

### Key Performance Indicators and Annual Targets (new KPIs are to be agreed – not reported on this Quarter)

LINK Strategic Objective	Key Performance Indicator (KPI)	Annual Target	Progress Report Quarterly
<p><i>Our focus as a facilitating network is around outcomes, such as the numbers of briefings, submissions, meetings, workshops organized through LINK. We will continue to measure these. It is also important to try to measure impact, e.g. how our contributions are valued and seen to affect policy. We will survey perceptions of the impact of these contributions towards the close of the strategy period (2009-12). Results to be reviewed through the KPI reporting cycle.</i></p>			
<b>1. A Sustainable Scotland</b>	Number and activity level of task forces.	Maintain at least 8 task forces which are actively addressing current policy priorities, each involving at least 3 member bodies and meeting at least 4 times a year	
	Number of collective position statements produced.	Produce at least 15 collective position statements (including policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each	
	Percentage of external stakeholder groups in which we are involved, relating to our key policy priorities, where LINK's opinion is that the group has been valuable.	At least 40	
	Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff.	At least 25 face to face exchanges with MSPs facilitated by LINK core staff	
<b>2. A Strong Voice for the Environment</b>	Number of internal seminars/workshops/trainings on current issues arranged for members.	At least 3 workshops / seminars/ training days per annum	
	Percentage of member bodies involved annually in either the Board, Task Forces, or contributing to annual Congress.	At least 90% of member bodies involved annually in either the Board, Task Forces and steering groups or contributing to annual congress.	
<b>3. An effective, efficient and accountable network</b>	Quality of annual reports and accounts and returns in accordance with OSCR and Companies' regulations.	Produce annual Trustees' report and accounts, and annual return, in accordance with OSCR and Companies regulations.	
	Annual Operating Plan of network aspirations (with Member, Taskforce and Board input) is subject to regular review and six-monthly evaluation.	Network's activity and aspiration captured, managed and evaluated with Board overview through annual operating plan, and learning applied.	
	Retain KPI to raise around 50% of LINK's Essential service costs from subscriptions to retain understanding that LINK can deliver services proportionate to what the membership is willing to fund, and to maintain a measure of independence from government grant income.	Subscriptions income of £78,662 required to hit 50% of forecasted Essential Services cost	<b>Forecasted subs income is £73,310 = 47% of Essential services costs</b>

## KEY to MAIN ACRONYMS and SHADING in Operating Plan

CO	Chief Officer (Jen Anderson)		ATF	Agriculture Task Force
DO	Development Officer (Alice Walsh)		CATF	Climate Adaptation Task Force
PO	Parliamentary Officer (Andy Myles)		DTF	Deer Task Force
FITO	Finance & IT Officer (Hugh Green)		FWTF	Freshwater Task Force
AISO	Administration & Information Support Officer (Kate MacColl)		EF	Economics Forum (estab Sept 2011)
POA	Parliamentary Office Administrator (Rea Cris)		GG	Governance Group (includes subgroups)
MPAOs	Marine Policy and Advocacy Officers ( Lindsay Roberts, Sarah Archer)		LTF	Landscape Task Force
MBs	Member Bodies (of LINK)		LGTF	Local Governance TF
TFCs	Task Force (and Forum) Convenors		MTF	Marine Task Force
Reps	The main Representatives appointed to LINK by the member organizations		PF	Parliamentary Forum
FSG	Board's Finance Sub Group – overseeing LINK's financial strategy		NPTF	National Parks Task Force ( (estab Sept 2011)
SEW SG	Scottish Environment Week Steering Group		PTF	Planning Task Force
AAR	After Action Reviews		SEFF	Scottish Environmental Fundraisers Forum
PSR	Political Strategy Report		SLU TF	Sustainable Land Use TF
	Status: on Target		WIF	Wildlife Forum
	Status: Not On target		WTF	Woodland Task Force
	Status: Board discussion proposed		OS	Organisational Supporters

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<b>KPI 1.1</b> Number and activity level of task forces. <b>Target</b> Maintain at least 8 task forces which are actively addressing current policy priorities, each involving at least 3 member bodies and meeting at least 4 times a year. <b>KPI 1.2</b> Number of collective position statements produced. <b>Target</b> Produce at least 15 collective position statements (inc policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each. <b>KPI 1.3</b> Percentage of external stakeholder groups in which we are involved, relating to our key policy priorities, where LINK's opinion is that the group has been valuable. <b>Target</b> At least 40. <b>KPI 1.4</b> Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff. <b>Target</b> At least 25 face to face exchanges with MSPs facilitated by LINK core staff.							
LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead & Support	Status	Progress
<b>1.1 Share information key priorities enabling informed and effective decisions</b>	TF / other mechanism identified & functioning to develop positions and engage effectively with externals on issues prioritised by network	Quarterly Networking involves mix of TFs, Reps, Trustees, Hon Fells, to ensure network alive to opportunities for influence, prioritises with knowledge of issues & of resources to hand & required, addresses key gaps	Autumn annual planning involves representation at 85% of TF & Board and 65% of MBs	Each Q	Chair CO TFCs Reps Specified Staff		June meeting deferred due to lack of people able to take part.
	Horizon scanning informed by intelligence of diverse members	All players asked to flag up issues in advance of Annual Strategic Planning meeting: both issues for possible joint work, and own priorities ahead. Political strategy Report contributes, developed by PO in consultation with network & reviewed x2 pa. SWOT of LINK carried out in discussion. EU & international context considered. Extent of staff support or DPF required to be flagged.		Q3	Chair CO, PO TFs, Reps, TFCs, Trustees, HFs, staff		
	Relevant info provided to MBs & OS on devts of Scot Parl (SP) & Scot Gov (SG)	Parliamentary Monitoring report on forthcoming activity in SP with review of previous week's action	Regular monitoring to Reps, Trustees, TFs	Weekly	AISO leads PO, POA		During AISO leave of absence (April) PM delivered by a temp (J Green). Kate returned in May, when normal service resumed. However Kate has left LINK in July. Pending Board review of roles and services PM will be done by PO/POA.
	Help to inform MBs about European & international contexts & opportunities through proactive membership of EEB, IUCN, CIVILSCAPE	EEB/IUCN/CIVILSCAPE info monitored for regular report to MBs with targeted flagging of other opportunities (via bulletin)	Regular & targeted updates to Reps, TFs	Monthly	Staff tbc JHughes (Trustee)		EEB and IUCN info included in bulletin/Parliamentary Monitoring. Civilscape has not sent anything to LINK yet.
		Delegates to EEB and IUCN engage with member input & report back to members Use IUCN better, including UK Committee meetings For EEB engagement – pursue better UK comms Input to Rio+20 (building on Dec 2011 event) Scotland House Brussels discussions wrt accessing information April Board discussion of working through EU Members internal channels can inform		Ongoing	JHughes, SBrooks PAO, AISO		S Brooks liaising directly with members on UK IUCN
	Make more use of available international channels to support our advocacy.	Filter incoming material for relevance Circulate monthly bulletin	Bulletins & targeted alerts to TFs, Reps	June	DPF for Rio report.		ABM to report to Augs board on meetings with Scotland Europa and Jonny Hughes
	Relevant incoming info passed on to network	Update membership fully & regularly on range & scope of LINK activities		Reps, TFs get updates on LINK work	Quarterly		AISO TFCs Staff.
	Disseminate news on LINK work to & beyond network	Compile & circulate newsletter with own & MB/guest contributions. E-version for website	3 x pa	Q1,2,4	DO Reps, AISO		Newsletter circulated in May.
	Feed back to MBs/network from events/initiatives where LINK represented.	Delegate, staff or designated person report on meetings with Ministers, agencies, externals to inform other relevant parties in LINK & ensure integration	Reports provided on website/ circulated mainly via bulletin	Ongoing	Identified lead. AISO, other Staff		Ministerial, agency and Liaison meeting notes posted on website and circulated to members via bulletin.
	<b>1.2 Build consensus on key policy priorities</b>	Identify areas where consensus will matter at annual planning & quarterly networking meetings to have	Networking meetings identify issues requiring consensus-building & identify means to progress Staff support as needed. <b>1. Energy:</b> Draft statement for internal consultation and sign-up on impact of onshore wind on landscape	Consensus exists/in hand on key issues. Stronger eNGO positioning to	Each Q	TFCs Reps TFs Staff, Trustees 1.LTF initially Board advise	

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		as part of Scotland's energy 'strategy' Consider running member workshop around the statement <b>2. Housing policy:</b> Identify work and players on housing policy beyond LINK. Investigate whether alliance & poss joint work with these is possible to develop set of principles. Consider whether separate LINK research on some key housing issues is important. Consider value of member workshop.	better influence wider policy community		on need for workshop 2.PO scopes contacts. Joint PTF, NPTF, LTF discussion & report to Apr meeting. Staff support liaison, circ.		on.
