

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
MPAOs	Marine Policy and Advocacy Officers (Nick Underdown, Phil Taylor)		GG	Governance Group (includes Legal Governance subgroup)
MBs	Member Bodies (of LINK)		LG	Land Group established Feb 2013, for task-and-finish by 2014
TFCs	Task Force (and Forum, or Group) Convenors		LTF	Landscape Task Force
Reps	The main Representatives appointed to LINK by the member organizations		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

KEY PERFORMANCE INDICATORS – see final page of this plan

Work area	Work planned to LINK's aims (i) of a sustainable Scotland (ii) being a strong voice to that end	Specific tasks, targets, integration within LINK, wider allies / liaison	Indicators of progress (where provided)	Timing	Leadership and support	Progress
Agriculture	<p>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.</p> <p>2. Input into changes of the agric support used in Scot until 2013 to ensure they are best suited to Scot env.</p> <p>3. Continue lobbying for further CAP reform on a EU scale & dev thinking on how it could best be tailored for Scot Conditions.</p> <p>4. Aim to target funds better at High Nature Value farming inc through Less Favoured Areas Support scheme reform.</p> <p>5. SG policies on climate change & agric that incorporate LINK views.</p> <p>6. As part of the wider LINK group, input into the SLUS work to reflect LINK views.</p> <p>6a. Develop position for agric & woodland</p> <p>7. Scot food policy contains sufficient env'l objectives.</p> <p>8. Soil strategy includes measurable env'l targets.</p> <p>9. Input to review of Scot Organic AP & its replacement.</p>	<p>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)</p> <p>2. Follow up results of Pack review & env'l impacts are suitably assessed. ATF led by convenor (high effort)</p> <p>3. Develop briefings updating <i>Beyond the CAP</i> vision. Discuss UK CAP vision with UK Links. ATF led by convenor (high effort)</p> <p>4. Lobby for changes to LFA as part of CAP reform. ATF led by convenor (med effort)</p> <p>5. Continue involvement in SG Agriculture & climate change stakeholder group. (high effort)</p> <p>6. ATF input to LINK document and Scottish Government's development of strategy. ATF lead on SLUS (med effort)</p> <p>7. Monitor Scottish Government developing food policy, ensure env't not forgotten (low)</p> <p>8. Continue involvement with development of framework (med effort)</p> <p>9. Continue involvement & w. brief (low)</p> <p><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.</p> <p><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</p>	<p>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.</p> <p>2. Movement of SFP away from hist model. Better x compliance measures.</p> <p>3. Production of briefings & UK vision. Use of it by others.</p> <p>4. LFA targeted better at envl delivery</p> <p>4. ATF rep on group.</p> <p>5. Production of ag measures that stand scrutiny against targets of the CC delivery plan.</p>		<p>Led by: Arch Scot/RSPB</p> <p>Bumblebee CT, Butterfly Conservation NTS, RSPB, SWT, WTS, Soil Ass</p> <p>Representation on various groups by ATF members.</p> <p>Parly support for some aspects, e.g. promoting CAP vision</p> <p>DPF allocation (carried forward) for publication of factsheets on CAP.</p> <p>Possible event. (What, when?)</p>	<p>ATF continues to hold Joint meetings with LUS TF and has held meetings 18th Jan & 14th March. J Wordsworth Convener and Amy Corrigan Deputy Convener.</p> <p>Represent LINK on CAP Stakeholder Group (meetings 17/01 & 25/03) & hold monthly meetings with SG officials on SRDP.</p> <p>Supported WCL and EEB/WWF International in lobbying of MEPs in advance of plenary vote in Eu Parliament on CAP Reform & also signed up to WCL Advertorial in The Times 25/03.</p> <p>Member bodies & ATF contributing to Stakeholder input to next CAP/SRDP. Unable & inappropriate to take lead at European level.</p> <p>Made strong environment case to Minister in March and will at last meet the Cab Sec in later April to present environmental case after 2-year gap in LINK's contact with Mr Lochhead.</p> <p>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 11th April and Cab. Sec. on 25th 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 9th May.</p> <p>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.</p>

