

KEY to ACRONYMS

MBS	Member Bodies (of LINK)		ATF	Agriculture Task Force
Reps	The main Representatives appointed to LINK by the member organizations		DTF	Deer Task Force
TFCs	Task Force (and Forum, or Group) Convenors		FWTF	Freshwater Task Force
CO	Chief Officer (Jen Anderson)		ETF	Economics Task Force
DO	Development Officer (Alice Walsh)		GG	Governance Group - including Legal Governance subgroup Parliamentary subgroup
AO	Advocacy Officer (Andy Myles)		LG	Land Group
FOM	Finance & Office Manager (Karen Paterson)		LTF	Landscape Task Force
AOA	Advocacy Office Administrator (Lisa Webb)		MTF	Marine Task Force
MOs	Marine Officers (Nick Underdown – Marine Policy and Engagement Officer, and Esther Brooker - Marine Policy Officer)		NPTF	National Parks Task Force (email group)
SEPO	Sustainable Economics Policy Officer (Phoebe Cochrane)		PTF	Planning Task Force
			SEFF	Scottish Environmental Fundraisers Forum
SEW SG	Scottish Environment Week Steering Group		SLU TF	Sustainable Land Use TF
AAR	After Action Reviews		WiCTF	Wildlife Crime Task Force
PSR	Political Strategy Report		WiF	Wildlife Forum
OS	Organisational Supporters		WoF	Woodland Forum (email group)
BS	Business Supporters			

Key Performance Indicators -

Strategic Outcome 1: National policy and its implementation are improved by evidence from, and the expertise of, environmental NGOs (formerly Advocating for a Sustainable Scotland)

Outcome KPIs

- 1.1 Extent to which LINK ‘asks’, messages and language are (known to be) used in parliamentary debate, FMQs and policy papers, and are reflected in the manifestos of the main political parties.
- 1.2 Level of M(S)P support for LINK network messages *e.g. numbers of MSPs attending LINK events; Numbers expressing commitment to environmental issues; Number of LINK citations in official record of Parliament; Issues raised by LINK at meetings with decision-makers and opinion-formers are taken forward by policy makers.*
- 1.3 Level of Scottish Parliament scrutiny of our delivery of environmental commitments *e.g. Parliament scrutinises delivery against appropriate targets in Scotland’s National Performance Framework which includes Sustainable Development as outcome; 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; Other ‘asks’ for example the proposals set out in LINK’s ‘Governance Matters’ publication, are met.*
- 1.4 Extent of Government cross-compliance across departments *e.g. 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. Baseline: environmental measures in CAP/SRDP at 2015 are ‘not so good’*
- 1.5 Extent to which participants and Task Forces in the network actively contribute to development of effective environmental policy.
- 1.6 Number and nature of new links with the ‘wider policy arena’ across civic Scotland.

Output KPIs:

- 1.7 Size and mix of audiences at LINK events (from among decision-makers, opinion formers and wider civic Scotland)
- 1.8 Level and frequency of LINK access to decision-makers including MSPs/MPs/MEPs, Ministers, senior government officials and business leaders *E.g. regular meetings with Environment Minister continue; LINK is involved in relevant forums.*
- 1.9 Number of collective position statements (including briefings, publications) that are published by LINK to decision-makers and civic society on key priorities reflecting the range and diversity of interests across the LINK network.

SNH6: Provide a gateway for Government and SEARS partners among others to enable them to engage with the voluntary environment sector efficiently through LINK as the Intermediary

SNH7: Provide evidence based feedback about how Scotland's environmental objectives and obligations are faring through the various delivery mechanisms, via Ministerial and other meetings with officials, briefings and other LINK publications

Strategic Outcome 2: Environmental NGOs have increased capacity to contribute to effective, evidence-based policy (formerly Being a strong voice for Scotland's citizen-led environment community).

Outcome KPIs:

- 2.1 Number of requests for LINK to contribute to relevant stakeholder groups/discussions confirming LINK profile/credibility.
- 2.2 Level of participation at and feedback from task force meetings, internal workshops and trainings arranged by LINK for members (on current issues, or skills needs).
- 2.3 Extent to which Task Force members are willing to be robust critics.
- 2.4 Level of improvement in negotiating skills, based on Task Forces identify their needs and these being addressed.
- 2.5 LINK's ability to add value as a collective voice
- 2.6 LINK Elected Trustee positions are all filled from within the network, annually.

Also: 1.5 and 1.6 above.

Output KPIs:

- 2.7 Number of networking events/opportunities and members participating in them (e.g. information exchange, policy workshops and training, negotiating skills).
- 2.8 Number of opportunities afforded to meet and learn from other members.
- 2.9 Identifying clear and resource-able network priorities with members from among the identified collective concerns.
- 2.10 Number of collective position statements (including briefings, publications) that are published by LINK to decision-makers and civic society on key priorities reflecting the range and diversity of interests across the LINK network.

SNH1: Maintain a range of active task forces to be a forum for discussion and a platform for joint action, in which management of nature/environment forms a key element.

SNH2: Provide advocacy advice and coordinating support to task forces; horizon scanning of the broader socio-economic-environmental-political contexts at national and international levels; twice yearly political strategy reports for the Board and Network meetings; advice on advocacy strategy as task forces request it; ensuring regular reporting of progress on all topic areas; annual evaluation of task force activity to share learning across the network.

SNH3: Organise at least one training event (e.g. advocacy, media skills) for members annually, to improve members' effectiveness in these areas

SNH4: Organise liaison meetings at strategic level with SNH and other SEARS/ENFOR partners (e.g. SEPA, FCS, National Parks, divisions within SG) a yearly basis; and with other key stakeholders in the policy community (e.g. land managers, faith groups, business interests, civic groups, academics, professions, trade unions, political parties, media, funding bodies) to establish relationships and build common cause for sustainability goals.

SNH8: Provide information to members through LINK's membership and engagement with UK, EU and global networks to assist member bodies prepare for and react to changes in policy affecting Scotland's environment.

Strategic Outcome 3: A more sustainable, efficient and effective network of environmental NGOS (formerly Operating as an effective, efficient and accountable network).

