

KEY to ACRONYMS

MBs	Member Bodies (of LINK)	ATF	Agriculture Task Force
Reps	The main Representatives appointed to LINK by the member organizations	CATF	Climate Adaptation Task Force
TFCs	Task Force (and Forum, or Group) Convenors	DTF	Deer Task Force
CO	Chief Officer (Jen Anderson)	FWTF	Freshwater Task Force
DO	Development Officer (Alice Walsh)	EF	Economics Forum
PO	Parliamentary Officer (Andy Myles)	GG	Governance Group includes Legal Governance subgroup
FITO	Finance & IT Officer (Hugh Green)	LG	Land Group established Feb 2013, for task-and-finish by 2014
POA	Parliamentary Office Administrator (Rea Cris)	LTF	Landscape Task Force
MPEO & MPO	Marine Policy & Engagement Officer (Nick Underdown) and Marine Policy Officer (new incumbent being recruited, following Lawrance Ferns' departure and Sarah Archer's decision not to return to the post from her mat. leave)	MTF	Marine Task Force
FSG	Board's Finance Sub Group – overseeing LINK's financial strategy	NPTF	National Parks Task Force
SEW SG	Scottish Environment Week Steering Group	PF	Parliamentary Forum
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
		WCTF	Wildlife Crime TF
		WF	Wildlife Forum
		WTF	Woodland Task Force

Key Performance Indicators – For which data will be collected twice yearly from TFs and Forums and Groups, from Staff and Board, in September and March.

Strategic Objective 1: Advocating for a sustainable Scotland

Outcome KPIs:

1. **Scottish Parliament increases its scrutiny of our delivery of environmental commitments.**

Eg: Parliament scrutinises delivery against appropriate targets in Scotland's National Performance Framework; National Planning Framework 3 reflects Government's environmental commitments; Marine Act implementation is robust about environmental principles; marine renewables strategy is developed in response to agreed monitoring policy; and other 'asks' for example the proposals set out in LINK's 'Governance Matters' publication, are met.

2. **Government expects to deliver cross-compliance consistently across departments in ways that respect the needs and importance of the environment.**

Eg: principles of the land use strategy guide decisions being made by Government and Ministers on NPF3, in the reform of CAP, and in other related policy areas

Output KPIs:

- A. **LINK manifesto asks are increasingly picked up by parties' manifesto-writers and are reflected in the manifestos of the main political parties.**
- B. **External stakeholder groups in which LINK is involved contribute to policy development for Scotland which respects the needs and importance of a healthy environment**
- C. **LINK events attract desired audiences (from among decision-makers, opinion formers and wider civic Scotland) and contribute to development of policy which respects environment.**

Strategic Objective 2: Being a strong voice for the environment

Outcome KPIs:

3. **Environmental input is sought via LINK to contribute to a wider range of high-level stakeholder groups/discussions.**

4. **LINK positions are understood and influence national policy with environmental governance in Scotland improving as a result.**

Eg., we pick up citations in official record of Parliament, we get affirmative feedback at meetings with decision maker and when we seek critiques of our work. (base line at 2010-2012 is 'not so good', evidenced in LINK's 'Environment & Law' and 'Governance Matters' reports)

5. **LINK continues to have good, regular access to decision-makers including Ministers who want (or know they need) to know LINK's views.**

Eg. regular meetings with Environment Minister continue, LINK is involved in all relevant forums, issues raised by LINK at meetings with decision-makers and opinion-formers are taken forward by policy makers

6. **Government strategy on some issues key to LINK reflects understanding of the diversity of views across society and addresses these 'in the round'.**

7. **Media coverage of some issues key to LINK reflects maturity of treatment about what is good for Scotland and its environment.**

Output KPIs:

- D. **Collective position statements (including briefings, publications) are published by LINK to decision-makers and civic society on key priorities reflecting the range and diversity of interests across the LINK network. (At least 15 per year, with at least 5 signatories each, draw from at least 8 task forces in which at least 3 members are actively involved and which meet at least 4 times a year)**

- E. **Face-to-face exchanges between representatives of LINK and decision-makers and opinion-formers (MSPs/MPs/MEPs, Ministers, senior government officials and business leaders) on agreed key policy priorities indicate that LINK positions are respected and of influence. At least 25 exchanges per year reflecting breadth of LINK agenda.**

- F. **Internal seminars/workshops/trainings on current issues or skills needs are arranged by LINK for members, are well attended and give positive feedback about the value in terms of knowledge exchange and capacity building. At least three per annum.**

Strategic Objective 3: Efficient effective accountable network:

Outcome KPIs:

8. **The network is live to the diversity of member interests and views, robust about dealing with consensus, confident in expressing positions**

Eg., internal discussion (TF meetings, Network meetings, Board meetings) regularly identifies where consensus matters and where consensus is not a goal. Members are encouraged to be clear about differences and impact of these, and to see that diversity as a strength and ensure their advocacy capitalises on the diversity. TF planning more explicit on strengths within them via Operating Plan. Reporting strategic decision on priorities clearly internally, using network meetings, board report, meeting notes, trustee contact with members etc.

9. **Citizen led national level NGOs with objectives in common with LINK's want to be members of LINK (base line is 34 members at 2012 – it should be unthinkable for solvent eligible orgs to not join up).**

10. **Annual Network Plan reflects considered discussion and priorities and engages at least 75% of members in its delivery.**

Eg., annual strategic planning meeting gives members a platform to present on their directions, allows the network to collectively sign off on 4-5 priorities for joint work ahead with up-to-date intelligence about goals and working contexts, ensures areas for cross-working are clearly sign-posted with the leads (responsible for integration) identified

11. **Turnover on Board reflects proactive nomination of people from the network who bring important relevant experience to governance**

12. **Business support for LINK (as Business Supporters or event/initiative sponsors) represents 10% of income by 2015/16**

13. **Membership funding underpins 55% of essential services by 2015/16**

14. **Government/public sector funding anticipated for 2015/15 represents no less than 25% of total income sought**

Output KPIs:

- G. **An annual operating plan of the network's intended work is prepared with Member, Taskforce and Board input, and is subject to twice yearly review and evaluation.**

- H. **The percentage of funding sourced from members holds steady at 50%-60% of the cost (annually reappraised) of 'essential services' with no over-reliance on any other single source of funding but a basket of complementary funding which allows LINK to pursue objectives and retain its independence.**

- I. **There is proactive engagement by all members across at least 3 areas of LINK policy & governance activity annually (75% base line at 2012)**