		MBs contribute to development of LINK positions by participating in relevant TFs / workshops.		ongoing	Reps		Members contributed to Flourishing Scotland work via workshop on 18 June.
<b>1.3 Facilitate good comms between MBs, their supporter &amp; wider public inc. media</b>	Spokespeople communicate positions to media & externals	Most would usually originate through TFs. Adequate briefing provided by policy leader. The supporting MBs ensure comms within their own orgs as appropriate. Relevant LINK staff and honorary officers copied in. Staff ensure wider LINK players kept informed.	Operating principles followed	Ongoing	Designated leads		No problems identified this quarter. ABM coordinated media work in relation to LINK's Referendum Challenge. Members, trustees and staff were kept informed.
<b>1.4 Advocate agreed policy priorities to opinion formers and decision makers by identifying and acting on key opportunities to influence</b>	Focus agendas for ministerial meetings on key policy priorities	Consult network for key issues for ministerial meetings; assemble appropriate delegations, ensure preparation, & supporting information. Continue liaison with 'G6' group to ensure integration of positions & updates to members.	Relevant topics Turnover of dels. Joint positions promoted	Q 1-4	Chair CO TFCs Reps Staff		Done for May meeting which addressed Land Use, CAP, Woodland Expansion. LINK still trying to secure attendance of Cab Sec & Minister for next meeting, which may mean postponement of date to October. Further information to follow in late July/early August, and there is scope for discussion at August networking meeting.
	Ensure political parties are informed of LINK concerns	Liaise with the political parties to communicate LINK positions, including via rolling manifesto, meetings with the political parties, researchers and MSPs. <b>Rolling manifesto refresh project</b> Addressing gaps, restructuring, and updating asks. <u>Integration:</u> Open to interested members to join/input, engage more closely. Draws on members and TFs for content.	Parties understand collective positions Refresh: Late autumn 2012 into 2013.	Q1-4	Chair, CO LWA, NGOhds		Continues, loosely, to ensure (i) LINK place filled and (ii) separation of agendas as far as possible.
	Use political party conferences to promote key network concerns	Coordinate LINK presence and materials as reflects priorities of the network, and including reps/convenors/trustees as appropriate. PO coordinates with TFs and PF wrt priorities for fringe events.	Attend confs, Fringes on key issues. Reps can take part.	Spring Autumn	PO and POA PF, MBs, TFs,		None in this quarter
	Hold parties to account on manifesto commitments	LINK strategy devised via PSR & LINK Manifesto. Monitoring by TFs, Board, PF, Reps ongoing.	Process & resources, clear	Ongoing	PO TFs, Reps, PF		PF agenda to be reviewed at Sept meeting. Proposal to revise and refresh our manifesto will come to LINK autumn meetings.
	Ensure effective 'soft' lobbying opportunities for MBs focussed mainly on MSPs and researchers	Plan SEW/SEF through previous year, informing MBs on format & theme, identifying £s & political sponsors & liaising with Parliament early.	SEW events well supported by MSPs, researchers	Qs 1, 2,3,4	PO, POA, CO, DO SEW St Gp, Reps, Events planners		Wildlife Declaration reception supported and follow-through from SEF. SEW planning in train. Draft programme prepared and shared with members, from whom bids invited for seminar opportunities. Most potential funders approached.