Outcome KPIs:

- 3.1 Number of citizen led national level eNGOs that are LINK members (i.e. leaving/joining/sustaining membership annually)
- 3.2 Extent to which members are aware of LINK priorities and opportunities to engage with these. **Target:** members are offered 1:1 meeting with a trustee annually.
- 3.3 Extent to which the network is live to the diversity of member interests and views, robust about dealing with consensus, confident in expressing positions e.g. *internal discussion (Task Force meetings, Network meetings, Board meetings) regularly identifies where consensus matters and where consensus is not a goal.*
- 3.4 Extent to which Task Force Work Plans are explicit about strengths and diversity in these groups
- 3.5 Extent to which LINK Task Forces/Forums/Groups/Projects plans and messages are harmonised, avoiding contradiction or duplication, collaborating when needed. **Target:** Active TF/Groups are consistently represented at quarterly Network meetings.
- 3.6 Extent to which Task Force Convenors are aware of the spread of members and are content that all relevant members are participating.
- 3.7 Annual Network Plan reflects considered discussion and priorities and engages at least 75% of members in its delivery
- 3.8 Breadth and blend of financial support for LINK from a range of sources (reduced reliance on any one source of income).

Also: 2.6 above

Output KPIs:

- 3.9 An annual Network plan of the network's intended work is prepared with Member, Taskforce and Board input, and is subject to twice yearly review and evaluation. Review should include the extent to which the plans are resourced and members' have made commitment to implementing them.
 - 3.10 There is proactive engagement by 90% of members in some area of LINK policy or governance annually. **Baseline:** 75% at 2012
 - 3.11 Annual strategic planning meeting gives members a platform to present on their directions, allows the network to collectively sign off on 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
- SNH5: Organising 4 network meetings per year at which stewardship of Scotland's environment is discussed in the round by LINK members and task forces, plans are adjusted as events develop, further workshops are organised as needed, lessons are shared and new opportunities explored.



Work area	Work planned towards objectives of: improvement of national policy and implementation; improved capacity of network to contribute; & effective 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
<p>Agriculture TF – incl. potentially Food policy Vision: Working for sustainable agricultural systems that produce supplies of safe healthy food, protect natural resources & enhance wildlife, habitats & cultural heritage, & provide jobs in rural areas, contributing to a diverse rural economy.</p>	<p>4 main strands of work over year: 1. Scottish Food Coalition 2. Scottish Governments Vision for Agriculture 3. Future CAP 4. SRDP</p>	<p>1. Scottish Food Coalition: help establish & grow a SFC that brings together a broad spectrum of interested parties & civil society bodies from across the food system. We will use this coalition & its membership to call for a transformation of the Scottish food system from one that works for the few but not the many, to one that works for all of us. LINK will bring an aligned environmental perspective to this coalition on the production end of our food system. Activities for this coalition over the coming year (not all needing done by LINK – could just be supported by LINK) could include: Fringe events at party conferences Production of a Sustainable Food Atlas that serves as a manifesto Good Food demonstration march in Feb 16 to coincide with Berlin march Local hustings with a food focus. The 3 key themes that emerged from an initial meeting that the coalition might focus on were: 1. Human rights (peoples’ right to food as well as the rights of workers within the food industry) 2. Public goods (it’s not just about food as a commodity) 3. Short supply chains (shorter supply chains go further – environmentally and socially)</p> <p>2. Scottish Govt Vision for Agriculture: SG in process of producing a VfA to 2025. We will proactively engage in its production with a view to ensuring it adequately represents the views of LINK & connects wi other relevant policy areas of interest to LINK, eg the Land Use Strategy). Process for production of the Vision & level of consultation unknown - announcement & publIn of a ‘discussion’ doc expected at RHS (June). Dependant on content & level of consultation sought we will either use the channels offered by SG to bring the general public as well as the usual stakeholders into conversation & try to improve Vision or we will be openly critical of it & move on.</p> <p>3. Future CAP: important LINK starts to think & talk about next CAP reform round now. 1st to ensure we have ducks in a row early, giving us max chance for max impact, & 2ndly it is important, as with the VfA, that conversation on next CAP extends beyond usual suspects. As such we will make this part of our ongoing meeting discussions & actively contribute to & potentially run or co-host events/discussion processes that focus on next CAP. We will do this with WCL & EU level partners where appropriate.</p> <p>4. SRDP : Will continue to engage with SRDP & actively seek improvements where these are necessary & feasible: via ongoing membership & attendance of SG’s monitoring & oversight groups, attendance of groups est’d wi explicit purpose of revisiting key areas where these occur (i.e. targeting maps within AECS) & ongoing informal meetings wi relevant civil servants. We will consider more proactive activities if nec for securing important changes. In partic will keep watchg brief on:</p> <ul style="list-style-type: none"> • Agri-Environment-Climate scheme • Environmental Cooperative Action Fund • Knowledge Transfer and Innovation Fund • Food Processing, Marketing and Cooperation Fund • Advisory Service 		<p>Convenor – Pete Ritchie, Nourish Scotland Depute – Amy Corrigan, RSPB Scotland</p> <p>Actively involved: RSP, SWT, Nourish Arch Scotland, NTS APRS / SCNP Soil Assoc, PlantLife, SAGS, Butterfly Cons. We wish to proactively expand the ‘actively involved’ list above over the coming months, seeking expressions of interest from the whole LINK network.</p>	<p>funding from DPF for capacity to help with the Food Coalition work.</p> <p>Likely we will need admin assistance at a range of points over year to help with organising events/meetings & their promoting beyond the ATF. As yet unknown when this will be required.</p>	<p>Food Coalition work area needs x-comms between ATF & Marine TF. Started from Nov discs. Plan to keep MPAOs & Marine TFC informed of Food Coalition discussions.</p> <p>Monitoring & evaluation side of the SRDP work is of interest to Wi Forum, as is the biodiversity target mapping elements of Agri-Environment-Climate Scheme. Poss joint ATF & WF necessary again when the targeting group re-establishes. Deborah Long, WF TFC is on ATF correspondence list & input sought at relevant junctures.</p>	<p>All issues need spokes people beyond envt sector to secure real change. Via Food Coalition hope to generate good rels wi range of parties interested in wider food agenda not necly for env’l reasons. By lining up diff interests will better make case for change. Early conversations around FC show interest from churches, unions, social justice & animal welfare orgs. Anticipate working wi UK & EU colleagues (Arc 2020) on future CAP work & Food Coalition, both issues needing consideration from EU level down. Hope to work with WCL & Arc 2020 on CAP issues, & on food we will engage with & potentially draw</p>	<p>1. Scottish Food Coalition: We have secured funding from LINK for a living wage intern to coordinate & develop this fledgling coalition. Appointed Bella Crowe to this post & the coalition continues to develop its shared understanding & purpose. It has written an introductory letter to the food commission & is on the verge of signing off a set of ‘core principles’. Currently the coalition is working towards a ‘narrative’ about the food system & need for change & a parliamentary reception. LINK ATF has agreed to sing up to coalition outputs as LINK with an ATF strap as well as allowing organisations the opportunity to sign up in their own right.</p> <p>2. Scottish Governments Vision for Agriculture: TF submitted a briefing for MSPs on the future of agriculture in Scotland ahead of the parliamentary debate on 22/09/2015. Agreed our outline response to the discussion document & will dedicate the next ATF meeting to finalising this response. Nourish will independently facilitate some wider civil society discussion around the document & ATF will focus on a structured response that sets out our shared view of the need for a new social contract between land managers & Scottish citizens.</p> <p>3. Future CAP Nothing to report. Ongoing discussion point but no action taken as LINK. Nourish hosting an event – towards a citizens’ agricultural policy.</p> <p>4. SRDP Ongoing engagement with SRDP implementation & review. Have fed into the AECs review with collective experiences, seeking option changes where necessary & clarity on/improvements to the assessment process. We are in the process of considering the possibility for bidding for some of the advisory service work.</p>