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Climate Adaptation	<p>Influence the development of SG's Adaptation Framework Sector Action Plans & 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 & 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 & 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 & discussions with members may be needed to inform & seek input/expertise from members of other TFs.</p> <p><u>Allies/Liaison:</u> informal links with SCCS to provide adaptation messages as appropriate. SNH. Adaptation Scotland</p>			<p>Led by: RSPB Soil Assoc; B'life; P'life; Butterfly Cons; SAGS; corresp'g members F'life; WTS.</p> <p>PO support likely sought for briefing MSPs on Adaptation & the adaptive responses we seek from Gov't. – Date unknown.</p> <p>Possible £s for Gap analysis, conf/w'shop, doc on climate impacts on bio & case studies</p>	<p>There has been more opportunity this Q to influence ScotGov regarding the Adaptation Programme. The cons on the Ad Prog is expected next Q (from late April). TF has been able to continue to develop priorities for the consultation & develop relationships with policymakers. J Densham, D Black & A Fairbairn attended the SG adaptation workshop focussed on the Natural Environment theme, organised to discuss objectives, policies & proposals for the AP ahead of a consultation. JD attended a follow-up workshop on the Natural Environment theme; an internal SG workshop to which LINK was invited. The aim was to address issues of the Theme structure raised at the 1st workshop. The outcome was a better structure for the theme & a more coherent & more integrated way forward.</p> <p>JD attended the European Climate Change Adaptation conference in Hamburg http://eccconf.eu/ & presented at a symposium (conference workshop) organised by the Climsave project. The presentation included reference to LINK's work on Adaptation & influencing the Adaptation programme.</p> <p>JD & M Keegan attended a round-table workshop 4/3/13 organised by SG on Extreme Weather events held in Parl, attended by R Lochhead & PWheelhouse. Invitees were able to share experiences & ideas on this topic.</p> <p>LINK provided a written submission to SG after their workshops on Infrastructure & Built Environment, & the Natural Environment to outline LINK TF thoughts on the proposed Objectives, Policies and Proposals.</p>
Deer	<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 & 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>Concern on efficacy of deer management raised in brief with SNH late Feb. SNH suggested a meeting. DTF to take forward?</p>
Economics	<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' & what economy shd deliver; values ecosystem services approach & 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 & bust; illustrates how this can be delivered.</p> <p>Develop advocacy strategy for this. Publish summer.</p> <p>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 & 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>Group agreed late last year a priority list of interests with whom to dialogue.</p> <p>However, WWF convenor-ship of the group ended in February with Dan Barlow's moving on.</p> <p>So, fresh leadership and some additional capacity will be needed if we want to pursue our advocacy strategy on the economics agenda! This merits network discussion.</p>



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Freshwater	<p>Implementation of the FRM Act & promoting sustainable flood management.</p> <p>Pressing Scottish Water and its regulators to improve sustainability & advocating the benefits of sustainable land management.</p> <p>RBMP implementation & restoration of the water environment</p>	<p>Monitor implementation of RBMPs & meeting WFD requirements:</p> <p>Review SEPA's priority catchment work & compliance with diffuse pollution regs, & 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 & leakage, & landgmt. to reduce pollution at source) – early 2012</p> <p>Influence Q&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 & advocate these during 2012.</p> <p>Work with and support Aquaculture group of the MTF during passage of Aquaculture & Fisheries Bill.</p> <p><u>Integration:</u> Some aspects require discussion & consensus with ATF (on diffuse pollution/ land management issues) & 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 & SG Environmental Quality Division & Water Industry Team. There is potential to work on WFD issues and to learn from their experience with water industry. Some MBs communicate & maintain frequent contact with UK colleagues.</p>	<p>1. Compliance with GBRs is increasing & diffuse poll of water env reduced Effective reg in place & adeq'ly enforced to protect & improve water env't</p> <p>Next water industry investment period (2015-2025) has strong emphasis on sust & indic.</p> <p>Measures in place in catchments to deliver multiple benefits. Monitoring & demonstration is underway to show benefits of SLM.</p> <p>Water Act that drives the prot & improm'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 & Aquaculture & Fisheries Bill.</p>	<p>This Q, several TF members have been busy following bills through Parliament (Water Resources Bill and Aquaculture and Fisheries Bill).</p> <p>Meetings attended:</p> <ul style="list-style-type: none"> TF Convenor attending Aquatic Policy Forum (20 March) TF Convenor attending Flooding Policy Stakeholder Group (21 March) <p>TF Convenor was due to attend the SEPA Natural Flood Management group 13/3 & the Diffuse Pollution Management Advisory Group 19/3 but both were cancelled.</p>

