has taken place through stakeholder workshops, bilateral meetings &amp; direct correspondence. Includes focus on marine renewables strategy as well as some casework.</p> <p>Aquaculture – subset of MTF work &amp; involving other players – detail tbc</p> <p>Fisheries – subset of MTF work – detail tbc</p> <p>Most policy &amp; advocacy work to be carried out by MPAOs with input &amp; sign-off by members of the MTF. They will do this by consulting relevant policy &amp; planning experts within the TF &amp; carrying out further background research where necessary to develop and refine policy, developing briefings &amp; policy documents, advocating LINK MTF policy to SG officials, other relevant statutory contacts and MSPs.</p> <p><u>Integration:</u> Co-ordination with Planning TF will be important as the national &amp; local marine plans are developed &amp; as plans for offshore renewables develop. Coordination should also take place to incorporate the Landscape TF concerns into the national &amp; regional plans. Preferred communication is through discussion with the Policy &amp; Advocacy officers &amp; through circulation of written briefings.</p> <p><u>Allies/Liaison:</u> MTF maintains close contact with other NGOs at a UK level through the Joint LINK network. Particularly important in relation to cross-border cooperation for marine planning and creation of an ecologically coherent network at UK level.</p> <p>Liaison with Marine Scotland on Nature Conservation (MPAs); Marine Planning; Renewables, &amp; with SNH on Nature Conservation (MPAs); Marine Planning, Renewables - Responding to consultations, bilateral meetings &amp; comms, stakeholder workshops/steering groups. On average meetings with SNH and MS quarterly, with some meetings involving both orgs, but additional meetings may be required as necessary in response to events &amp; MTF with MS &amp; SNH policy that are likely to arise.</p>	<p><i>Nat mar plan configured to deliver SD &amp; protcn&amp;rcvry of Scot mar area. Nat &amp; local mar plans upinned by MEOs. Scot mar rgns cover all Scot marine area. Plans for MPA ntwk deemed ecologically-coherent, incl appropriate representation, replication, connectivity of features, &amp; integration with wider UK network. MPAs are well-managed. Inshore Fishery Plans integrated with lcal mar plans. Wider seas measures eg IF leg being used to deliver mar cons benefit. IOPs to be judged on final SG policies e.g. measuring whether nat mar plan delivers SD can only be based on how plan drafted rather than assmt of every decision on the coast &amp; at sea over more protracted t/scale</i></p>		<p>Led by MCS Depute WDCS</p> <p>Reporting to LINK:                      Sarah Archer and Nick Underdown (Marine Policy and Advocacy Officers)</p> <p>Hebridean Whale and Dolphin Trust, Marine Conservation Society, National Trust for Scotland, RSPB Scotland, Scottish Wildlife Trust, Whale and Dolphin Conservation Society, WWF Scotland, Scottish Ornithologists Club.</p>	<p>MPA &amp; the aquaculture and fisheries bill key foci. The MTF have re-organised their working arrangements slightly so that the MPAOs focus on MPAs &amp; planning, while TF members lead on other areas of work.</p> <p><b>Marine Protected Areas</b> busy period. Some coverage for response to SGov announcement of 5 offshore SACs. Following detailed scrutiny by MTF, report <a href="#">Valuing the Benefits of Designating a Scottish Network of MPAs in Territorial and Offshore Waters</a> was then peer-reviewed by Dr S Hussein of Scotland's Rural College &amp; launched 3/12/12 with good media coverage (BBC online, BBC Radio Scotland Newsdrive, The Scotsman, The Herald &amp; some Fish industry news sites). A 4th MPA Briefing was produced for MSPs and researchers: Thanks to effective selling by NU, good coverage also for TF response to the Cab Sec's report to Parl on the MPA network: BBC online, BBC Radio Scotland Newsdrive, BBC Reporting Scotland &amp; other online &amp; print coverage. TF members (CD &amp; RL) also quoted in The Scotsman and CD on BBC Radio Scotland Newsdrive following announcement of largest flameshell bed found in UK in Loch Alsh.