Work area	Work planned towards objectives of: sustainable Scotland; strong voice for environment; and effective, efficient, accountable network.	Specific tasks, targets, timings and indicators of progress where provided	KPIs most relevant	Leadership and support	Staff roles/ Funding	Integration within LINK	Wider allies and liaison	Progress
Agriculture TF Vision: Working for sustainable agricultural systems that produce healthy food, protect natural resources and enhance wildlife, habitats and cultural heritage, & provide jobs in rural areas, contributing to a diverse rural economy.	<p>1. Impl of an SRDP contributing to ATF goals for sust agric sector and delivers max poss. env'l & other public benefits.</p> <p>2. Input to changes of agric support in Scot to ensure best suited to Scot env.</p> <p>3. Lobby for further CAP reform on EU scale & dev thinking on how it is best tailored for Scot conditions.</p> <p>4. Aim to target funds better at High Nature Value farming inc through Areas of Natural Constraint scheme.</p> <p>5. Seek SG policies on climate change & agric that incorporate LINK views.</p> <p>6. As part of the wider LINK group, input into SLUS work in Scotland.</p> <p>6a. Positioning on agric & woodland.</p> <p>6b. Position re. landscape/rec & bio.</p> <p>7. Ensure Scot food policy contains sufficient env'l objectives.</p> <p>8. Ensure soil strategy includes measurable env'l targets.</p> <p>9. Input to review of Scot Organic AP & its replacement.</p> <p>10. Develop position & env'l input to Advisory Service SRDP/CAP from 2013.</p>	<p>1. Continue involvement with SRDP PMC (RSPB) & CAP Stakeholder Group (Arch Scot/RSPB). Input from other ATF members to working groups.</p> <p>2. Contact MSPs, SG and other externals re. LINK positions. Develop & sustain LINK positions on sustainable CAP/SRDP.</p> <p>3. Develop more position papers & promote</p> <p>4. RSPB/SWT & NTS continue to lead on promoting HNV. Work more with SCF</p> <p>5. Work with Climate Change TF (RSPB/SWT)</p> <p>6. Agro-forestry work with SGRPID & FCS (WTS/RSPB/SWT) Landscape (incl hist env) & built into agri-env & rest of SRDP Measures (Arc Scot/APRS & NTS). Input from other ATF members. Recreation (Ramblers& ?JMT)</p> <p>7-9. Develop LINK positions (Soil Assoc) Input from RSPB & others such as Marine TF</p> <p>10. Promote best practice model (RSPB/Arch Scot & input from all ATF)</p>	KPIs 1 – 8, & B, C, D, E	Led by: Arch Scot/RSPB APRS, BBCT, BCS, JMT, NTS, PL, RS, SCNP, SAS, SWT, WTS. Represent ation on various groups by ATF members		Work closely with Land Use Strategy TF and also linked to Biodiversity, Climate Change, Freshwater, Landscape & Woodlands TFs as appropriate, as Rural Development funding central to rural economy & environment.	Links with SAC, SCF, SCVO & others on CAP Stakeholder Group Contacts with SG Natural Resources and SNH Rural Resources Divisions. Liaising with WCL on Joint Link work. Contacts with EEB through member bodies (eg RSPB work with Birdlife)	<p>The ATF has been actively involved in discussing next CAP and SRDP with SG & other stakeholders. Meetings: 25/4 Cab Secretary, SG commitment to Greening Workshop(?28/10). Letter followed from LINK Chair. CAP Stakeholder Group meetings 17/5, 04/7, 11/9. Billy Mackenzie SG SRDP Programme Director 10/4, 10/7, 20/8, 20/9. Letter sent Alyn Smith MEP re.co-financing of SRDP payments. Extensive work & liaison by Amy Corrigan with SG Natural Resources & SNH over biodiversity options in next SRDP (special Biodiversity Targeting WG set up for this), also involving Wildlife Forum. Frustrating! Consultation responses submitted on SRDP 1st stage & EU Structural Funds (June). Liaison with Joint Links. DPF Vision Report commissioned Alan Boulton/Richard Lockett. LINK Workshop held 18/9 to develop this. Overall impact: ATF has probably not changed anyone's opinion or position but have laid down markers that the environment is a significant interest in CAP debate. We could of course do more but capacity is a big issue.</p> <p>J Wordsworth (AS) stepping down as TFC in Jan 14. Diarmid Hearn (NTS) succeeded Amy Corrigan (RSPB) as depute convenor, & will step up as TFC.</p>
Climate Adaptation TF Vision: that Scotland's biodiversity is enabled to able to adapt to the impacts of climate change.	<p>The natural environment is enabled to adapt to the impacts of climate change.</p> <p>Influence the development and implementation of the Scottish Government statutory Adaptation Programme (likely in 2013).</p>	<p>The CATF plans to influence the development of the Scottish Adaptation Programme to the end of 2013. Then needs to decide on its future post publication of the SAP in Dec 2013 as development of the SAP is likely to be mainstreamed across Government.</p> <p>Develop LINK's response to Government proposals and positions – up to Feb 2013 (end of consultation period);</p> <p>(Meeting with Scottish Gov't to discuss Gov't's draft Adaptation Programme pre consultation – Oct/Nov 2012; Produce a LINK response to the Programme consultation – Feb/Mar 2013; Meeting with Scottish Government and other decision makers to advocate LINK policy on Adaptation – ongoing, specifically by Feb 2013; Seek the RACCE Committee to scrutinise the draft Programme – Jan 2013)</p> <p>Work with SNH & other partners to influence the implementation of the Programme – ongoing from Mar 2013.</p> <p>Seek membership of any Adaption Stakeholder Group if constituted. Remind SG of LINK belief in the importance of formal but effective Stakeholder engagement – ongoing.</p>	KPIs 1 – 8, & B, C, D, E	All to be actioned by the TF members – Overall responsibility to the Convener. Led by: RSPB SAS, PlantL, BugL, BCS, SAGS, SWT, Corresponding members FrogL, WTS,	LINK PO support for briefing MSPs and contact with RACCE – Early 2013. Perth Office staff for support with procedures of sharing with other TFs & for access to website.	Work with TFs is likely to be needed in pushing for development of key SAP policies in the future.	CATF has informal links with SCCS to provide adaptation messages as approp. TF will work with Ad. Scot where approp to provide adaptation messages & advice. Contacts: SGov Ad Team SNH - Ecosystems & Climate Change Strategy	<p>Focussed on influencing the Scot Climate Change Adaptation Prog before & after the draft was published for consultation by SG. No TF meetings held, liaison via email. Produced Briefing– A Scottish Climate Change Adaptation Programme (13/6) ; PR- Scottish Government attempts to 'keep quiet' on it's Climate Change Adaptation Strategy (28/6) TFC helped to organise, presented & led discussion at Natural Environment Session of Scotland's Adaptation Conference – 9/9/13. LINK was a 'supporter' of this session & logo appeared on the conf prog & during the session. Responded to SG Consultation (Sept 27th 2013) Meetings held with SG Adaptation Team – 13/5 & 16/7; Claire Baker MSP to discuss the SAP 13/6: Gov plans for consultation were explored with Cab Sec at LINK's meeting June. RACCE committee plans an inquiry into the draft SAP & climate adaptation & has asked LINK to give oral evidence. SG seeking TF input to draft strategy doc which will accompany the Prog – TF to meet Oct to discuss. Overall impact: We have won significant improvements to the draft SAP pre-consultation and we will continue with our advocacy to December 2013.</p>
Deer TF Vision: Ensure sust populations of native deer	Liaison with SNH re Deer Management Issues and Wildlife Management Strategy.	<p>Promote sustainable deer management policy for Scotland which ensures other Scottish targets/objectives can be met/delivered.</p> <p>Will respond to FCS Deer Management Consultation.</p>	KPIs 1 – 7, & B, C, D, E	TFC Duncan Orr- Ewing, RSPB	None required		SNH, Deer Management Groups.	<p>No reports received. A 'deer plus' discussion was organised in August for DTF plus other TFs sharing concerns about deer management. Agreed to produce a paper setting out the case for stronger</p>