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Governance and Legal Governance	<p>Promote debate around and a focus on the way in which Scotland's environment is governed</p>	<p>Referendum initiative re Env/SD Publish strategy, review response, possible press comment.</p> <p>Governance Group:</p> <ul style="list-style-type: none"> Disseminate GM report, seek views and promote its recs via events inc poss conference with wider civic grouping <p>Legal Governance Subgroup:</p> <ul style="list-style-type: none"> informing & supporting work (led by FoES) around environmental justice Influence the 'Gill Bill' Respond to PEOs consultation by SG <p>Key activity next Q 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.</p>		<p>2012-14</p> <p>2012-13...</p> <p>2012-13</p>	<p>1. Led by: FoES Supported by: LINK PO, Plan Dem, APRS, RSPB, WWFS</p> <p>2. Led by : LINK PO Supported by Gov'ce Gp FoES, JMT, Plan Dem, RSPB, WWFS</p> <p>3. Led by: PO Supported by Governance Group. DPF potentially required</p>	<p>21/1 M Church & F McCartney at eNGO meeting in London with DG Environment to raise Scot specific Aarhus compliance issues. Meeting useful as officials have clearer understanding of distinct challenges faced under Scottish regime, & that we are willing to informally assist with further info, & they are likely to be more sensitive to ensuring the Scot position is understood more broadly. Key rec was that LINK maintains regular comms with Commission on the 3 strands; current infringement proceedings; further investigation into UK impl of PPD; & poss 3rd Aarhus Directive – via the LGG. While latter 2 strands are longer term, comms & info will give LINK some leverage to keep pressure on compliance with the PPD & Aarhus generally, & to keep some pressure on SGov on Env Tribunals. Broader issues wh LINK might consider - helpful to have reg presence from Scottish eNGOs at these meetings, briefed by & attending for all network. LINK members sometimes, more could be done to influence agenda & feed in issues affecting the whole network. Some UK staff spoke to Scottish issues, tho' struggled with wider issues & nuances of decisions & politics in a devolved country (not a crit). It is important for us to increase links & comms with the EU, & while indivl NGOs are likely to meet with the Comm, it will be more difficult for smaller eNGOs in Scot.</p> <p>14/3 Mary, Andy, Frances & P Taylor met Justice Directorate Civ Servants to discuss new appeals in Regulatory Reform Bill. The proposals for a new statutory review in respect of Marine Licenses is a departure from what was consulted on last year and is very much what Minister wants. Our key points were that the new appeal will largely benefit developers; that the introduction of a new statutory appeal with a 6-week time limit is daft (& prob not Aarhus compliant) when they are proposing 3 month time limit on Judicial Reviews in Court Reform Bill; & knock on effects this has on accessing legal aid / raising funds / finding lawyers etc. We need to submit written response to same effect.</p> <p>Gov group met in March, discussions continue wrt conference in Autumn 2013.</p>
Land Group	<p>Promote land management meeting SD goals – regardless of types of ownership</p>	<p>Promote LINK thinking on land management to deliver SD goals Gather evidence on advantages of types of ownership in relation to management delivered <u>Allies / Liaison</u> Influence SG's LRR Group and wider consciousness on these issues Interface with not-for-profit LOwnersGroup research.</p>	<p>Influences the debate and the direction of SG's LRRG</p>	<p>Feb 2013 Spring 2013 Summer / Autumn 2013 Summer 2013</p>	<p>Led by RS: Supported by APRS, ArchScot, Badgers, JMT, NTS, RSPB, SAGS, SWLG and others</p>	<p>The workshop suggested at Birnam Aut 2012 was organised by staff for 5 Feb. This agreed on a 'challenge' approach, and a response to Land Reform Review Group has been drafted looking at the principles of land use and management (irrespective of types of ownership). This doubles also a challenge document for publication later spring. The group is seeking a meeting with the SG's LRRG. Wider membership of LINK invited to join/sign-up in support.</p>