</p> <p><b>Aquaculture and Fisheries Bill</b>                      Alex Kinninmonth (SWT) continues to lead for the TF. Bill published 4/10 &amp; not all items included in the consultation are in the Bill. AK represented MTF on the Bill Stakeholder Reference Group &amp; Ministerial Group on Aquaculture. MTF provided written evidence &amp; AK gave oral evidence to the RACCE Ctte 5/12/12, inclTF concerns/priorities for the legislation &amp; x-cutting marine policy themes e.g. National Marine Plan</p> <p><b>Renewables</b>                      Planned meeting with ScotPowerRenewables, partic on concerns about the Argyll Array impacts on northern divers, basking sharks &amp; minke whales, delayed due to delay in SPR scoping work for the development arising from their own environmental monitoring of site. Consultation responses produced for:  <a href="http://www.scotlink.org/files/policy/ConsultationResponses/LINKrespSEAscreeningOWE.pdf">http://www.scotlink.org/files/policy/ConsultationResponses/LINKrespSEAscreeningOWE.pdf</a>  <a href="http://www.scotlink.org/files/policy/ConsultationResponses/LINKrespRLGoffshorewind.pdf">http://www.scotlink.org/files/policy/ConsultationResponses/LINKrespRLGoffshorewind.pdf</a></p> <p>5 Oct – Scottish Coastal Forum (SA, CD, Charles Nathan &amp; Helen Todd attended, disappointed to learn Nat Marine Plan consultation to be delayed until summer 2013, leading to MTF press)</p> <p>12 Oct – Marine Strategy Forum (CD rep'd LINK &amp;, in response to update from chair, reported that LINK wanted to publically lodge our disappointment in delay to National Marine Plan in press)</p> <p>1 Nov – Marine Scotland's SEA/SA team for MPA proposals (SA, KB, RC, CD and AK) learnt of the expected process and lodged interest in having place on advisory group for the SA/SEA process. SG unable to provide steer on the sort of work that NGOs could/should be commissioning.</p> <p>20 Nov – Marine Scotland , SNH &amp; JNCC MPA teams (CD, SD, AK and NU) updated on SNH/JNCC advice to Marine Scotland, developments since the 5th MPA workshop &amp; received some ltd info on how the consultation will go forward ('early days' and depends on how the Cab Sac is minded to proceed).</p> <p>22 Nov –EFF, London. CD updated EFF, IMM &amp; reps from other Links on campaign work in Scotland. Discussions continued on possible Joint Links work on ecological coherence.</p> <p>12 Dec – SD represented TF concerns at 'G6' meeting with Cab Sec, expressing concerns about gaps in MPA network, use of science, ambition/recovery &amp; ecological coherence.</p>

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<b>National Park Task Force</b>	Promote debate over the Scottish model of NPs	<p>NPs housing policies research, analysis of McAffrey report, develop own position (incl in wider LINK)</p> <p>NPs strategy Scotland (profile at time of SCNP/APRS publication)</p> <p>Establish more strategic dialogue with Parks &amp; SG from early 2012</p> <p>Prot Areas Conference preparation</p> <p>IUCN UK Committee relationship building</p> <p>Scottish Government contact</p> <p>NP story (commission polemic?)</p> <p>Other research (tbc)</p> <p>Legal action (post Scotland judgement/refer to Brussels)</p> <p>NPP &amp; LDP input (to both the Parks' plans)</p> <p><u>Integration:</u> Relates to many TF areas &amp; TF may draw upon these in relation to its plans.</p> <p>Allies/Liaison: CNPA, LLTNPA, ScotGov Report/Conference would involve coordination with other TFs including LTF and MTF</p>	<p>Spring 2012</p> <p>Ongoing to winter 2012</p> <p>Ongoing</p> <p>Spring-Summer</p> <p>Ongoing</p> <p>Spring onward</p> <p>By Summer</p> <p>Summer to autumn</p> <p>As deadlines require</p>		<p>Led by: SCNP Depute: Members: APRS, Badgers, BSCG, CC, JMT, MCoS, NEMT, NTS, Plantlife, RS, RSPB, SCRA, SWLG, SNW, WTS</p> <p>May bid to LINK DPF for support with report and conference plans</p>	No report – no meetings held.