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		We will consider direct use of these funds to further LINKS objectives & monitor how they are being implemented and to what end. We think there may be opportunities for member bodies to use the LINK network more effectively to deliver meaningful partnerships that could contribute positively to the Advisory Services & to deliver something quite exciting via the Knowledge Transfer & Innovation Fund i.e. a professional development qualification for land managers along the lines of 'agro-ecology leadership programme'.					members from (where UK orgs w/out Scot counterpart) existing informal 'square meal' coalition as well as Arc 2020.	
Climate Adaptation	Work on this is completed. Email group is being retained for information purposes. Jim Densham happy to be contacted as lead for any moments where a LINK action is required.							
Deer TF Vision: Ensure sustainable populations of native deer species which play positive roles in Scottish ecosystems & contribute to rural economy		Contribute to revision of Wild Deer Strategy Test new system of Deer Management Planning by contributing to DMG consultations. If Deer Code standards are not working, we will increase public advocacy. RACCE has supported voluntary approach to DMP at least until 2016. Thereafter we will review progress and position. Work with ADMG on some common ground initiatives including DMP and deer densities. In the process of agreeing a statement with ADMG. Work with SNH on their facilitated process to improving DMP Use our 6 Key Attributes of a Better DM System as our key policy document.		TFC Duncan Orr-Ewing, RSPB, NTS, SWT, WTS, RAS and C'gorms Campaign	None		Forestry Policy Group on shared agenda, Private estates with conservation agenda. Deer Management Round Table SNH Wildlife Management Team	Deer TF met in July. Work has focussed on input to the Land Reform Bill (see also Land group). Input to Wild Dee a National approach Action Plan.
Economics TF Vision: influence the current debate on economics in Scotland.	Seeking to influence the debate around economics in the direction of sustainability.	<ol style="list-style-type: none"> 1. Flourishing Scotland project – improvement of National Performance Framework better use of it, promotion of SD not SEG 2. Valuation of natural capital – assist LINK members come to a view of these; e.g. Ecosystems Services and Natural Capital 3. Economic Policy and LINK TF plans – mapping of one against the other; improved use of economic arguments by LINK members and TFs; economic support for said 4. Budget scrutiny – develop LINK's capacity for this 5. Carbon Bubble – publish and promote report; advocacy based on that 6. Circular Economy – scope value of a LINK input to promote this 		Convenor: Matthew Crighton, FoES Depute Convenor: Bruce Wilson, SWT FoES, RSPB Plantlife WWF SWT WTS SCNP	Project funded for 3 years by FPF Mgt of Flourishing Scotland project Support with Advocacy Strategy	Yes on issues about use of Nat Capital concept & tools; similarly Valuation of Ecosystems Services – differing views in network. Feb 15 workshop discussed, & how to articulate S.D in practice – joint meeting with Planning TF an option & x-fertilisation with other TFs	Oxfam, STUC & Carnegie are partners in the work on NPF Round Table. A large number of orgs supported our NPF Briefing. NPF Round Table main interface w/ S Gov & SNH. Meeting w/ SEPA planned. Liaison with FoE EWNI over envl indic	A Revised NPF - Ideas for Structures and indicators for NPF published June. Continuing to investigate extent to which NPF & indicators are used in Parly scrutiny. ETF met SNH to discuss development of the Natural Capital Asset Index, with LINK concerns & comments taken on board. ETF met SEPA to discuss the Sus Dev Goals, agreed ongoing liaison on the SDG and post 2015 working group, & will work together to increase the involvement of the env sector in promoting SDG in Government where this is useful. TFC took part in Sept ministerial meeting asking that attention be given to filling the investment gap for transition to a sustainable economy. ETF commented on Scottish GDP figures in July with a blog piece for Fo Scotsman & press releases on the limits of GDP as a measure. Work was commissioned on the Circular Economy in summer with a SWOT workshop for members on 7 October. Next steps; planning workshop Tools for Transition: investment needs and options for members in December.