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	Environmental issues should form a core part of party manifestos and should be debated in lead up to elections.	Promote env /sus dev in lead up to L. Gov elections via <i>Acting Locally</i> and hustings guidance mainly. Manifesto refresh autumn and winter 2012/13 (since there are no elections 2013) Use LINK's referendum strategy to promote sustainable development/environment in context of Independence discussions	LINK ideas clearly identifiable in the party LG manifestos.		LGTF PO PF, PO, POA PO		Election engagement review to be undertaken by PF
<b>Agriculture</b>	3. Imp of an SRDP which contributes to ATF's goals for a sust agric sector that delivers the max poss env'l & other public benefits. 2. Input into changes of the agric support used in Scot until 2013 to ensure they are best suited to Scot env. 3. Continue lobbying for further CAP reform on a EU scale & dev thinking on how it could best be tailored for Scot Conditions. 4. Aim to target funds better at High Nature Value farming inc through Less Favoured Areas Support scheme reform. 5. SG policies on climate change & agric that incorporate LINK views. 6. As part of the wider LINK group, input into the SLUS work to reflect LINK views. 6a. Develop position for agric & woodland 7. Scot food policy contains sufficient env'l objectives. 8. Soil strategy includes measurable env'l targets. 9. Input to review of Scot Organic AP & its replacement.	1. Continue involvement with SRDP PMC. Monitor what is included in scheme. LINK ATF reps on above groups with input from other ATF members. (high effort) 2. Follow up results of Pack review & env'l impacts are suitably assessed. ATF led by convenor (high effort) 3. Develop briefings updating <i>Beyond the CAP</i> vision. Discuss UK CAP vision with UK Links. ATF led by convenor (high effort) 4. Lobby for changes to LFA as part of CAP reform. ATF led by convenor (med effort) 5. Continue involvement in SG Agriculture & climate change stakeholder group. (high effort) 6. ATF input to LINK document and Scottish Government's development of strategy. ATF lead on SLUS (med effort) 7. Monitor Scottish Government developing food policy, ensure env't not forgotten (low) 8. Continue involvement with development of framework (med effort) 9. Continue involvement & w. brief (low)  <u>Integration needs:</u> Meeting jointly with SLU TF as have many of same players. Also coordinating with Woodland Forum eg over positioning on woodland expansion. Need to coordinate with LTF, CATF, FWTF, DTF, SEFF on CAP reform & SRDP which overlap a policy areas. This could mainly work through e-mail comm though occasional joint meetings required.  <u>Allies/liaison:</u> SNH, SEPA, National Parks, Scot Gov, SGRPID, SG Wildlife and Habitats division, agriculture policy unit in SNH, SEPA land use policy. Some joint Links work	1. No decrease in funds to axis 2 options or Rural Priorities; Involvement with development of new SRDP which is well targeted at envl delivery. 2. Movement of SFP away from hist model. Better x compliance measures. 3. Production of briefings & UK vision. Use of it by others. 4. LFA targeted better at envl delivery 4. ATF rep on group. 5. Production of ag measures that stand scrutiny against targets of the CC delivery plan.		Led by: Arch Scot/RSPB  Bumblebee CT, Butterfly Conservation NTS, RSPB, SWT, WTS, Soil Ass  Representatio n on various groups by ATF members.  Parly support for some aspects, e.g. promoting CAP vision  DPF allocation (carried forward) for publication of factsheets on CAP.  Possible event. <b>(What, when?)</b>		LINK ATF continues to be represented on the SG Common Agricultural Policy Stakeholder Group contributing an environmental perspective to this forum. Papers from these meetings can be seen at <a href="http://www.scotland.gov.uk/Topics/farmingrural/Agriculture/CAP/regulations/Meetings2012">http://www.scotland.gov.uk/Topics/farmingrural/Agriculture/CAP/regulations/Meetings2012</a> Unfortunately papers are posted on this site in some arrears.  ATF Members were represented on the 8 Working Groups set up to by the ScotGov to inform the next SRDP 2014-2020, prior to wider public consultation. Each group has met 3 or 4 times since April, so this constituted a major commitment by the ATF. The groups have largely completed their work & will now be disbanded. Papers submitted to this group can be viewed on the Members Discussion Forum on the LINK website.  Due to the wide-ranging impact of CAP & the SRDP (funding over £650m annually) it is important that LINK has a voice here. However the changing discussions between EC/EU Parliament/UK & SG make it difficult to fix a common LINK position on this. It is clear a more pro-active approach to issues such as allocation of the new Basic Area Payment/ Regionalisation and the integration of HNV criteria in policy discussions will be required. Capacity remains a problem.  A Campaigns Subgroup was formed with the aim of progressing a more active engagement with policy makers.  Vicki Swales & Jonathan Wordsworth met with Billy Mackenzie & Jo O'Hara SG to discuss SRDP progress 24/05. These are intended as regular updates (next one 26/07).