<b>Planning Task Force</b>	<p>Monitoring implementation of planning modernisation to ensure sustainable outcomes.</p> <p>Maintain overview of SNH and other statutory consultees' involvement in the planning system to ensure sustainable outcomes.</p> <p>Encourage review of process for designating developments as national developments in National Planning Framework</p>	<p>TF meetings discuss emerging planning issues, and info exchange.</p> <p>Work to influence National Planning Framework 3 by summer 2012</p> <p>Prepare &amp; submit responses to consultations on govt policy and legislation.</p> <p>Through information exchange and experience of the new system, share experiences and identify opportunities for improvement.</p> <p>Advocacy &amp; lobbying of Parliament &amp; relevant officials to ensure greater accountability &amp; opps to influence national development designation process.</p> <p><u>Integration:</u> With MTF to ensure sustainable implementation of marine planning system.</p> <p>Allies/Liaison: SNH, ScotGov, SEPA. Ongoing contact with relevant officers in statutory agencies to help influence their planning roles</p>			<p>Led by RSPB Depute SWT</p> <p>SWT, BSCG, APRS, FoES, JMT, Buglife, RSPB, Scot Badgers, Planning Democracy</p>	No report received this quarter. Hill tracks PR released before holidays after news that ag & forestry tracks were to continue to be exempt from the planning system.

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<b>Scottish Environmental Fundraisers Forum</b>	The Forum's work helps raise the money needed to do the work to contribute to a sustainable Scotland.	SEFF meet four times a year and usually has one or two external speakers per meeting - e.g. reps from statutory, lottery, charitable trust, and corporate sources, as well as some who can offer fundraising advice, information and support. SEFF allows for the sharing of information and news about environmental fundraising in Scotland, to celebrate success and to discuss opportunities to influence and effect positive change.  <u>Allies/Liaison:</u> SEFF has an excellent relationship with the SNH external funding team who continue to be represented at SEFF			Wide membership varies.  Led by SWT Depute RSPB DPF funds supporting cons pulling together evidence from LINK MBs in respect of changes to the landfill tax.	No report this quarter. Planning afoot for Landfill Tax event in Parliament and response to the consultation January.
<b>Sustainable Land Use Task Force</b>	The initial aim of the TF was to influence the Land Use Strategy (LUS) to be laid before Parliament by 31 March 2011. This was achieved and the on-going objective now is to ensure effective implementation of the LUS over its five year life (after which it will be renewed).	The most immediate target for advocacy is the Action Plan which the Scottish Government has produced end of 2011. Thereafter, the objective will be to follow implementation of the 13 proposals contained in the LUS. Each of these proposals can, in various ways, and if implemented effectively contribute to a sustainable Scotland.  <u>Integration:</u> Since the proposals in the LUS cut across a number of issues there may be implications for other LINK TFs including Agriculture, Landscape, Woodlands, Climate Change and Adaptation. The SLU TF will communicate with other TFs on key issues and as necessary.  <u>Allies/Liaison:</u> Land Use Strategy team in Scottish Government and other relevant departments since the LUS is cross-cutting.			RSPB – Lead SWT - Depute  WT, APRS, Plantlife, NTS, Archaeology Scotland, JMT, Scottish Badgers The TF may wish to raise issues with the RACCE Committee which may therefore require some Parliamentary staff support.	No action this quarter. SLU issues discussed at ATF meetings. Members attending SG stakeholder meeting on 18/1/13
<b>Wildlife Forum</b>	Influence and input to review of biodiversity strategy in Scotland	LINK Chair remains involved in Scot Bio Committee 2011/12. LINK inputs to review consultation. Promote Wildlife Proclamation at event in Parliament on 26 June 2012. Consider LINK's involvement in new SBS groups to be announced 2012  <u>Integration:</u> Work is relevant to other areas of LINK activity			P'life & RSPB lead? Staff support with Holyrood event.	A response to the consultation on the Scottish Biodiversity Strategy 'refresh' was prepared by the WF with assistance from a some other TFs. Biodiversity was on the agenda of the ministerial meeting in Nov, & briefing prepared. The need for priorities for actions was discussed, with the gov likely to include 15 priorities in to the review. The WF has submitted our suggested actions for inclusion.  Preparations continued for the Wildlife Species Champions event in Parliament on 24/1/13. 7 MSPs have signed up to become Species Champions for 10 species.