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species which play positive roles in Scot ecosystems & contribute to rural economy		Meeting with SNH planned (Eileen Stuart).						management and to encourage RACCE inquiry into this (expected winter 2013/14); this paper is in prep (Mike Daniels leading). Meantime the DTF have published a context and policy paper on LINK's website . DTF have also written to the owner of Feshie Estate expressing support for the estate's approach and offering to meet.
Economics Forum Vision: influence the current debate on economics in Scotland.	Contributing to debate on need for other measures alongside GDP.	Wants to meet others across the policy community – ranked in order of priority in relation to impact and influence - on issues raised in our 2012 report on 'a flourishing Scotland'. Seeking leadership (no convenor). Involved in meetings with business networks with Ross.	KPIs 1 – 8, & B, C, D, E	WTS, FoES, RSPB, NTS, HWDT, JMT, MCS, P'life, SWT, SCNP	Staff support for coordinating meetings with externals.	Over-arching issues important in securing change. TFs and members draw on report in their comms.	Forum's intent is to meet with external interests including business, unions, academics and others.	Successful funding bid for part-time post to support this agenda around alternative measures of success, steered by a 'project delivery group' of the Economics Forum. LINK Chair contributing between spring and now to J Swinney's National Performance Framework roundtable review, getting some traction working with allies. To influence this, the Forum is updating the NGOs' 2011 briefing on the NPF with Oxfam to publish shortly. Parliamentary briefing circulated welcoming Oxfam report 'Our Economy' LINK evidence submitted to SP Finance Ctte on NPF & budget (29/8).
Food Forum	Aiming to focus on environmental issues concerning food – from seed to recycling. To operate in parallel with the Agriculture, Marine and Sustainable Land Use Task Forces, all of which are currently heavily committed in workload terms and none of which feels it can focus on food issues properly.	In October 2012 the interested parties agreed to: work largely as a correspondence group meeting when circumstances require; establish proper comms with interested Task Forces; be in charge of the appropriate bits of the LINK rolling manifesto.	KPIs 1 – 8, & B, C, D, E	Soil Asscn convening, Laura Stewart, SAS, RSPB, SAGS		Cross TF forum, mainly Agri, Marine, SLU		No action
Freshwater TF Vision: sustainable use of water resources, restoration, pollution reduction, sustainable land use and investment in natural flood management, to support a healthy freshwater environment that can facilitate adaptation to climate change	TF vision: Sustainable use of water resources, restoration, pollution reduction, sustainable land use & investment in natural flood management are supporting a healthy freshwater environment that can facilitate adaptation to climate change. key tasks are based around: • implementation of the FRM Act and promoting sustainable flood management • pressing Scottish Water and its regulators to deliver sustainable land management in drinking water catchments to deliver multiple benefits & facilitate climate change adaptation. • Seeking a more sustainable water industry that fulfils all of its statutory duties (e.g. in relation to biodiversity conservation & climate change) & is taking steps to drive down leakage & encourage water efficiency in households & businesses. • reducing diffuse pollution, restoring water bodies & implementing Scotland's river basin management plans.	1.Track the implementation of WFD, RBMPs and measures: Review SEPA's priority catchment work & compliance with the diffuse poll regs, & press for enforcement of regs. Use LINK place at DPMAG to influence action on DP Resp to cons on Restoration Strat & press for it to be effective & ambitious Review prog of the implementation of the RBMP Programme of Measures Resp to cons on work prog for 2nd cycle RBMPs (2015-2021) Influence SEPA's Environmental Reg agenda & the Better Reg Bill through consultation responses, evidence submission, meetings etc 2.Influence FRM Act implementation to deliver sust flood mgt: Respond to upcoming formal cons, maintain dialogue with SEPA & use LINK place on NFMAG to press for SFM delivery. Use RSPB & LINK places on local flood advisory groups to advocate natural flood mgt. Engage with dev of the assessment of how restoration or enhancement of nat features could contribute to FRM (Section 20 of the Act) Advocate SUDS must be sust & well designed & constructed to maximise bens for biod'y. Ensure planning policy & flood mgt guidance conveys these messages. 3.Influence water industry to improve sustainability (reduce abstraction & leakage, and adopt sust land mgmt) Work with SW so that their sust land mgt projects in the current investment period (until 2015) are delivering multi bens. Through the passage of the Water Resources (Scotland) Bill, ensure: •Sust land mgt in drinking water catchments to tackle pollution at source •Recognition of peatland as a water resource and p. restoration as a	KPIs 1 – 8, & B, C, D, E See also own IOPs (column to left)	Convenor Lisa Webb, RSPB Scotland Froglife, SWT, Buglife, NTS, Ramblers.	PO assistance may be required for FWTF work on the Water Resources Bill.	1.With other LINK TFs/ Economics Forum	Working with SEPA, SNH & FCS on a range of FW policy issues. Frequent liaison with SNH and SGov Env Quality Division & Water Industry Team. FWTF not currently working with UK or EEB colleagues but there is potential to work on WFD issues & learn from their experience with water industry.	Members that meet & actively take forward work include RSPB Scotland & SWT. TF does get comments & sign-up from corresponding members on consultation responses - Buglife, Froglife, NTS & Ramblers. No WWT rep since Dave Fairlamb's (was also Depute departure). TFC attended SEPA Natural Flood Mgt meeting (23/4) •TFC attended Diffuse Pollution Mgt Advisory Group (2/5) •TFC attended ScotGov's Hydro Nation Forum (5/6). Although not solely FWTF issue Lisa Webb and Alex Kinninmonth are on the LINK Regulatory Reform Bill team (with Andy Myles & Eva Groeneveld WWF) In that role, activity has included Bill team meetings on 16 May, 30 May & 1 August & submissions of oral & written evidence to RACCE and EET Committees. TFC met SEPA & SNH at the Aquatic Policy Forum on 10/9. , a useful Chatham House rules forum for informal discussion & info exchange between LINK & agencies on freshwater issues. Discussion included implementation of the Flood Risk Management Act, SRDP & SEPA's CAR regulations. TF members have had discussions with SEPA & ScotGov in relation to the Reg Reform Bill. LINK response submitted to SEPA's Scottish Pollutant Release Inventory (SPRI) 17/7.