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Landscape	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 & 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 & 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 & often restricted due to capacity, though NGOs may have a significant indiv influence.</p> <p>LTF work closely with SNH L'scape Pol team & 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 Depute: Arch Scot Active 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>Convenership passing to John Thomson (SCNP) this spring.</p> <p>Main issues concerning LTF – Hill Tracks/implementation of landscape interests in wider policies eg through NPF & SPP/Land Reform/Access.</p> <p>The TF has not yet agreed a revised position on 'Landscape and Energy' but is working on this and will circulate to wider LINK in due course.</p> <p>Civilscape after some quiet is now updating LINK on actions being carried out to promote landscape values across Europe. The LTF recommends continued LINK membership of this group.</p> <p>Members are working to promote expansion of National Parks in Scotland. SCNP launches its strategy for Parks on 10th April.</p> <p>The next LTF meetings are 17th May and 22nd August.</p> <p>A subgroup of the Landscape and Planning TFs has been formed to lead a campaign on Hilltracks (to influence SG thinking on whether to remove from the GDPO). This was decided at a joint meeting in Feb and the Hilltracks subgroup is led by Helen Todd and Beryl Leatherland. The group is gathering evidence of damage and will submit a bid for DPF support to make its case.</p>



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Marine Taskforce	<p>Our vision for the Scot marine env't is one of healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected, connected & thriving, & coastal communities are sustained.</p> <p>Annual goal: Ensuring effective implementation of the Marine (Scotland) Act 2010. Aquaculture, fisheries & 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 & marine protected areas.</p>	<p>Responding to consultations and SG policy flowing from Marine Act, incl marine planning & planning regions, marine nature conservation, marine licensing & priority marine features, & 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 & 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 & influence of socio-economic factors. Advocacy has taken place through stakeholder workshops, bilateral meetings & direct correspondence. Includes focus on marine renewables strategy as well as some casework.</p> <p>Aquaculture – subset of MTF work & involving other players – detail tbc</p> <p>Fisheries – subset of MTF work – detail tbc</p> <p>Most policy & advocacy work to be carried out by MPAOs with input & sign-off by members of the MTF. They will do this by consulting relevant policy & planning experts within the TF & carrying out further background research where necessary to develop and refine policy, developing briefings & 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 & local marine plans are developed & as plans for offshore renewables develop. Coordination should also take place to incorporate the Landscape TF concerns into the national & regional plans. Preferred communication is through discussion with the Policy & Advocacy officers & 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, & with SNH on Nature Conservation (MPAs); Marine Planning, Renewables - Responding to consultations, bilateral meetings & 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 & MTF with MS & SNH policy that are likely to arise.</p>	<p><i>Nat mar plan configured to deliverSD & protcn&rcvry of Scot mar area. Nat & 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, & 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 & 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>MPAOs continue to focus on MPAs & planning, while TF members lead on other areas. Marine Protected Areas busy period, with few explicitly 'public outputs,' due to a significant internal effort to refresh and focus advocacy strategy/plan & more close-quarter engagement with Govt-led stakeholder groups. Contributions to the MPA Management handbook were submitted in Decr & further work to refine management policy position made during March. On-going advocacy work also building chances of securing full consultation of all 33 recommended MPAs (MTF letter to CabSec, Met with Env Minister, bilateral with MS & telecalls with SNH). Engagement with Parliament's RACCE Committee via Biodiversity & RPP2 scrutiny led to RACCE commitment to monitor implementation of MPAs & NMP. MTF inputted marine into Climate Adaptation TF's contribution to Scottish Adaptation Programme. Strategic comms engagement with Hugh' Fish Fight and English MCZ process led to LINK PR (picked up only by industry websites/online forums) & successfully pushing LINK-angled story on Scottish scallop industry review (Sunday Herald). Network-building effort (Coastal Futures, Scottish Inshore Fisheries Conferences, Marine Tourism symposium), content-gathering, website work continuing in preparation for consultation.</p> <p>MPA Project Advisory Group: Calum Duncan (Chair/MCS) representing LINK on the PAG for the Impact Assessment work, feeding in results of MPA Benefits studies.</p> <p>Aquaculture and Fisheries: Alex Kinninmonth (SWT) continues to lead for the TF. AK represented MTF on the Bill Stakeholder Reference Group & Ministerial Group on Aquaculture. Stage 2 version published March.</p> <p>Renewables: Sarah Dolman (WDC) continues to lead for the TF. Engagement now started with SMRRG. SEA/ HRA steering group meeting for offshore Sectoral Marine Plans, plans to submit a LINK response to MarScot ahead of forthcoming statutory consultation.</p> <p>Fisheries: MTF strategically pushed story on Scallop industry review.</p> <p>Outcome expected April of a further Links' bid for extension funding for the UK-wide marine project and policy & advocacy posts.</p>