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<b>Woodland Task Force</b>	Influence future of forestry in Scotland at a time of restructuring and change to strategy	Prepare a position piece for LINK on the future of forestry in Scot. This will consider changes in the FCS & FC GB and to some extent potential long term implication of the constitutional debate in Scotland.. Draft to circulate widely in LINK for views. The TF, Networking meeting and potentially the Board may consider the document for further action.  Re-established Board level liaison with FCS.		April - May  May	Angus Yarwood lead with support from RSPB initially. Arch Scot, SWT & Butterfly Cons input likely.	TF met 19/12 to discuss issues including: access problems on the National Forest Estate (NFE); our forthcoming meeting with Simon Hodge (CEO of FES) 21/1/13 the TF response to the consultation on the strategic direction for the NFE; the development of wind farms on the NFE; & LINK's representation on the Scottish Tree Health Advisory Group. Mike Wood, Tim Hall & Diarmid Hearn are all representing LINK on the tree health group. This group has been established as a result of the high profile concern about Chalara Ash Dieback. Coming up: <ul style="list-style-type: none"> <li>- we have a meeting with Simon Hodge on 21 January;</li> <li>- there will be on going work tree health issues;</li> <li>- we are beginning to investigate wind farm development on the NFE and intend to hold FCS to account on any concerning issues that surface.</li> </ul>
	Scottish Environment Week delivery					
	LINK Congress delivery					
<b>1.5 Build partnerships with relevant organisations to promote agreed key policy priorities more widely</b>	Ensure mutual awareness of concerns & intended approaches with SNH	Better comms between the two Boards Liaison between senior staff of SNH and trustees / convenors LINK. No surprises clauses known and pursued by all relevant players. Good regular contact between TFs and counterparts	2 orgs better informed of mutual stances	Twice yearly	Trustees, TFCs, CO, PO, DP	Relevant TFs report good liaison. Staff and Chair meeting A Bachel 12/2/13 "Heads-up" on briefings and media releases continues
	Ensure mutual awareness of concerns & intended approaches with SEPA	Liaison between senior staff of SEPA and trustees / convenors LINK, facilitating follow-up	2 orgs better informed of mutual stances	Twice yearly	Trustees, TFCs, DO	LINK has requested dates for liaison meeting. FWTF met Dave Gorman on SEPA funding arrangements.
	Ensure mutual awareness of concerns & intended approaches with NP Authorities	Liaison between LINK board / NPTF with senior staff/board of NPAs			NPTF Trustees	Meeting with CNPA happened October (Chair and President). CNPA well represented at Congress
	Build relationships with wider policy community, advised by Board discussions.		Common ground Confirmed; contact established	As time allows	President & Board	High level meeting with CBIS held 2/10.
	Participate in stakeholder groups relevant to key priority areas to build support for environmentally sustainable outcomes	TFs choose rep for areas of discrete TF interest Delegates communicate with MBs via TFs.	LINK rep articulates /negotiates for LINK positions	Ongoing	Delegates TFCs Reps	Reps invited for Tree Health group (Woodland Forum), Hydro Nation (FWTF), Brian Packs Better Regulation group (ATF).