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		means of improving water quality. •Approp safeguards to ensure green light is not given to large scale abstractions that damage env't. •Water ind taking significant steps to reduce GHG emissions, drive down leakage & promote water efficiency. Influence Gov's 'Hydro Nation' vision Influence WI investment period (Q&SIV, 2015-2025) thru consultations, stakeholder w'shops & meetings with SG Water Ind Team.					Various members in regular comms t with UK colleagues.	
Governance Group	Governance: To recruit more active members Slowburn project to raise the profile on these important governance issues in Scotland.	Governance: To plan & hold a public event to discuss/promote the issues in <i>Governance Matters</i> . This depends on the identification/recruitment of suitable partners/funders to enable conference to be adequately resourced and to effectively raise the profile on these issues in Scotland. Preference is for good but delayed, than soon and half-hearted. Also convening discussion (May) on forestry governance (see Woodland TF below).	KPIs 1 – 8, & A, B, C, D, E	Gov'nce Group , led by RSPB with PD, JMT, staff.	Conference requires funding and admin support. PO providing coordination & support.	Find out if wider LINK network wish to support a call for an environmental tribunal on back of env courts research		Responses to Referendum Challenge received from Better Together and Yes campaigns, after some prodding. Covered in Sunday Herald early October. LINK will coordinate a debate between the campaigns in early 2014, advising them in advance. Governance Group met August and also discussed: Blurred boundaries on charities; 2 lobbying bills (on agenda for next ministerial meeting); doing some research into the current rules surrounding voting by councillors and others.
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Legal Governance Sub-group	Legal Governance: Continue to engage with civil servants wrt. issues and processes important to environment and NGOs	Legal: feed Scottish angle into ongoing infraction proceedings against UK for non-compliance with PPD - engage with Scottish Government re ongoing Gill civil justice reforms - publish and launch (or support publication and launch) of FoES Environmental Courts research		Legal Gov'nce led by FoES, with APRS, BSCG, PD, RSPB, WWFS, Frances McCartney	PO supports			Legal Govce: Key activity will be around launch of Environmental Tribunal / Courts research. Group /LINK needs to propose and agree what broader LINK involvement is, and ideally come up with shared ask. Continue to monitor and input to Scottish Government legal reforms. LINK request to Minister to consider environmental courts was declined in correspondence this summer.
Land Group Vision: Land management which meets SD goals whatever the ownership	Input to Scottish Government's Land Reform Review process 2013-14 to influence thinking and direction on future land use and management.	Identify issues/barriers for SG's LRR group to explore. Gather evidence on advantages of types of ownership in relation to management delivered. Respond to LRRG. Publish challenge document and develop advocacy strategy. Plan to meet LRRG to discuss our submission to the land reform review.	KPIs 1 – 8, & B, C, D, E	Led by RS supported by AS, APRS, SB, JMT, NTS, RS, RSPB, SAGS, Sustrans, SWLG	PO & CO setting up meetings with LRRG, A Wightman. PO wrote submission. Likely PO continue w meetings to April 2014 when LRRG report due.	Cross-refer to NGO L\Owner Gp research. Also DTF, WTF and others.	A target is the SG's LRR Group and process	No meetings since April, members have been kept informed of any news relating to the Land Reform Review Group by occasional email from AM/HT. Continue to seek meeting with LRRG. Widely supported submission to LRRG sent early May to the Group plus posted on the LINK website (and some other TF member websites). A revised version is being sent to Scottish Affairs Committee shortly. Likely to call future meeting to discuss progress/advocacy plan as the LRRG process continues (it reports to ScotGov in April 2014). Still trying to secure meeting with LRRG (meeting resistance); also to meet Andy Wightman (November).
Landscape TF Vision: to promote EU Landscape Convention, and make landscape a priority concern for Scottish Government	A Seek to ensure landscape concerns are integrated into all relevant areas of Scottish Government policy B Promote positive management of relevant protected areas C Raise levels of understanding of landscape within LINK D Exchange information about current landscape-related issues	A1 Prepare and promote LINK Landscape and Energy statement A2 Promote European Landscape Convention and Scotland's Landscape Charter B1 Encourage continued debate of national strategic issues regarding management of existing National Parks and designation of additional ones B2 Encourage active management of National Scenic Areas and Local/Special Landscape Areas B3 Take active part in SNH Protected Areas Review C1 Seek appropriate opportunities to direct internal advocacy on	KPIs 1 – 8, & B, C, D, E	John Thomson, APRS/SCN P convenor from May 2013 AS, Depute, JMT, NTS Rambler,	Staff support sought and obtained for November 2012 workshop and will assist finalising Landscape &	Major joint workshop arranged to seek consensus with all other member bodies & TFs re draft Landscape &	Indiv MBs in reg contact with MCoFS. Regular liaison with SNH. Annual mt with Andrew Bachell. UK via bilateral	• No substantive progress finalising Landscape & Energy statement, although there remains a desire to get a doc into the public arena emphasising that renewable energy devt should not be pursued at unacceptable cost to Scotland's landscapes, with as broad a support across the LINK m'ship as can be achieved without unduly diluting the message • TF welcomed the heightened degree of protection offered to wild land in the draft NPF3 & draft revised SPP & agreed that everything poss should be done to defend this