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<p>Freshwater TF Vision: sust use of water resources, restoration, pollution reduction, sust land use & investment in natural flood mgt, to support a healthy FW env't that can facilitate adaptation to climate change</p>	<p>FWTF had paused in early 2014. Recognising importance of some imminent consultations, incl. 2nd cycle River Basin Management Plans for Scotland, reps of 6 organisations support a new limited outline plan. Capacity is stretched so the group will network by email to sign up to responses. These are likely to be based on material produced by their own organisations, tailored and edited to provide more generic reasoning. If this approach & to add value to NGO responses a further forward plan produced. Subject to agreement, responses produced will be circulated to other LINK members to see if they would be interested in signing up to them & perhaps then also participating in further work of the group.</p>	<p>This approach will be tried for WFD relevant consultations:</p> <ol style="list-style-type: none"> 1. The draft 2nd cycle RBMPs. These 2 docs, one for the 'Scotland' river basin, the other for the 'Borders' river basin are due end November 2014 with a 4 month consultation period. May outline 3 scenarios representing different paces of investment and progress towards the 2027 targets. If two of these scenarios would result in the 2027 targets, which already seek to achieve less than full compliance with the Directive's aims, being missed, then consistently strong pressure will be needed to encourage at least retention of the current limited objectives. 2. Legislation & Study sites – Due end November 2014 for 12wks. SEPA will be looking for more legal powers & a broader legislative framework to aid the delivery of WFD objectives. The consultation will also cover the process for selecting water body studies – sites currently in poor or bad condition, where SEPA can investigate in detail pressures and solutions. Results will not be available in time for the RBMP but will influence future planning cycles. 3. Water Scarcity Plan – Due end November 2014 for 12 weeks. Consideration of water quantity in relation to both supply availability and flooding issues is integral with WFD aims. 4. Standards for designated Natura and relevant SSSI sites. – Due end of November for 12 weeks. By default, in absence of information about the specific requirements of notifiable species, normal WFD standards are presently applied to all designated sites. This consultation will consider potential at mismatches between these standards and those actually required by relevant notifiable species at designated sites within catchments, and what should be done to correct them. <p>These will be substantial documents likely to influence national policy for more than the next decade, so well-reasoned responses backed by LINK will be essential to achieve the best practicable outcomes which will be supportive of the LINK KPI.</p>		<p>TFC Tom Leatherland SWLG, Depute Sheila George RSPB, WWT, Froglife, Buglife, NTS</p>		<p>Close comms with MTF to ensure respective outputs on RBMPs are consistent.</p> <p>Comms with ATF members (not represented on FWTF) over draft responses.</p>		<p>Detailed and substantive responses were made to SEPA in respect of their consultations on draft Water Framework Directive second cycle River Basin Management Plans for the Scotland (April) and Solway-Tweed (June) river basins, & to Scottish Government in respect of their consultation on achieving the water environment physical improvements required by the Water Framework Directive. Neither SEPA nor the Government have yet published their digest of, and reactions to, the responses they received.</p>
<p>Governance Group, which includes:</p> <p>Parliamentary Subgroup &</p> <p>Legal Governance Subgroup</p>	<p>Focus is on broad issues flagged in <i>Governance Matters</i> (2010), steadily (often on slow burn basis) pursuing issues.</p>	<p>Work will focus on opportunities for LINK members including:</p> <ul style="list-style-type: none"> - Constitutional debate: future powers & processes affecting Scotland environment - Westminster elections 2015 to secure gains for Scotland's environment - Holyrood elections 2016 to secure gains for Scotland's environment - Exploring and challenging situation around quasi charities - Exploring and challenging situation individuals operating in the public domain and their membership of NGOs / and how the role of FoI in relation - Environmental courts, access to justice 		<p>LWA of RSPB convenes. MChurch FoES convenors Legal sub-group. WWFS, RS, PD, Plantlife, FOES, WTS, Sustrans, others sign up to various outputs</p>	<p>Advocacy staff support</p>	<p>Focusses relate to all areas of LINK work and opportunities can arise almost anywhere.</p>		<p>Steering LINK work for the Holyrood elections & drafting our manifesto document – including the pursuit of a governance goal in the manifesto processes; Pursuing improved legal strategy through the Legal Governance Group, in line with recent Board & Network discussions; Tracking the development & any ramifications of the Westminster Lobbying etc Act & the Lobbying (Scotland) Bill & making inputs where required; Continuing to monitor events at Holyrood & to co-ordinate the members operating there; Continuing to pursue all issues raised in Governance Matters as & when opportunities occur; Producing our Westminster manifesto & a paper on the SNP at Westminster in the aftermath; & Developing the LINK input to the EU referendum & co-ordinating this with sister Links.</p>



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<p>Hilltracks (subgroup of PTF and LTF)</p>	<p>As a result of our campaign we have achieved our objective of bringing Hilltracks into the planning system to some extent - Minister decided on the Prior Notification [PN] option. While this falls well short of our aim to make all Hilltracks require full planning application and consideration, and thereby to achieve better environmental regulation and a more equitable democratic procedure, we appreciate that this is a significant step and that at the very least it indicates recognition that the current situation is unsatisfactory and requires change. We do not intend to leave matters at this outcome however, and will continue to pursue our aims. The following activities have been identified and will be addressed over the next 18 months.</p>	<p>A. We have actively engaged and expect [though await confirmation] that we shall have a place (have requested 3 places) in the government stakeholder group to consider proposals and devise guidance to assist and inform relevant parties to deliver on the requirements of the PN process. We are finalising our own proposed guidance in advance of the first meeting - robust and thorough "top line" demands on which to base negotiations and give us a headstart. May release ahead of first meeting of group.</p> <p>B. Maintaining archive of cases via Calum Brown who will add to the reference evidence as more photographs and reports become available.</p> <p>C. Continuing to highlight the problem on our websites [and those of the MCofS, and online groups such as Walkhighlands and UKHillwalking] and to invite evidence for the campaign. To maintain impact this will be refreshed at times, for example in the spring when the snow melts from the uplands we will ask hillwalkers and others who take recreation in the hills to be vigilant for new tracks being dug or existing ones being maintained or improved and to send us details including location and photographic evidence.</p> <p>D. Will seek opportunities for further publicity and lobbying and keep our MSP supporters [a few] posted.</p> <p>E. The proposed change to PN has yet to go through the legislative process. This will need to be scrutinised, and the planning specialists especially on PTF and LTF will be involved in this hopefully.</p> <p>F. Once the above has taken place then there will need to be scrutiny over implementation and monitoring of delivery. It is anticipated that this will be fairly onerous and close vigilance will be undoubtedly required. This work will involve observing progress, success, good practice and identifying problem areas across several Scottish local authorities.</p> <p>G. Will put in place a monitoring process. May involve, eg, enlisting support from memberships of LTF and PTF who could scrutinise local authority planning application websites, observe trackworks on the ground, then collate and record etc.</p> <p>H. Will evaluate how effective our advocacy strategy was during our campaign and whether we could improve on it in future activity.</p>		<p>Co-convenors Helen RS & Beryl for SWLG with APRS, CC NEMT RSPB SCNP NTS</p>	<p>Advice & support on advocacy strategies and parli/gov'ce procedures on ongoing basis (but not major input) May seek support for point G though not necessarily from LINK</p>	<p>TF/campaign members of one mind on fundamentals so consensus is good to date. Several members of PTF LTF work together, and there is good overlap in membership of the TFs, and the National Parks TF.</p> <p>No dedicated meetings in foreseeable future but communicate via e-mail and by occasional update at each of the 2 TF meeting as required.</p>	<p>MCofS, not a LINK member, was a driver on the issue. Their role to be reviewed as campaign invigorates.</p> <p>Other groups include FC, SLE, NFUS, gamekeeper groups, NPs. Have tried and failed to meet with SLE to date. In frequent comms and liaison with officials, keep SNH informed informally ?scope to compare notes with joint Links despite different planning systems</p>	<p>Overall TF activity has stepped down to one of monitoring the situation to evaluate the success of the change in permitted development rights legislation. Therefore we have not been particularly active publicly as a group although work has been ongoing behind the scenes.</p> <p>We took part in stakeholder consultations run by government & the forestry industry regarding the implementation of the new prior notification process for hill tracks, & separately met the government to discuss concerns relating to official guidance.</p> <p>We called for photographic evidence from members but this was not hugely forthcoming, but we have also recruited a team of volunteers (including staff members of the campaign group orgs) to monitor weekly planning lists.</p> <p>We wrote to all relevant planning authorities drawing their attention to the new prior notification process & related guidance documents, & offering our assistance where required to help them deal with assessing new tracks.</p> <p>We lost MCofS and JMT from the group from 1st April, which meant a loss of access to their members. However, we have worked to maintain relationships & these orgs continue to support the campaign more widely.</p> <p>Our member organisations promoted the campaign in their own publications & called for volunteers/photographs & we produced a Scotsman article on the hill tracks campaign in August, to keep the issue in the public domain.</p>
<p>Land Group Vision: Land management which meets SD goals whatever the ownership</p>	<p>Land management workshop in Dec 14 agreed need for a TF (and Bill Team for input to the Land Reform legislation) taking input from relevant TFs.</p>	<p>Land group draws on people from various TFs. Group will be drafting a response on all sections of the Land Reform Bill for submission by 14 August 2015. A Bill Team will be drawn from active members for Stages 2 and 3 in Autumn 2015. Preliminary discussions held on Advocacy strategy at June 2015 meeting as Bill proceeds. Helen Todd (RS) is Convener, with Andy Myles providing support from LINK.</p>		<p>TFC Helen Todd RS, NTS, RSPB, SWT, Nourish, LTF convener, DTF convener, WTS. Others on email list for info & input where poss.</p>	<p>AM support</p>	<p>Land Group covers a wide range of interests within LINK, links to other TFs - SLUTF, DTF, ETF, Wi Forum, Wi Crime.</p>		<p>Following submission of evidence to the pre-bill consultation Feb 2015 we did not meet until June to discuss our engagement in the forthcoming draft bill process. The LINK AO then drafted & submitted LINK written evidence for the RACCE committee's scrutiny of the bill, August 2015. We met the head of the Scottish Government bill team in August to discuss issues of particular concern and clarify what the government intended, or discuss other limitations they were facing & had a lengthy discussion of various aspects of the bill at the regular LINK ministerial meeting (incl deer management/regulation, business rates, rights and responsibilities statement, wildlife crime) Since August we have been keeping a watching brief on the bill process. So far oral evidence has been given by the Deer TF.</p> <p>Looking ahead: Proposed joint Land Reform/Land Use evening seminar, December.</p>