		Tri-annual review of LINK participation in the tent due in 2012. For wider issues staff facilitate delegate election. Delegates feedback via TFs or Bulletin	As above	Ongoing	Staff, Trustees.	Delegate selection ongoing as required. Delegates given opp to feedback via monthly bulletin, though not widely used. Ongoing, new Healthy Environment Network delegate is Anna Muir, Froglife. Lloyd Austin will continue representing LINK on Climate Change Funding Panel for this round.
	Include non-LINK interests in seminars, workshops, where important	Networking meetings identify potential allies TFCs ensure liaison Staff ensure their inclusion in wider LINK events eg congress, festive, SEW receptions, without compromising benefits to Organisational Supporters	LINK TFs work with others on wider joint positions.	Ongoing	Events Organisers Staff	Wide range of externals invited to Congress (November), Festive (December)

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	The UK Links	Regular liaison by telecon on policy and operations, identifying joint opportunities. Regular exchanges of plans and reports. Seminar to be organised during 2012 of interest to members of all links.		Each 4-5 months  Autumn 2012	CO PO, TFCs	UK Links considering a joint bid to HLF to increase funding capacity to sector.
	SCVO	Participate in SCVO where agendas are/potentially in common. Keep engagement, and our membership of SCVO, under review.		Ongoing  Autumn 2012	CO & PO, Trustees	ABM re-elected to SCVO Policy Committee and re-engaging

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2.1 Build capacity and effectiveness of MBs working together as LINK	Encourage member bodies to sign up for areas of LINK work relevant to their interests	Induction for new Reps covers engagement opportunities Early 2012 member survey may flag barriers	New MBs join at least one work area.	Ongoing	Chair, CO TFs, Reps Staff	No member inductions this quarter	
		Timely reminders to members of upcoming opportunities to engage. Website up to date.	All MBs involved in some area of LINK work over a year	Ongoing	CO and other Staff	Events this quarter were energy workshop (6Nov), Congress and Strategic planning (22,23 Nov), festive reception 5 Dec.	
	Strengthen capacity & confidence of members to engage in public policy development through information exchange, trainings and policy workshops	Trainings organised in advocacy as capacity allows.	Members take part and find useful.	Ongoing	Organisers PO, POA TFs Staff Reps	None this quarter.	
2.2 Facilitate active involvement of member bodies in LINK's activities	Encourage wide involvement of members in LINK management eg as Convenors, Deputies, Delegates, on steering groups for SEW, Congress, and for tenure on the Board	Board reviews skills gaps. Board encourages turnover, balance Staff ensure Reps know of opps. TFs appoint C, D & Deles to share work and opps. Engagement Table maintained.	80% of members to be involved in some leadership capacity over 3 year period.	Q1 Ongoing	Chair Reps TFCs Trustees Staff	New board members elected at AGM November (B Leatherland, S Jones, I Findlay), and one new cooptee, M Orr.	
	Member bodies recognise that time spent on LINK activities is value for resources expended.	Trustees promote benefits of joint work & acknowledge contributions. Planning meetings rigorously identify resources and responsibilities	LINK TF work is given person time by member bodies	Ongoing	Trustees Reps	Strategic Planning meeting id'ed priorities, resources, leads.	
		Comms to members highlight achievements and acknowledge diverse inputs		Ongoing, Q2, 4,	DO Staff	Ongoing through regular and one-off comms between staff and members. No review of year prep'ed for 2012 due to capacity.	
	Use annual members congress to build community within the network	Congress theme identified January. SG develops theme by summer. Organise & publicise to MBs early Aut. Build in 25 <sup>th</sup> anniversary. Review of year's highlights to be prepared for Congress.	70% of members participate in Congress annually, with involvement of all over 3 years	Q3,4	C'gres SG, DO Staff, Reps	Congress well attended by members, with some business reps from the 2020 delivery group in lead roles. Wider business attendance low, though good discussions. Next steps for board discussion January. Ceilidh & dinner well attended. Report of Congress circulated & on website.	