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with protection, restoration, enhancement of landscapes as integral part of sustainable Scotland		<p>landscape issues towards other LINK member bodies</p> <p>C2 Ensure landscape concerns integrated into all LINK statements and publications</p> <p>D1 Share information on current landscape-related casework, seeking consensus where possible</p> <p>D2 Share information on development of policies for wild land protection</p> <p>For all actions who, when and indicators require joint discussion at forthcoming TF meeting</p>		SCNP SWLG, Bob Aitken Hon Fellow Dorothy Breckenridge (observer)	Energy Statement	Energy Statement Convenor	contact with l'scape bodies operating in rest of UK, CNP, CPRE, NT & JMT. Member of CivilScope, EU network.	<ul style="list-style-type: none"> • TF lent support to the initiative by some of its member orgs to undertake research designed to convince Ministers of the need to remove the permitted development rights currently enjoyed by hill tracks (see under planning) • TF expressed concern at the reported dearth of landscape measures in the plans for SRDP 2014-2020 & agreed that steps needed to be taken to rectify this • TF learnt with dismay that Ministers had not responded to the strong wish expressed at the Nov 2012 Landscape conf for the re-establishment of the Scottish Landscape Forum & agreed that the case for this should be pressed further • TF confirmed that landscape impacts, partic those of deer fencing, were significant source of concern in current approaches to deer mgt. • Laura Campbell, SNH attended the August 2013 meeting, gave a presentation on SNH's landscape research prog.
Marine TF Vision: healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected, connected and thriving, and coastal communities are sustained.	<p><u>Annual goal:</u> Ensuring effective impl. of the Marine (Scotland) Act 2010. Aquaculture, fisheries & offshore renewables are also important areas for potential collaboration although capacity is ltd. Collective work on these sectors is likely to focus largely on how they interact with the provisions of the Marine Acts e.g. marine planning & marine protected areas.</p> <p><u>Tasks:</u> Responding to consultations and SGov policy flowing from the Marine Act, with a focus on marine planning & marine protected areas. The TF will also increase its advocacy & campaigns activity to increase awareness & support for MPAs among the public & Parliament. The wider MTF maintains its interest in engaging the broader issues flowing from the Marine Act (e.g. marine nature conservation, marine licensing and priority marine features) as well as responding to consultations & policy relating to other drivers such as offshore renewable energy development, aquaculture & marine litter. Concerted advocacy will be needed where concerns exist about unsustainable elements of policy & 2ndry regs flowing from the Act. This has already happened to date regarding MTF members concerns about an incomplete approach being taken to implement an ecologically-coherent MPA network, with the omission of important feature data & influence of socio-economic factors. Advocacy has taken place through stakeholder workshops, bilateral meetings and direct correspondence.</p>	<p>MPOs will undertake the majority of the policy, advocacy & campaigns work relating to marine planning & MPS with in-put and sign-off by TF MBs, via comms & consultation with MTF policy & planning experts & carrying out further background research where necessary to develop and refine the MTF's policies and positions. The MPAOs together with TF MBs where required will develop briefings, policy documents & advocate MTF policy to SG Officials, MSPs & relevant contacts. The TFs campaign work will be coordinated by the MPAOs, however, member input & cooperation to deliver the agreed campaign strategy will be required. For other work areas (renewables, aquaculture etc.), MTF MBs will lead & be responsible for developing & promoting LINK MTF policy. As above, in-put and sign-off will be required from TF MBs. 'MTF policy timeline (Q1 2012 – post 2012) supplied for work areas and associated leads.</p> <p><u>Indicators of progress:</u></p> <p><i>National marine plan is configured to deliver sustainable development, the protection and, where appropriate, recovery of the Scottish marine area and Good Environmental Status under the Marine Strategy Framework Directive regulations.</i></p> <p><i>National and local marine plans are underpinned by Marine Ecosystem Objectives</i></p> <p><i>Scottish marine regions cover all the Scottish marine area</i></p> <p><i>Plans for the MPA network are deemed to be ecologically-coherent, including appropriate representation, replication, connectivity of features, and integration with the wider UK network exists</i></p> <p><i>MPAs are well-managed; Inshore Fishery Plans are integrated with local marine plans</i></p> <p><i>Wider seas measures such as Inshore Fishing legislation are being used in order to deliver marine conservation benefit.</i></p> <p><i>The Marine Litter Strategy includes recommendations considered key to helping halve the amount of litter on our shores by 2020</i></p> <p><i>The Fisheries and Aquaculture Bill and amendments to existing policies deliver key MTF outcomes</i></p> <p><i>Sectoral Plans for marine renewables are integrated with national and regional marine planning and help deliver marine ecosystem objectives/GES</i></p> <p><i>Interim indicators: National press coverage of Marine (Scotland) Act implementation processes/issues and majority positive feedback/support</i></p>	KPIs 1 – 8, & B, C, D, E Also own IOPs (see column to left)	Convenor: Calum Duncan (MCS) Deputy Convenor: Sarah Dolman (WDCS) Reporting to LINK: Nick Underdown and Phil Taylor (Marine Policy and Advocacy Officers) taskforce members: HWDT, MCS, NTS, SOC, RSPB, SWT, WWFS, WDCT (all required to sign off work) Nick and Phil major on MPAs and marine planning.	None anticipated at present. Although potentially some assistance required for Parliamentary event in late November (logistics, planning, etc.).	Coordination with the Planning TF will be important as the national and regional marine plans are developed. MTF would also like to engage with the PTF on energy/renewables issues as offshore renewable plans develop. Initial contact can take place through the MPAOs, although further discussions will need to take place with interested/lead MTF members. Preliminary discussions on food & food security will also be take	Marine Scotland teams: Marine Nature Conservation (MPAs, seals); Marine Planning; Marine Renewables; Aquaculture; Marine Licensing SNH teams: Nature Conservation (MPAs); Marine Planning, Marine Renewables Anticipated liaison: responding to consultations, bilateral meetings, communications, stakeholder workshops/steeering groups Meetings with the MPA teams (Marine Scotland/SNH) have taken	<p>MPOs focused on MPAs & planning, while MBs led on renewables, aquaculture, fisheries. Before launch sustained Parly advocacy secured RACCE scrutiny of marine issues in a 3 part evidence session (LINK MBs participated in the stakeholder roundtable component) - raised profile of topical marine issues generally in Parl & yielded progressive statements from Cab Sec highlighting that protection of the marine envt was priority of legislative requirements. Parl work via MBs (RSPB advocacy, WDC & MCS petition/pledge hand-ins) provided timely campaigns momentum .In parallel, stakeholder engt work led to joint-signing of a letter to Cab Sec on the MPA process & likely helped secure political will to progress 33 MPA recs to cons stage. Parl engt led to MTF presenting at influential x-Party Group on recreational boating & marine tourism.</p> <p>Close-quarters engt with MPA process sustained incl vital advocacy via MPA Project Advisory Group on the Sustainability Appraisal of MPA proposals. SG's launched Planning Scotland's Seas cons package, July) & means that proposed MPA sites are treated in law 'as if designated.' Now 'policy protection' for 34 species & habitats included in prop MPA sites until the cons process ends & the Env Sec approves/refuses each site designation. Coordinated media outputs helped put marine issues on Scot's media agenda; positive online, broadsheet & radio coverage of most planned spikes in the campaign (report to Parl, announcement of MPA/NMP cons & launch of e-action).www.savescottishseas.org provided go-to site for news & info about mar cons in Scot, with dedicated webmap providing improved public access to the MPA props (combining refs to interpretive info from the 3 official, but separate source sites: Marine Scot; JNCC; SNH). 4 MBs (MCS, RSPB Scotland, SWT & WDC) directing co-ordinated member campaigns to secure positive responses to MPA cons & MTF devd e-action for other 4 MTF MBs to push. Other campaigns & public eng work included engt with opp flagged by a community-level campaigner & the</p>