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<p>Landscape TF Vision: to promote EU Landscape Convention, and make landscape a priority concern for Scottish Government with protection, restoration, enhancement of landscapes as integral part of sustainable Scotland</p>	<p>The TF's ongoing objective is to secure greater attention and priority for landscape considerations in policy-making & decision-taking in Scotland. In doing so it is trying to ensure that the country lives up to the commitments that the UK Gov made when it ratified the European Landscape Convention & that it abides by the spirit and principles of that Convention, with its emphasis on the value of all landscapes & on giving citizens the opportunity to have a say in shaping their future surroundings. TF members will work together to consider how most effectively to pursue all these goals and to take the necessary action.</p> <p>Estab of a landscape forum would provide an ideal opportunity to engage with wider audience and to thrash out practical implications of this aspect of greater environmental sustainability.</p>	<p>Topics on which TF anxious to see progress over next 18 months include:</p> <ol style="list-style-type: none"> 1. an affirmation by all political parties of the value and importance of Scotland's landscapes in the run-up to the 2016 Scottish Parliament elections, together with a commitment to their better care in accordance with the precepts of the ELC; 2. re-establishment of some form of inclusive forum (embracing the public, voluntary and private sectors) as a mechanism for identifying and promoting actions needed to achieve this goal; 3. wider adoption by public, private and voluntary bodies of "Scotland's Landscape Charter", either in its present or an updated form; 4. finalisation, with as broad a basis of support as can be achieved across the LINK membership, of a statement on landscape and energy designed to ensure that Scotland's economy is not de-carbonised at the expense of its wealth of fine landscapes; 5. realisation in practice of the degree of protection for Scotland's "wild land" apparently offered by the latest SPP and in NPF3; 6. implementation of the Scottish Government's commitment to introduce a prior notification regime for "agricultural" and forestry tracks in the hills and uplands and its effective implementation by local authorities; 7. translation of the aspirations of Scotland's Land Use Strategy into effective action on the ground, with adequate regard to landscape interests; 8. adoption in the implementation of the latest round of CAP reforms of as many measures as feasible to conserve and enhance Scotland's farmed landscapes and to safeguard their character and quality; 9. greater weight for landscape and seascape interests in planning for the future use of Scotland's coastal and marine environments; 10. inclusion in party manifestoes for the 2016 Holyrood elections of a commitment to developing a National Parks Strategy for Scotland and to expanding the family of national parks across the country. <p>TF has useful links with the Landscape Institute Scotland - helpful re any new forum.</p> <p>Other contacts likely to come through individual TF members, UK and intl networks are less well-developed in the landscape field than in the biodiversity one.</p> <p>Jon Wordsworth is in contact with Civilscape, he & other MBs keep eye on activities elsewhere in the UK & Europe that could be relevant to TF work. Our developing relationship with LIS could well provide an entree to other networks and initiatives that would help to inform our work and further our objectives.</p>		TFC: John Thomson APRS/SCNP ,Depute Beryl Leatherlan d SWLG. Archaeolog y Scotland NTS, RS, SCRA	Advice on how best to build support & lobby politically for these specified objectives (ongoing but not unduly onerous). Some assistance may be required in finalising & securing as broad a basis of support as possible for the proposed Landscape and Energy Statement (hopefully only a limited task following discussion of latest revised text at TF meeting on 13 November).	Landscape & Energy Statement. Landscape in the LUS & CAP: liaison with the Agric & Land Use TFs is important (assisted by TFC's & others membership of all 3 TFs). Hill tracks & Wild Land: liaison with Planning TF desirable, as on many issues. Coastal & marine planning: liaison with MTF & PTF likely needed. National Parks: primarily an issue for NPTF but LTF wish to be kept in the picture as things progress (overlap in membership should help here).	Resp for landscape care extends widely incl to bodies concerned with built and nat envt & cultural & nat heritage. This is a key challenge for ldscape work. Dearth of other orgs dedicated to championing means task of generating nec comtmt across society is tough. Esp imp. Now that landscape is recognised as 1 key component of "cultural services" in ecosystem services model & "natural capital" .	<p>TF members reached agreement on a text for the Landscape & Energy Statement (now focusing more tightly on wind energy development). Reflecting previous comments from other LINK bodies, this emphasised in particular the need for robust & consistent planning policies & decisions designed to minimise adverse landscape & visual impacts. Members saw it in the short term as a useful point of reference when dealing with such issues. Although keen to see its arguments deployed in the run-up to the next Holyrood election, they agreed not to promote it publicly until the current review of LINK climate change & energy positioning had been completed in the autumn. The TF also spent some time discussing the relationship between its agenda & the wider social justice one. Members concluded that in principle the two were closely aligned, given the considerable contribution that good quality surroundings make to people's lives. They recognised, however, that ensuring that maximising this contribution depended on enhancing many of Scotland's urban and peri-urban landscapes & on ensuring that all the country's landscapes were sufficiently accessible in practice as well as in theory.</p> <p>Mary Church (FoES) joined the TF's May meeting to discuss the potential landscape impacts of fracking. Members were struck by the number of wells and associated infrastructure developments that would be required & agreed that the landscape impacts of these would be a matter of considerable concern, quite apart from the other environmental implications of pursuing another source of fossil fuel.</p> <p>The TF noted with satisfaction the progress of the Parliamentary petition calling for the creation of more national parks in Scotland & agreed to monitor as closely as possible the impact & effectiveness of the new notification regime for hill tracks.</p>
<p>Marine TF Vision: healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected,</p>	<p>MPAs: SG consultation Nov 14 for 3 months presenting revised mgt options for MPAs & SACs – concern that many of these options will not go far enough to adequately protect, or recover, the sea life in MPAs. TF members</p>	<p>Marine Protected Areas:</p> <p>February/March 2015 – 2nd batch stakeholder forums on management for remaining inshore MPAs</p> <p>July 2015 – public cons on 2nd batch mgt</p> <p>April/May? 2015 – cons on 4 proposed MPAs (3 for mobile species) & 14 SPAs for seabirds</p> <p>February/March 2016 – cons on mgt of remaining inshore MPAs</p>		TFC: Calum Duncan MCS, Depute TFC Sarah Dolman WDC,	Supported by 1 FT & 1 4 day week Marine Officer posts on policy dev't & on	TF developing int collective position on aspects of fisheries mgt (deep sea fishing regs), as recent nat	TF works with JLinks at UK level eg on ecological coherence of MPA networks & MSFD. June 2014 doc tb	<ul style="list-style-type: none"> •Participation in Scottish Government workshops on the second batch of inshore, lower-risk-from-fishing MPA and SAC management (April) – MTF positions were contributed to development of management proposals for consultation •Loose continuation of 'Don't Take the P' campaign around build up to MPA management batch 1 consultation analysis, announcement of revised measures (11th June) and on-going stakeholder reaction and re-consultation on Marine