2.3 Use targeted campaigning to encourage wider public support where important		Campaign needs/opps considered at Strategic Planning. If plans emerge outwith planning cycle, Board & Network to endorse.	Annual Strategic planning identifies achievable campaigns in good time	Q3	TFs, PF, Reps Chair		
	Marine project continues, focussed on implementation of Scottish and UK legislation	MTF Convenor line manages project staff supporting work		Ongoing	MTF C	MTF, MPAOs, CO, FITO	Happening.
		LINK & Links consider extension funding. Support fund application and reporting, HR and development		Spring Ongoing	CO, FITO	MTFC	Funding application to EFF likely to be known spring 2013. Philip Taylor recruited for Sarah Archer maternity cover from Jan 2013.
		Support advocacy work		Ongoing	MTFC	PO	Ongoing

LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead Support	Progress
3.1 Ensure LINK well governed and managed in line with good practice	Board overviews progress against organisational strategy and annual operating plans supporting that.	Identified leads provide data for reports. Staff collate. OP & KPI progress reviewed by Board.	Quarterly Board meetings held	each quarter	Chair, trustees CO, DO, and other Staff	Strategy action plan considered by October board revised for January 2013 board. Period of transition wrt to how it sits with Network Plan, staff workplans and collection of KPIs. Outcomes of strategic review/refreshed strategy discussed with members in November 2012.
	Work is planned in advance with integrated approach to strategic priorities	MBs indicate own priorities by Sept. TFs discuss plans Aug to send LINK Sept		Q3/4	Chair (CO) Repls, DO, PO,	Members and TFs invited to submit plans, all circulated for Strategic Planning meeting. Some TF plans awaited.
	Network regularly reassesses contexts and priorities & evaluates effort	Board & Networking check integration, consensus needs, tactics, resources. TFs in receipt of DPF evaluate progress to Network. AARs carried out for all projects receiving staff/£s support. New proposals assessed in this context & decisions between relative priorities. Report on website. Priorities pursued.	Networking meetings held quarterly	Each quarter	CO O/DO TFCs, Repls Staff	Strategic review emphasises importance of focussing in, prioritising. Evaluation techniques discussed by October Board with thinking shared with members and TFs at Strategic Planning, November, including new KPIs, yet to be reported against.
	Administer LINK's finances, overview financial strategy, report to OSCR & Companies House	Timely management of ledger for expenditure, invoicing, banking, PAYE & pensions, projects. Liaison with accountant, Treasurer, FSG.	Accounts pass Audit. Projects end in budget	Ongoing	FITO, FSG, Staff, Proj Mgers	Happening
		Budget outturn and forecast prep to month end precede Board meetings (ex June: email July), checked with Acnt.	Outturns ratified by accountants, Treas and Board	Each quarter	FITO Treasurer for Board	Ongoing.
		Close accounts 31/3, sign off with Auditor, send MBs for AGM. Draft narrative for Trustees to sign off. Submit to OSCR and Co House.	KPI 3.1 app by OSCR & Co House.	Q1	FITO, CO Chair, Treasurer, Staff.	Accounts close completed to agreed timetable.
	Regular FSG meetings review LINK's financial & fundraising needs & advise on funding strategy and range of sources.	Keep 3 year forward budget scenarios in prep with available information on sources	Meetings happen;  KPI 3.3 achieved	Q3	FITO, Treasurer CO, DO, FSG	Ongoing. Last FSG meeting June 15 <sup>th</sup> .