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		<p>via social media channels</p> <p>These IOPs will be judged based on final policies produced by the Scottish Government e.g. measuring whether the national marine plan delivers sustainable development can only be based on how the plan is drafted rather than an assessment of every activity or decision on the coast and at sea over a more protracted timescale..</p> <p><u>Expected timings:</u></p> <p>October 2012: Aquaculture and Fisheries Bill introduced to Parliament.</p> <p>December 2012: Ministers receive advice on 'options' of MPAs from Marine Scotland. Minister to update Parliament later in the month. Public consultation on potential MPAs expected Summer (June)* 2013. Formal designation of sites anticipated end 2013 (likely to overrun). NB: it is unlikely that all sites will be included in this first 'tranche', therefore further consultation expected on additional sites to complete the network.</p> <p>End 2012: MPA management guidelines for consultation expected.</p> <p>Summer (June)* 2013: consultation on wave sectoral plan and tidal sectoral plan and refreshed offshore wind energy sectoral plan.</p> <p>Later 2013: publication of wave, tidal and revised offshore wind sectoral plans.</p> <p>Summer (June)* 2013: Formal consultation expected on National Marine Plan. Final Plan to be published end 2014.</p> <p>Regional marine plans to be developed after publication of the National Marine Plan.</p> <p>Wider seas measures, such as Inshore Fishing legislation, and other work areas are ongoing (see policy timeline for full timetable – available on request).</p> <p>* It is anticipated that the consultations for MPAs, the NMP and renewables sectoral plans will be consulted on at the same time. With a longer consultation period that 12 weeks.</p>		All tasks need high level effort from Marine Taskforce Members		<p>place via the initial LINK 'Food as Environmental Issue' meeting</p> <p>Regional Marine Planning partnerships (Planning TF) Marine Renewables (Planning TF) Marine Planning and marine/terrestrial crossover (Planning and Landscape TFs) Species champs (Wildlife Forum)</p>	<p>place ahead and following the MPA stakeholder workshops. Aquaculture stakeholder group to discuss the Bill intends to meet monthly during the passage of the Bill. Other meetings with MS/SNH teams take place on a quarterly or <i>ad hoc</i> basis.</p> <p>MTF maintains close contact with other NGOs at a UK level through the Joint LINK network.</p>	<p>Sustainability Dept of Uni of Edin: MBs participated in panel debate/Q&A on Scot mar policy following a public talk. Joint links work on ecological coherence of the UK-level network explored via a JL conf. Sept. Scot level engt on this point being explored via MTF.</p> <p>Aquaculture + coastal salmon netting: The Aq & Fisheries (Scot) Act received royal assent. LINK rep'd on Bill stakeholder group & successfully gained amendment for training requirements to form part of stat controls on fish containment. Attempts to compel industry to publish disaggregated sea lice data failed – tho vol reporting improved & RACCE agreed to return to success/not of vol approach in future. Stat carcass tagging of net caught salmonids retained– assurances 2'ry leg will inc individually numbered tags recorded in logbook. LINK kept place on refreshed Min Group on Sust AqC & pushed for commitmt to sustainability (SD prins) & is repd on 2 of its Working Grps.</p> <p>Renewables: TF on SG's offshore ren st gp guiding prep of sectoral mar plans for OS wind, wave & tidal. We helped steer envl assessmt & refinemt of plan options to fully consider key envl risks, envl receptors & galvanise sufficient mitigation measures at strat plan level to make explicit requirements of marine planners & developers at project level. LINK on st gps led by CEC, inc for OS wind & OS wave & tidal leasing rounds. Both rounds are for future test & demo sites (UK wide) intended to support advancement of wave & tidal & deepwater/ floating wind techs. We'll continue to infl envl assessmt of leasing rounds to ensure full consideration of envl risks & adeq mitigation measures. Ahead: rep on all st gps, with SGov establishing OSR engt strat & The CE setting out future St Gp workshops as part of process for delivering new test & demo sites. LINK responding to draft Sectoral Marine Plan for OS Ren (2020 – 2030), parallel cons to NMP & MPAs. Engaged in other industry projects, inc prep of 'consenting position papers', brought forward by Renewables UK.</p> <p>Inshore fisheries: rep'd on SG's IF Mgt & Conservation group; aim to infl SG policy on: Implmt recs of Scallop review to improve SD of scallop fisheries on stocks & wider mar envt; Implmt mgt proposals from 6 regl IF groups where these proposals to improve SD of IF on stocks & wider mar envt; Dev system to ensure all new & reopened fisheries are subject to Appropriate Assessment & EIAs, as required; Ensure compliance wi' mgt measures to meet cons objectives o MPA network. TF responded to several SG cons on IFmgt; inc creel limits & SEA of IFG mgt proposals.</p>
<p>National Parks TF</p> <p>Vision: examine policies & test Scot model of NPs re: cons'n</p>		No Forward Plan was received.	KPIs 1 – 8, & B, C, D, E	SCNP convenes, APRS depute, RS, NTS, BSCG, JMT,				No report received.