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connected and thriving, and coastal communities are sustained.	<p>launched a new public campaign to highlight the long-term benefits of stronger protection within MPAs. Public support for more ambitious mgt of MPAs & SACs in Scot waters will be vital to make our new MPAs effective. Over next 18 months, will be several similar opps for TF to engage on and push for more ambition for marine conservation through MPAs – see across:</p> <p>National Marine Plan The RACCE committee will scrutinise the NMP around December 2014 and we anticipate engagement in a similar way to the committee's scrutiny on MPAs in August 2014:</p>	<p>TF initiated plans to engage more with Scotland's marine tourism industry in Scotland, particularly yachters, to help raise public profile of MPAs amongst these marine users and seasonal visitors to Scotland. Anticipate this will involve the development of an information product which will be an on-going process over the next 12-18 months.</p> <p>MTF members putting forward Masters (MSc) project proposals in Nov 2014 on various areas of research relating to MPAs to help support & contribute to the growing scientific evidence base for MPA features & how to manage them. MTF have on-going engagement with other stakeholders, particularly around fisheries mgt (e.g. SIFT and Clyde 2020). Also been working on building better relations with members of the commercial fishing industry.</p> <p>National Marine Plan Written briefing for MSPs 1:1 meetings with committee members prior to the scrutiny process to provide a more detailed brief of our concerns and expectations of the NMP Participation in a stakeholder evidence session The NMP due early 2015, when we will provide a press release and a campaign update for memberships TF is planning an event around the NMP in early Feb 2015- a workshop/discussion forum & will provide opp to engage with a wider planning stakeholder base throughout Scotland & take forward some workshop outputs that will provide information on planning perspectives & suggested actions for resolving marine planning challenges and delivery of regional planning.</p>		HWDT, MCS, NTS, SOC, RSPB, SWT, WWFS, WDCT (all required to sign off work) Ad hoc Support also from Buglife & SCAPE Trust.	comms & engagement	& EU devs could impact MPA mgt. Ideally requires dev of consensus, but some MBs are active in other nat & internat coalitions. MPOs are facilitating collective action to take forward as TF.	updated to incl Scottish MPAs & new MCZs (Jan 15). TF has good indivl & collective links w academic insts & researchers. go to events & building science-based advocacy. MBs liaise with SNH on scientific work that supports their evidence base for MPAs. Works with local & nat NGOs (COAST, SIFT, Client Earth), - info exchange, supporting ind initiatives & advocacy actions & developing joint advocacy on mar issues. regular bilaterals w Marine Scot & SNH on MPAs & NMP	<p>Conservation Orders for 4 MPAs.) Cab Sec has taken a strong position on the 1st batch of management measures for inshore MPAs, & is holding this position against strong opposition from some members of the fishing industry. Don't Take the P campaign an influence.</p> <ul style="list-style-type: none"> •Liaising with MSPs, in particular RACCE members, and support for MPA measures around RACCE scrutiny (September 2015) •Co-supervision of 3 MSc students, in partnership with Glasgow, Edinburgh and Edinburgh Napier universities. All 3 now complete; MPOs and MTF to review findings and incorporate relevant information in on-going advocacy. One student did a poster presentation at the FSBI conference, Plymouth 27-31 July. •Development of MTF marine planning vision paper ('Living with the Seas') and presentation at the MASTS Annual Science Meeting (September) •Hosted a high school work experience student for a week
Planning TF Vision: that the Scottish land use planning system contributes to a more environmentally sustainable society	Now that NPF and SPP have been published the PTF intends to focus on progressing towards the introduction of a more equal right of appeal in the planning system, along with wider improvements to access to justice.	<p>Work plans to be developed around:</p> <p>Equal rights of appeal</p> <p>Access to justice</p>		Aedan Smith, RSPB, convenor, Clare Symons PD, Depute, BSCG, ArchScot, APRS, RS	None specifically anticipated. Occasional advice from parli staff	Will develop a strategy for engagement with others over equal rights of appeal issue Anticipate ongoing contact with		Meeting held with presentation from rep from An Taisce on appeal rights in Ireland. Planning started on workshop session to come up with priority asks for independent planning panel & Scottish Government planning reforms, with view to publishing asks in spring 2016. ERA raised at Sept Ministerial meeting, & follow up briefing on it and other priority asks for planning modernisation.