	Employment SG supports HR policy and practice	CO / ESG prompt discussion as needed re HR issues and recruitment issues	Advice on good practice applied as far as possible	Q2	CO, ESG Trustees	
	Audit of Trustees' skills is maintained; Trustees share load.	Trustees skills chart kept up to date. Chair leads review to address gaps, share tasks, plan for succession. Chair has 1:1 with trustees to identify issues.	Trustees cover nec. range of expertise	April Board	CO  Chair Trustees	
	Maintain risk analysis to assess threats to optimum operation of network	CO prompts staff and Trustees to contribute to annual review Chair facilitates discussion of appropriate contingencies.	Trustees aware of potential threats / need for action	June Board	CO Trustees, Staff, TFCs Delegates	
	All players understand how to work under LINK name	Staff keep overview of TFs advising on LINK protocols, reporting outputs. Protocols on members' website. New Convenors, Trustees and Member reps inducted.		Ongoing	CO, DO, PO, POA, AISO	PO attendance at TFs continues as appropriate Refreshed strategy indicates further investment in opening doors at Holyrood Change of logo facilitated to reflect sense of community as per board discussions.
	Support LINK Chair & President	Provide briefings; support as required. Plan successions in good time.		Ongoing	CO, PO, DO Trustees	CBI meeting held October General support continues
	LINK operations are sustainably carried out	Board policy informs all responsible for action under LINK name. Events follow policy (re transport, procurement, venue choice, catering). Network procurement prioritises local, recycled, fairtrade, renewable. Policy kept under review.	All active in effort		Chair CO  CO, Trustees, TFCs	Ongoing
		LINK monitors and reports on emissions on core business	Overall emissions reduce y0y		FITO all Staff FITO	Emissions per employee (fte) fell by 24% over the last year.



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	Member bodies are assisted in undertaking appropriate carbon accounting, so that network reputation is safeguarded.	Repeat survey of Carbon Accounting review of member bodies towards end 2012-13			FITO, trustees CO, Board	Not carried out due to capacity.
	Staff are supported and well informed	6-weekly team meetings. Regular one-to-ones (staff / managers). Regular office 'musters'. Notes & actions exchanged for all.	Staff are informed and comfortable with their role		CO lead. VC, CO, PO, DO. All staff.	Meetings and one-to-ones ongoing.
	Ensure staff training	Staff are encouraged to consider and pursue training/ development needed to carry out roles in agreement with their managers and via SCVO, ACOSVO, and other routes identified			Staff member	Ongoing
	Organise and hold the AGM, elect Trustees and office bearers, appoint president.	Members advised in good time of vacancies. Papers reach members in good time.	Quorum of MBs participate, elections held, healthy rotation	Q1 & 2	Chair CO, Staff	Happened for AGM on 23 November. Vacancies filled.
	Organise 4 Board meetings	Prepare agendas, papers, venue, catering, notes and circulation	At least a quorum of trustees for each meeting		Chair, CO staff	Happening
	Organise 4 network meetings per year	Prepare agendas, papers, venue, catering, notes and circulation	Good turnout of members for each meeting		Chair CO staff	November meeting well attended. Note on website.
	IT systems support efficient network communications	IT support and training to LINK staff day-to-day maintenance and backups	No IT impediment to network comms	Ongoing	Suppliers - Shackleton FITO	Happens. Board approved additional spend on solution for issues around speed of accessing shared documents and changes are being carried out at autumn 2012.
		Interface between LINK and IT suppliers		Ongoing	FITO Suppliers – Shackleton	Managed by FITO – Ongoing and good.
<b>3.1 Ensure LINK well governed and managed in line with good practice</b> - continued	Maintain dynamic accessible website	Updated regularly. Carries general information as well as outputs. Used by all as a key resource.		ongoing	Reps DO, POA	POA leads, using Textlynx as backup.. Calendar for events added which members are encouraged to use too, with aim of all being more aware of dates/potential clashes.
	MBs access meeting space	Meeting room Perth is free resource for MBs and TFs, Staff maintain diary, supplies, clean, set up as needed.		ongoing	FITO Perth staff	Ongoing, very well used. Owing to reduced staff cover, room is no longer available to be booked for Fridays and weekends, although bookings currently in the diary will be honoured if possible.