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National Park Task Force	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 & 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 & LDP input (to both the Parks' plans)</p> <p><u>Integration</u>: Relates to many TF areas & 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 meetings this Quarter.
Planning Task Force	<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 & 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 & lobbying of Parliament & relevant officials to ensure greater accountability & opps to influence national development designation process.</p> <p>Integration: 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>	<p>Met with Planning Minister as part of RTPI Scottish Planning Forum on 13/12 where Minister announced various planning modernisation measures, including decision not to remove agricultural and hill tracks from the GPDO. LINK expressed strong disappointment & displeasure at this decision. Minister invited us to subsequent bilateral 15/1 where we were able to go in to some detail on Hill tracks, SPP, NPF & unconventional gas. Minister was receptive but clearly not naturally sympathetic to environment issues. More work to do!</p> <p>At PTF in Feb, we met (with LTF members) & discussed Hill tracks, including setting up a Hill Tracks Campaign Group led by Helen Todd and Beryl Leatherland. Sub Group consists of: JMT, NEMT, NTS, RSPB, Ramblers, SWLG, APRS (see under LTF above). We also discussed action for dealing with SPP and NPF3</p> <p>Flagged LINK's key asks of the NPF3 and new SPP guidance at March LINK meeting with Minister. Also stressed LINK disappointment with SG's decision not to remove hilltracks after all from the GDPO, advising that LINK will gather evidence to support the case for their removal.</p>

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Scottish Env'tal Fundraisers Forum	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.	Held an event in the S Parliament on benefits of the Landfill Tax to communities in Jan, with DPF funding. Explored HLF catalyst funding stream, joining Arts & Business Scotland, Archaeology Scotland, BEFS, Greenspace, in partnership bid led by A&BS. Outcome will be known in September.
Sustainable Land Use Task Force	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.	Holding meetings jointly with ATF. LINK supplied quote for SGov press release welcoming announcement of the SLU pilots in Aberdeenshire and Borders. Members attended SGov stakeholder event on the LUS in Jan. Flagged again SLU principles to Minister in March in relation to CAP reform and SRDP.
Wildlife Forum	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'lfe led. Some WF bodies active in support. Staff support with advocacy strategy and events.	LINK briefing for MSPs issued 15/1 for Biodiversity debate 17/1 Successful event in Parliament for Species Champions on 24 th January Four LINK members gave evidence to RACCE Ctte on Biodiversity 30/1 Forum members contributed to Scottish Environment Week seminars 19 & 21 Feb Species champions initiative promoted at Scottish Environment Week reception. Currently 34 MSPs signed up as Species Champions, new section on LINK website. TF met 12/3 - Discussed next steps for the initiative & agreed response to RACCE Committee recs on the SBS. PR issued. Contributed in April to Scottish and Joint Links responses to triennial review of JNCC (with MTF); this strongly supports the continuing need for a UK coordinating role by JNCC.