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				Buglife FoES, NTS Froglife WTS SCNP, SWT SWLG, SBT		SG Planning Div and relevant planning staff in Govt agencies, eg SNH		
Scottish Env Fundraisers Forum Vision: facilitate partnership between fundraisers in LINK to share info, experience & understanding of sources of funding for Scotland's env't	Does not see itself as needing a plan, as a mechanism for information exchange and organising talks by funders. As such SEFF cannot be asked to pursue policy objectives by the rest of the network.			TFC Steven Gardner SWT, Alison Connolly RSPB, Wide members vary attendance at meetings.				Meetings held in June and September. Before next meeting on 3 December SEFF team will survey its members on the future direction of the group & format of meetings.
Sustainable Land Use TF Vision: to see a Sustainable Land Use strategy as a parent of all strategies with implications for, or guiding, land use.	Met 16/12/14 to clarify plans and capacity. TF met in Feb 2015 to agree a forward work programme to influence SGov's review of the LUS.	1. Organise a workshop/seminar (1/6/15) bringing together land use pilots and other projects and initiatives to draw out lessons and best practice to inform revised LUS. 2. Meet with Scottish Government officials leading LUS review process April/May 3. Attend Scottish Government LUS meeting in June 4. Respond to Scottish Government consultation on draft LUS for 2016-2020 5. Secure Parliamentary scrutiny of draft LUS in Autumn 2016 Meet with key MSPs to advocate key asks for revised LUS		TFC V Swales RSPB, NTS, Arch Scot, WTS, P'life, But'y Cons, WTS. <i>AS input was via JW who left end Sept.</i>	Funding from DPF to contribute to workshop, co-financed by RSPB and other TF members. Will require Parl staff time to help promote to MSPs etc.	Will engage with other relevant TF's e.g. Planning, Agriculture, Deer and Landscape when preparing response to consultation and identifying our recommendations for new LUS.	Workshop in June will engage SNH, NPAs & others. Will also liaise with SLE, NFUS & others to gauge other stakeholder positions and interest.	1. Vicki Swales and Sheila George met Sally Thomas and Linda Gateley of ScotGov on 22/04/2015 to discuss LUS. Shared RSPB's review of progress of current LUS and discussed headline asks. 2. LUS event was held on 1 st June 2015. Attendance from statutory agencies & NGOs. Result was summary of lessons learned, barriers & headline asks of Scot Gov for the revised Land Use Strategy. 3. Several TF members attended LUS meeting in June. Updates were provided on land use pilots but no progress summary was given on revised LUS. 4. LUS consultation has not yet been released. The SLUTF will respond, as LINK & individually, once published. Next Steps: Planning Question Time style event for December, involving MSPs, Scottish Govt, statutory agencies & other stakeholders. The event aims to highlight that the Land Reform process & Land Use Strategy development cannot happen in isolation of each other & to promote LINK's key advocacy asks for the revised land use strategy.
Wildlife Crime Task force	TF is concerned with wildlife crime by badger baiters, or by farmers, foresters and developers and the under-reported nature of wildlife crime. For some years, perceptions have been of declining police interest &	This TF published its reports in Feb 15 on the state of enforcement in Scotland in 2014. Advocacy plan agreed in April, focussing round promoting findings and recommendations of these reports with Government, Police and law enforcers.		TFC Eddie Palmer, SBadgers Depute-Ian Thomson RSPB.	Advice on advocacy strategy	Difficult to say until the results of the current research are known	SSPCA liaison	Main tasks were to have engagement with two main external agencies, Police Scotland, and the Crown Office, subsequent to the publication in February this year of the reports 'Natural Injustice' 1 and 2. There has been considerable success with the Police, one main meeting with senior Police Officers, and one local



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	presence – calls from the public are not taken seriously or recorded and crimes perpetrated go un-investigated and un-recorded. We hope to attempt to rectify the situation around wildlife and environmental crime.			SWLG, NTS, SRSG, SWT, SCRA, F'life B'life, WDC				meeting, with plans for training in the Lanarkshire division in the near future. There has not been physical contact with the Crown Office, only an exchange of letters, which illustrate no mutual trust.
Wildlife Forum Vision: Scotland's natural heritage (land & sea) is complete in its diversity, with fully functioning ecosystems and resilient to accelerated environmental change.		Continue to develop Species Champions initiative to look at business and youth engagement. Prepare funding bid for a dedicated advocacy officer Contribute to Scottish Biodiversity Strategy groups (principally the Habitats and Species Group) and report back to Link Work with RSPB Scotland on the State of Nature response project Develop advocacy on Peat with others Co-ordinate Scottish LINK input to Joint Links collaboration over the EC Review of the Birds and Habs directives from winter 2014		TFC Deborah Long P'life, Depute Craig Macadam, Buglife, Bats, Bfly Cons, RSPB, Bat Cons, RZSS, SWT, Froglife WTS Others are involved with the Species Champions initiative.	Ongoing support of AO with Species Champions initiative Support of other LINK staff with funding bid.	Joint working with ATF over SRDP revision. With Joint Links on Directives	LINK represented on Scottish Biodiversity Committee, SBS delivery groups & INNS group	The Wildlife Forum has continued to promote the Species Champion initiative. We have secured funding from LINK's discretionary projects fund to take on an intern to help engage with candidates for the 2016 Holyrood elections and to keep momentum going with existing Species Champions. The Forum has continued to engage with the Scottish Biodiversity Strategy including being represented at Scottish Biodiversity Committee and members being involved in a number of delivery groups. Representatives from the Forum have been involved in the Joint Links response to the REFIT process The Forum has been leading in Scotland on the development of the response to the State of Nature Report.
Woodland Forum		Ongoing engagement with FCS through STHAG on tree health and CRG on SRDP & the Minister through LINK regular meetings. Also active engagement with the delivery of the NWSS response programme of actions through FCS and the SBS. The ideas on "The Future of Forestry" in Scotland as set out in the discussion paper which LINK promoted in 2013-14 were advanced to promote discussion. As these were not intended to be a consensus view of members in the Woodland Forum, it would be useful to try and establish a position paper during 2015 which achieves consensus support on the future for forestry in Scotland post splitting up of the FC at GB level.		TFC Charles Dundas - tbc next meeting. WTS, RSPB, Arch Scot, NTS, SWT Plantlife	None anticipated at this point	No plans at this point	Primarily FCS, but also possibly working with the Land Use team at SG. No joint work with EEB, IUCN at the moment. Possibility has been explored, but there's no other specific Woodland working group or task force.	No report received. Charles inputs to other relevant TFs.