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<b>Climate Adaptation</b>	<p>Influence the development of SG's Adaptation Framework Sector Action Plans &amp; the statutory Adaptation Programme (likely in 2013). (HIGH)</p> <p>'Silo busting' needed in relation to SG early 2012</p> <p>Analyse the outputs of the UK Climate Change Risk Assessment 2012. (MED)</p> <p>Analyse Committee on Climate Change's (CCC) preparedness report for Scotland &amp; provide response to Gov't. Continue to influence further work of the CCC. (MED)</p>	<p>Meeting with SG to discuss Gov't plans for Programme development – Mar 2012 plus others during the year.</p> <p>- CATF meeting to plan response &amp; supportive action.</p> <p>Use LINK 5 Principles of Climate Adaptation Position Statement in advocacy with MSPs, Gov and Sector Leads – Mar onwards.</p> <p>Respond to Government consultation on Adaptation Programme (HIGH) – Q4 2012.</p> <p>Remind SG of LINK interest in being part of the group.</p> <p>Commission gap analysis of UK Risk Assessment first half of 2012</p> <p><u>Integration needs:</u> Adaptation is a cross-cutting issue which is important for a majority of TFs. CATF needs to decide the best way to engage with the other TFs in a formal way. Written briefings &amp; discussions with members may be needed to inform &amp; seek input/expertise from members of other TFs.</p> <p><u>Allies/Liaison:</u> informal links with SCCS to provide adaptation messages as appropriate. SNH. Adaptation Scotland</p>			<p>Led by: RSPB Soil Assoc; B'life; P'life; Butterfly Cons; SAGS; corresp'g members F'life; WTS. PO support likely sought for briefing MSPs on Adaptation &amp; the adaptive responses we seek from Gov't. – Date unknown. Possible £s for Gap analysis, conf/w'shop, doc on climate impacts on bio &amp; case studies</p>		<p>Produced parliamentary briefing in April on the development of Scotland's Adaptation programme.</p> <p>The Taskforce is currently commissioning a consultant to facilitate a workshop in early September for LINK members to identify the gaps between known climate risks and Government adaptation policy and to choose the key priority policies and actions LINK will promote in the consultation period. 5 consultants have been invited to tender and a decision will be made at the beginning of July.</p>
<b>Deer</b>	Sustainable deer management policy and practice in Scotland	<p>In wake of Jan submission input to Woodland Expansion Group.</p> <p>Monitoring Deer Strategy implementation and implementation of Wildlife &amp; Natural Environment Act (2011)</p> <p>Planning to widen focus of advocacy to 'management of wildlife', in line with SNH policy</p> <p>Continue to meet SNH bilaterally</p>			<p>Led by: RSPB Depute: JMT Members: NTS, Cairngorms Campaign, SWT</p>		met with ADMG in May and latterly with SNH to discuss the proposed Wildlife Management Framework.
<b>Economics</b>	<p>Influence the debate around economics in Scotland</p> <p>Audience: policy community in Scotland and wider (international, eg Rio+20, EEB, IUCN)</p> <p>Allies: will be invited to comment on our position before it is published.</p>	<p>Act as info ex forum to inform MB's work.</p> <p>Commission consultant report which: defines 'flourishing Scotland' &amp; what economy shd deliver; values ecosystem services approach &amp; says how that should be applied; outlines what needs measured to assess 'flourishing'; re-presents SD in fresh terms; tackles 'growth' (as proxy for jobs), ids how to protect economy from boom &amp; bust; illustrates how this can be delivered.</p> <p>Develop advocacy strategy for this. Publish summer. Consider LINK role in wider work to promote alt to GDP</p> <p><u>Integration:</u> Relates to LINK's wider work areas; may draw on MB &amp; TFs for examples in the report.</p> <p><u>Allies/Liaison:</u> TBC as part of the advocacy strategy from March 2012; could include development, poverty, health, business interests.</p>		<p>Ongoing</p> <p>April 2012</p> <p>Apr/May June/July Summer</p> <p>Summer</p>	<p>Led by: WWFS Depute:</p> <p>Members: WTS, FOES, JMT, RSPB, SWT, HWDT CO and PO supporting</p> <p>Group has £3k from LINK DPF 2011/12. Members offer £2.5k.