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&SD, encourage informed debate on the potential of Scot NPs to serve these purposes.				CC, SWLG, NEMT, SWT, WTS, RSPB, SOC, BugL, PLife, ScotBadgs				
Planning TF Vision: that the Scottish land use planning system contributes to a more environmentally sustainable society	1 Ensure NPF3 presents a vision for a genuinely sustainable Scot, avoids designating env'y damaging developments as National Developments & includes some positive Nat'l Developments. 2. Make sure protection for the Environment is retained through the review process & that the reviewed Scottish Planning Policy contributes towards delivering dev that is genuinely sustainable, not just sust economic growth.	Follow up meetings with Environment Minister and Planning Minister on NPF3, Scottish Planning Policy. Meeting on 14/2 to develop advocacy strategy, prepare for NPF3 Main Issues report. PTF & LTF Sub group coordinating action on Hill Tracks, to make persuasive case for Ag & Forestry tracks to come within the planning system. 14/2 meeting to discuss. PTF may consider taking on Opencast Coal positioning.	KPIs 1 – 8, & B, C, D, E	RSPB, convenor, SWT, PD,, JMT, Scot Badgers, NTS, BugL, FrogL, Arch Scot; SWLG, RS, FoES, SCNP, APRS.	DPF contributed to Hilltracks campaign, led by H Todd, B Leatherland.	Workshop had been discussed, TF agreed not needed.	Good liaison with SEDD, RTPi, SNH.	Engaged with & responded to cons on NPF3 & SPP. SG planning team attended TF 19/9 to discuss NPF3 & SPP, appear to take our views onboard. Our work on SEG vs SD mirrors that being done on the Better Regulation Bill – won't get rid of reference to SEG but as a compromise are focussing on strengthening role of SD & getting an acceptable definition of SEG. Final SPP due to be published summer 2014. Hilltracks Campaign (LTF & PTF) to persuade Min to bring HT construction into planning system. Raised funds, engaged cons May, launched public campaign to invite members of TF orgs plus public to send photos of HTs, set up webpage, 2 PRs & other media activity, report in draft. Met FCS Sept to discuss inc of forestry tracks in campaign, informed the report content. Kept SG Planning team informed; Raised at Min meeting 5/6; Met S Boyack, co-sponsor of original petition to discuss advocacy plan for gaining support for campaign within Parl, she reiterated Lab's continued support. L&TPA concerned re forestry tracks but hesitant to back campaign as a gov body. Planning Min walk arranged for 30/10.
Parliamentary Forum for advocacy officers in the network	Share knowledge/plans on political strategy. Coordinate network-wide election work. Coordinate in terms of everyone's (and LINK's) party conference strategy. Ensure parties know Network asks for manifestos year on year. Profile environment in lead-up to election and invite candidates to debate key issues. Assist members to be the 'strong voice' for the environment.	Prepare for party conferences. Review campaigning need writ elections. In 2013, review and revise LINK rolling manifesto identifying and addressing gaps, refreshing content for EU, UK, Scottish & Local elections. Develop election campaign plans ahead of 2014 elections. Share election campaign plans (inc hustings co-ordination) with network in good time. Annual advocacy training delivered by experts within the network, geared to member's needs.	KPIs 1-8 & A, C, D, E, F	PO led, with MBs' advocacy and policy officer input, and TF input to manifesto work.	Integrates with LINK work areas; also covers topics of interest to pol. parties. Offered to all members.	Open to all members. Space may be offered to others	All informed about manifesto revision plans Feb.	Meetings held April & August A special Joint Links Parliamentary meeting held with reps from the other countries 15-16 April to share good practice. Advocacy training held in August.
Scottish Env Fundraisers Forum Vision: facilitate p'ship between fundraisers in LINK to share info, experience & understanding of sources of funding for Scot's env't	Influencing the climate around funding / giving to the environment	SEFF meets quarterly & usually has external speakers per meeting - e.g. reps from statutory, lottery, charitable trust, & corporate sources, as well as some who can offer fundraising advice, information & support. SEFF shares information and news about environmental fundraising in Scotland, to celebrate success & to discuss opportunities to influence & effect positive change. We provide funders with the chance to engage with the whole sector rather than individual charities via attendance at SEFF meetings, reaching therefore a wider-x-section of general funding streams & increasing advocacy opportunities for the environment & env'tal funding. SEFF representative on the Landfill Tax stakeholder group. Is involved in a joint (Scottish) bid for HLF £ing for training; outcome known September.	KPIs 1-8 & B, C, D, E	Steven Gardner SWT convenor, Alison Connolly RSPB, depute. Wide membersh ip varying attendanc e at meetings.		Working with various policy staff in member bodies wrt securing continuation of environmental funding from the Landfill Communities Fund	SNH usually contributes to meetings.	SEFF met twice 6/6 & 5/9 SEFF responded to LCF consultation and continues to be represented at relevant LCF meetings. SEFF was involved in the preparation of a LINK funding application to the HLF Catalyst scheme, which received a Stage 1 pass. At the September SEFF meeting Jura Consultants held a workshop/consultation event to help inform the Stage 2 application. LINK - decided not to proceed as a partner, though members can access benefits thru the partnership if bid is successful.
Sustainable	Keeping SLU strategy on everyone's radar,	The next annual report to Parliament due (event 25 June 2013) when we	KPIs 1 – 8,	Convenor		Members also		Being kept under review at ATF/SLUTF meetings.

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Land Use TF Vision: to see a SLU strategy as a parent of all strategies with implications for, or guiding, land use.	and influencing its positioning in relation to other Government high-level strategies such as Planning	can check progress, and when we are mid-way through the initial 5 year period of the Strategy (Sept/Oct 2013). This might warrant a 'mid-term review'. SGov announcement of 2 pilot areas in February; this requires positive engagement by TF members in both to build support for a more planned approach to land use on a national scale.	& B, C, D, E	RSPB, members Arch Scot, WTS, SCNP, SWT, NTS, RA, BC, PlantL, SAS, APRS		in Agric, Woodland TFs. Also relates to Land Group.		Vicki Swales (TFC) is representing LINK on pilot Aberdeenshire area and members have been encouraged to feed in data and views to the coordinator.
Wildlife Crime TF:		Established July 2013 in view of MBs concerns that enforcement of WC legislation is inadequate. Agreed to put together as strong a case as possible under LINK & including SSPCA's special operations unit if possible, to take to negotiation; there was need for shorter-term action to address the urgency as well a long-term focus to encourage change in behaviours. It was agreed to establish LINK's Wildlife Crime Steering Group to take forward work over the coming few years.		TFC Scottish Badgers VC RSPB. SWT, NTS, SWLG, WDCT, FrogL, BugL, Scot Raptors Group, MCoS	DPF £2k for commissioned report. PO & CO support with workshop, advocacy plan & consultant brief and selection		SPPCA to be approached.	MBs workshop held in July discussed issues & agreed plans. WCTF subsequently established. Funding from LINK's DPF allocated summer. Brief for consultant put out to tender. Steering group of the TF will meet potential consultant early November. Aim is to launch an independent critique of the current state of enforcement of wildlife crime legislation (re: range of species) in Scotland in early 2014. Roles of police, courts and government and agencies likely to be highlighted. TF meets 31 /10 to agree a longer-term advocacy plan.
Wildlife Forum Vision: Scotland's natural heritage (land & sea) is complete in its diversity, with fully functioning ecosystems and resilient to accelerated environmental change.	Upping the ante on Scotland's approach to biodiversity protection and enhancement	WF submission to Biodiversity Strategy late 2012 being followed up in meetings with Scottish Government, input to Parliamentary committee scrutiny and possible work around targets.. Advocacy plan developed autumn 2012 to recruit MSPs as 'species champions' in Scotland for endangered species; TF reviewing its capacity to run with the full plan.	KPIs 1 – 8, & B, C, D, E	Convened PlantLife, supported by Buglife, BCS, MCS, RSPB, JMT, SWT, FrogL, CT, BSCG, Bat Raptors, WDCS, SCRA, NTS. SOC, SCRA, WTS	Staff assistance with advocacy planning, events, website and media and thinking around a project	Wide membership spans most other TFs.		No report received. The TF has been active in relation to Government strategy for biodiversity, is involved in stakeholder process. The TF is also preparing a bid for funding to support a part-time officer to pursue the species champion initiative more actively with MSPs, local authorities and others.
Woodland TF		Raised with Miniseter and wrote to him about Tree Health, 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. Future of FCS under review; discussion paper circulated early 2013, meeting (Governance TF- led) in May to take forward and meeting sought with officials. WTF members to meet and agree further plans, spring 2013.	KPIs 1 – 8, & B, C, D, E	WTS led with RSPB, RS, Buglife, ArchScot Watching brief: Plantlife, NTS	Staff support to organise workshop on future of FCS, if this goes ahead	TF members active in Agric/Land Use/Wildlife Forums.		No report received . TF is raising future of Native Woodland Survey on agenda with Minister in November.
Other policy areas covered ad hoc during the year	Fracking and Unconventional Gas position JNCC triennial review submission Opencast coal position		KPIs 1 – 8, & B, C, D, E	FoES & PO Chair & CO PTF?	LINK staff helped with FUG briefing and JNCC responses	Ensured via staff / convenors	As appropriate per area	FUG briefing discussed, consulted on and published in July. FUG has been raised with the Minister in June. Links are interested in a joint statement. JNCC submission made in April for LINK and Joint Links. Links now invited to JNCC-NGO forum (first meets Nov). Open-cast coal discussed within PTF and raised on Ministerial agenda for November.