		External use is billed			FITO	Ongoing
		Meeting space available and drop-in encouraged at Edinburgh office			PO, POA	Continues
	Outputs / reports archived	Master copies reports kept & sent to Scottish and British national libraries. All LINK outputs routinely forwarded on production to SNH, SEPA, ScGovt, CoSLA, SPICe & others as relevant.		ongoing	Staff TFCs	Master copy filed electronically. Outputs circulated to interested parties, including library.
	Database in-date and relevant	DB kept under review and in-date. All staff report changes/new info for entry. TFCs/Reps regularly asked for changes. Annual IT meeting assesses.			POA FITO Staff, TFCs	Without AISO in post, responsibilities now shared among staff. Will use temps for major updates.
	Vital Statistics of member organisations maintained	Annual data gathering from membership on core data relating to sector. Maintained on member website		Q2	Reps	2012 Data Gathering completed and on website.
	Fundraising capacity in place to generate core grants from funders and maintain relationships.	WRT confirmed funding strategy, action taken to secure new grants, deliver against existing funds; FSG reviews subscription needs and band threshold annually, calculating subs rate to reach % goal and recommends to Board (for	Budgetted subs income received within time period;	Q1, 3	Treasurer, FITO, CO, DO Funding sub-group	Ongoing.

LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead Support	Progress
		AGM).				
	Subscription income generated from MBs maintains critical autonomy.	Members advised of new rate and offered dialogue before AGM. FITO generates invoices after AGM & manages prompt payments.	No bad debt by year-end	Q3	FITO	Subs payments coming in
	Generate core grants from SNH, SGov, charitable trusts and administer grants internally.	Core grant applications submitted & annual reports to funders. Core grant conditions explained and understood internally. Grant conditions met by all including project managers.	Grantors continue to core fund		DO Proj Mngrs CO, IO, FITO, FSG, PO	Grant report to EFF compiled this quarter.
		Quarterly claims submitted to SNH on time	Grants received	Q1-4	FITO	Ongoing
		Regular meetings held with SNH re grant Trustees meet funders/existing and prospective as needed.	Funders are satisfied		DO PO CO, Chair Trustees	Meeting scheduled for 12 Feb, for staff and chair with IB and Andrew Bachell.
	Generate income for established projects.	SEW sponsorship approaches made Spring for following year Congress approaches when plans allow.	Funding repeats New funders in	Q2	DO PO, CO, Treasurer	HS funding of £5k for 2013 is last of 3 year grant. CNPA and LLTPA sponsoring reception £4k Calor - quiz £3k (last time), SE Web £500. <u>Joint Links actively seeking funding for Marine work beyond 2013. Good news from EFF.</u>
		Approaches to other sources made as openings seen for identified 'projects'		Ad hoc	DO CO, FITO	Exploring HLF bid for funding capacity with other Links.
3.3 Ensure LINK evaluates key activities and the network applies learning to improve corporate	TFs / projects evaluate effort via AARs presented to Network meetings as well as via evaluative reporting on pro-formas quarterly. Assess value over 3 years of LINK contributions (2011/12) Apply lessons to future planning activity. Agree corporate strategy for 2012 onwards.	TFs to evaluate progress against strategic objectives at networking meetings 1 x year Members surveyed for views on value and impact of LINK.	Network reviews and learns from experience	Q1,2 Q4,1 Q1	TFs members Rel Staff, Project managers St groups	Evaluation of work carried out at Strategic Planning Nov.
		Survey opinion formers and decision makers about LINK's impact. Consider survey feedback with Board at awayday & refresh strategy for 2012-15.	External perceptions of LINK's impact gathered to inform refreshed strategy 2012/15	Q1/2 Q1/2 Q1	CO Chair Board/PO staff All actors	Strategy refreshed.