NETWORK PLAN 2012/13, QUARTER 4 REPORT

Work area	Work planned to LINK's aims (i) of a sustainable Scotland (ii) being a strong voice to that end	Specific tasks, targets, integration within LINK, wider allies / liaison	Indicators of progress (where provided)	Timing	Leadership and support	Progress
Woodland Task Force	Influence future of forestry in Scotland at a time of restructuring and change to strategy	<p>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.</p> <p>The TF, Networking meeting and potentially the Board may consider the document for further action.</p> <p>Re-established Board level liaison with FCS.</p>		<p>April - May</p> <p>May</p>	<p>WTS led with support from RSPB initially. Arch Scot, SWT & Butterfly</p>	<p>Raised the issue of the future of the FCS with the Minister in March. Angus's discussion paper on this going to LINK early April for discussion.</p> <p>Met CEO of FES to discuss our response to Strategic Direction for National Forest Estate & access issues.</p> <p>Met with and wrote to Minister about 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.</p> <p>Tim Hall, Mike Wood and Diarmid Hearn attended 2 meetings of the Scottish Tree Health Advisory Group to represent LINK.</p> <p>Jill Aitken attended the FCS Customer Representatives Group to represent LINK on SRDP2 options discussions and email communications.</p>

Events pursuing LINK strategic aims and involving Members, Task Forces/Forums/Groups, Trustees, Staff						
Net work meets	Quarterly	Latest meeting reasonably well attended, scanned horizon, included TF updates, noted plan to refresh LINK's rolling manifesto, noted areas for integration in spring 2013. Notes at http://www.scotlink.org/files/internal/MembersNetworkMeetings/LINKNetworkNoteJan2013.pdf		January	Staff organised and informed. Chair led. Participants were some trustees, some reps, TF reps, staff.	Well attended meeting held in Jan.
SE Week		This year's Week themed Scotland's Environment Revealed. Sponsored by Historic Scotland, Calor, Scottish NPs and supported by SNH. Full programme including seminars, reception, pub quiz and MSP site visits available at http://www.scotlink.org/public/work/ScottishEnvFestival.php		w/b 18 February		SEW 13 consisted of two seminars, mid-week evening reception, pub quiz and constituency visits. Feedback was very positive, well organised and great opportunities to network.
Work-shops		<ol style="list-style-type: none"> 1. Land Reform Review 2. Transport and Active Travel 		February March	Staff organise. Interested members attend. Any outputs will have member leads identified.	<p>Well attended LR Review workshop held Feb, with short term group formed to input LINK position, led by H Todd.</p> <p>Transport & Active Travel: Discussion to be held attached to next meeting of the Active Travel Alliance. H Todd will report on outcome.</p>
Other projects pursuing LINK strategic aims and involving Members, Task Forces/Forums/Groups, Trustees, Staff						
Election work		<p>Refresh of LINK's rolling manifesto planned from March 2013 during election free year</p> <p>Parli Forum view on election campaigning to be offered 2013</p>				
Build wider alliance		Aspiration of members from LINK strategic review 2012 needs to be pursued in terms of TF work as well as at higher levels within LINK			TFs Board Staff Trustees, President, HFs	Board discussed this (amongst other LINK priorities) at Jan meeting agreeing we need capacity/resource. Further proposal going to Board's April meeting.

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.