<i>Other work / initiatives / events involving Member Bodies and Task Forces Forums/Groups, Trustees, Staff</i>								
<i>Work area</i>	<i>Work planned towards objectives of: sustainable Scotland; strong voice for environment; and effective, efficient, accountable network.</i>	<i>Specific tasks, targets, timings and indicators of progress where provided</i>	<i>KPIs relevant</i>	<i>Leadership and support</i>	<i>Staff roles/ Funding</i>	<i>Integration within LINK</i>	<i>Wider allies and liaison</i>	<i>Progress</i>
Networking meetings	Quarterly: Updates between members, task force reports, review of priorities, political strategy review, integrating work areas, allocation of staff and £s resources.	April 2013 August November Annual strategic planning discussion. Jan 2014	Esp 8, 10, D, G, I Others also relate	CO	Various in the preparation	Across the range of work	Occ invited audience, eg SNH board members for August	Good attendance at network meetings April and Augs. PSR prepared for October Board/Strategic Planning Nov.
AGM	Election of trustees, appointment of President and Hon Fells, presentation of annual report and accounts, ratification of subscriptions for coming financial year.	November 2013	11, 13	CO	Various in the preparation	Part of annual gathering	Open to members	Board considered skills needs, members contacted re nominations, several indications received. Ann rep/accounts signed off with auditors.
Scottish Environment Festival 2014	The week aims to demonstrate to MSPs/Parliamentarians integration of environment and SD with social and economic wellbeing, and provide networking and soft lobbying opportunities for members to follow up during the year	Steering group agree theme June 2013 Staff Invite MB engagement June 2013 Staff seek sponsorship around theme & outline programme Summer 2013 Programme for 2014 organised by September 2014. Planning & invitations completed by December 2013 - members, MSPs, externals know what's needed of them. After action review, compile report for members and funders (by April).	C, I	PO & POA with input from CO, DO, steering group (trustees).	Delivered by staff. Extent of 2014 programme depends on sponsorship.	All members consulted & invited to input at various times over the year.	Historic Scotland, the National Parks, SNH, SEPA, Paarl Events Team.	Planning meeting held August 2013, agreed theme. Members consulted over summer. Discussion with Parly events team early Oct to establish parameters for SE Festival (in 2014). Week is now every 2 nd year.
Congress 2013	Annual event to build community among member bodies, with half-day conference on theme of overarching interest to members and invited audience, followed by social event	Theme to be agreed by April Board/Networking. Speakers invited, programme prepared, circulated internally and to relevant externals. Followed by strategic planning meeting on day 2. Sponsorship to be sought for elements.	8 C, F, I	DO with input from steering group of trustees	Delivered by staff.	All members consulted and invited at early stage.	Externals invited as relevant to theme.	Event 28/11, with Strategic Planning & AGM on 29/11. Theme is Building Better Bridges with local communities. Speakers invited, some tbc.
Workshops on topics prioritised by members and/or Board	Scope views on whether LINK collective work could address gaps in transport & active travel debate - identified as gap by Strategic Planning meetings 2010 - 12. Gathering on Land Reform Review. Watching brief for other topics requiring workshop-treatment.	<ol style="list-style-type: none"> 1. Meeting of interested bodies to identify added value to work of NGOs and existing coalitions on transport and active travel. 2. Renewable Energy positions coordinated – Spring/Summer 2013 3. Planning issues, the NPPF3 and the revised SPP may be topic for Summer 2013. 	D, F, I	Staff organise workshops and support follow-up as resources allow.	Delivered by staff initially. Leads on outcomes agreed at workshops..	Open to all members	Topic specific, and for organisers to determine	A meeting of orgs interested in transport/active travel is intended in association with the next meeting of Active Travel Alliance. Date to be confirmed and relevant orgs contacted. Action lies with Sustrans (John Lauder) DPF funded workshop held September for all members to contribute to Agri TF vision doc. Workshop on constitutional arrangements implications for members to be held Jan 14.
Festive Reception 2013	With audiences across the sectors to celebrate work in which we are all involved	Organise for December 2013 with relevant players. Sponsorship to be sought.	C, I	POA & DO	Sponsored	Open to all members	Relationship building is the intent	Venue booked for December 4 th 2013
Forums with Business	Build on call for shared space with business (Nov 2012) holding themed forums in 2-3 locations during 2013/14, involving several MBs and businesses at each	September 2013, Aberdeen January 2014, Edinburgh May 2014, Glasgow	4, 12	CO & Board	Business sponsored / or LINK core	Open to members (c. 6 per forum)	Relationship building is the intent	Owing to competing commitments - administration for existing and new projects, prep for Congress, prep for Board, HR – there has been no time to progress plans.