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Networking meetings	Quarterly: Updates between members, task force reports, review of priorities, political strategy review, integrating work areas, allocation of staff and £s resources.	23 April 2015 27 August 17 November Annual strategic planning discussion. Tbc Jan 2016		CO	Various in the preparation	Across the range of work	Occ. invited audience, eg SNH board members	Good member attendance at April and August network meetings. WCL and EEB rep'd at August meeting.
AGM	Elect trustees, appoint President & Hon Fells, present annual report & accounts, ratify subscriptions for coming financial year.	17 November 2015		CO	Various in the preparation	Part of annual gathering	Open to members	In prep.
Scottish Environment Festival 2016	This Week-long programme 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 May 2015 Staff Invite MB engagement June 2015 Staff seek sponsorship around theme & outline programme July 2015 Programme for 2016 organised by September 2015. Planning & invitations completed by December 2015 - members, MSPs, externals know what's needed of them. After action review, compile report for members and funders (by April).		AM & AO with input from CO, DO, and steering group.	Delivered by staff. Extent of programme depends on sponsorship.	All members consulted & invited to input at various times over the year.	Historic Scotland, the NPs, SNH, Parli Events Team.	Low key SEF planned. Potentially 2 seminars (HES sponsoring one & CNPA possibly sponsoring one on Active Cairngorms). No sponsor id'ed yet for reception element.
Congress 2015	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 2015 Board/Networking. Speakers invited, programme prepared, circulated internally and to relevant externals. Followed by strategic planning meeting on day 2. Sponsorship to be sought for elements.		DO with steering group of trustees	Delivered by staff.	All members consulted and invited at early stage.	Externals invited as relevant to theme.	Theme agreed by board/network in April from suggestions received. Steering group agreed programme. Speakers contacted, programme published and circulated, bookings coming in. No success with getting sponsorship or other funds. Subsidy from LINK funds to keep costs to MBs reasonable.
Joint Links – better federal working	Increased liaison, designed to help each Link improve services, and to support all the Links in their relationship building and advocacy at country-level, and with UK and EU audiences	More contact between Secretariats, Chairs, policy & advocacy leads. Joint effort to scope EU funding for a joint Links EU officer/project. Joint effort to scope UK trust funding for Links roles to their members. Federal work on EC review of Habs & Birds Directives (via Wildlife Forum in Scotland) and any further areas subsequently identified by the Links. Develop dialogue with Irish Environmental Network.		CO, AO, TFCs and Trustees	Delivered by staff, some TF players, trustees	Network kept informed of joint initiatives, and progress at strategic level	WCL, NIEL, WEL are the main allies. Irish Environmental N/W perhaps?	Progress with MOU for joint work, aiming for sign off at December meeting of staff & chairs. WCL at August network. There may be a federal approach to EU referendum. Joint work on Refit has been very good. Regular telecons between secretariats continue. Funding case for support being scoped.
Local Links project	Trialling by LINK of a matchmaking service between local/community groups, and national NGOs, which focus on environmental issues. Aim to gauge value of, and interest in, such a service in future, and then take stock.	Develop trial late 2014 Launch Spring 2015 Host or co-host workshops on selected topics (peat, marine, woodland, FUG) 2015-16 Review Spring 2016						Was delayed. Project is now being led by FOM. Database being scoped for population with info already collected by volunteer.
Workshops on topics prioritised by members and/or Board	Scope views on whether collective work can address gaps identified by strategic planning in Nov 2014. Keep watching brief for topics needing 'work-shopped', and add these to plan as agreed.	Amongst those already mooted are: - Fol & the environment - Reviewing LINK energy positioning (2 workshops)		Staff organise & pursue as resources allow	Delivered by staff in conj with TF leads.	Open to all members	Topic specific, and for organisers to determine	Useful FOI workshop held 17 September with some action being taken on by Governance Group. Energy workshops taken forward by consultants working to steering group. Good turnout & discussion. Reporting to board for Oct meeting.
Festive Reception 2015	With audiences across the sectors to celebrate work in which we are all involved	Organise for 14 December 2015 with relevant players. Sponsorship to be sought.		AO & DO	Sponsorship to be sought.	Open to all members	Relationship building is the intent	Invitation list in prep, AOA consulting staff & TFs. No success with sponsorship, tho few approached for this.
LINK review of strategy for 2016 forward	Time to review LINK's 2012-2015 strategy	Board to determine type of review in April / August 2015						Consultant conducted internal survey, good level of responses, affirms value to MBs, reported to Board & to network August meetings. Discussions at these meetings contributed to survey of externals & report to Oct Board. Short strategy to be prepared from 2016. KPIs adjusted over summer to assess progress more meaningfully.
Staffing functions review (LINK)	Review during 2015, assessing key functions, gaps in remit, succession planning needs	Involving staff and Board during first half of 2015						Functions review overseen by ESG, resulting in adjustments to job descs of new FOM, AOA, incoming AO, & DO, CO

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								posts, & leeway to buy in some expertise. Core staff hours have increased from 3.7 to 4 fte. Observing 4.5 ceiling.
Strategic liaison	Board & President level development of relationships with others across the wider policy community	LINK's 'policy mapping' refers						Pres recruitment process itself involved development of relationships. Intention to widen Honorary Fellowship to bring interested experts & champions in to the network. Joyce McMillan appointment as President from AGM will help our reach.