</p>		<p>Commissioned consultant (Simon Pepper) to lead development of LINK economy report (visioning/how define 'flourishing/ how economy should relate to enviro/LINK views on some key principles).</p> <p>Met with consultant to discuss work programme. LINK workshop held 18 June with Simon Pepper, LINK staff and representatives of c. 8 member bodies provided basis of the context for Simon to prepare first draft report.</p> <p>Draft report delivered 5 July and considered at meeting on 6<sup>th</sup> July with feedback to Simon Pepper by 11<sup>th</sup> July. Final report due mid July to LINK economics forum.</p> <p>Advocacy strategy in draft from that meeting on 6<sup>th</sup> July to be shared with network during summer and scope for discussion at August networking.</p>

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<b>Freshwater</b>	<p>Implementation of the FRM Act &amp; promoting sustainable flood management.</p> <p>Pressing Scottish Water and its regulators to improve sustainability &amp; advocating the benefits of sustainable land management.</p> <p>RBMP implementation &amp; restoration of the water environment</p>	<p>Monitor implementation of RBMPs &amp; meeting WFD requirements:</p> <p>Review SEPA's priority catchment work &amp; compliance with diffuse pollution regs, &amp; press for enforcement of regs. Use LINK place at DPMAG to influence action on diffuse pollution</p> <p>Work to influence SEPA's Better Regulation agenda.</p> <p>Influence water industry to improve sustainability (reduce abstraction &amp; leakage, &amp; landgmt. to reduce pollution at source) – early 2012</p> <p>Influence Q&amp;SIV via stakeholder engagement workshops planned for early 2012</p> <p>Ensure that SW are delivering sustainable landgmt.</p> <p>Identify LINK priorities for a Water Bill &amp; advocate these during 2012. Work with and support Aquaculture group of the MTF during passage of Aquaculture &amp; Fisheries Bill.</p> <p><u>Integration:</u> Some aspects require discussion &amp; consensus with ATF (on diffuse pollution/ land management issues) &amp; MTF (on coastal issues).</p> <p><u>Allies/Liaison:</u> works with SEPA, SNH. FCS on a range of freshwater policy issues. There is frequent liaison with SNH &amp; SG Environmental Quality Division &amp; Water Industry Team. There is potential to work on WFD issues and to learn from their experience with water industry. Some MBs communicate &amp; maintain frequent contact with UK colleagues.</p>	<p>1.Compliance with GBRs is increasing &amp; diffuse poll of water env reduced Effective reg in place &amp; adeq'ly enforced to protect &amp; improve water env't</p> <p>Next water industry investment period (2015-2025) has strong emphasis on sust &amp; indic.</p> <p>Measures in place in catchments to deliver multiple benefits. Monitoring &amp; demonstration is underway to show benefits of SLM.</p> <p>Water Act that drives the prot &amp; impro'm't of env't.</p>		<p>Led by: RSPB, Depute WWT</p> <p>Members: NTS, Froglife, Buglife, SWT, WWF Scotland, Ramblers' Association</p> <p>PO assistance may be required on the Water Bill &amp; Aquaculture &amp; Fisheries Bill.</p>		<p>TF convenor attended two stakeholder meeting on behalf of LINK:</p> <ul style="list-style-type: none"> <li>• Natural Flood Management Task and Finish group (29 May)</li> <li>• DPMAG on 25 June</li> </ul> <p>A relatively quieter couple of months in terms of meetings, but lots of activity around preparation of various consultation responses including:</p> <ul style="list-style-type: none"> <li>• UKTAG consultation on WFD Environmental Standards (this UK LINK response submitted 8/6)</li> <li>• ScotGov NVZ consultation (submitted 25 June)</li> <li>• ScotGov consultation on designating responsible authorities under the Flood Risk Mgmt Act (submitted 21 June)</li> </ul> <p>Met Jo Green (SEPA) and CBI 27 June. (TFC, PO, J Mayhew,). <i>Note</i></p> <p>There has been frequent informal liaison and discussion between the TF convenor and SEPA and SNH wetland policy staff (at various meetings and events and via email).</p> <p>Dave Fairlamb is the new depute convenor, replacing Callum Sinclair.</p> <p><b>Current issues for trustees info:</b> Scottish Water launched its Best Practice Incentive Scheme at end of April. While we strongly support the concept of this scheme i.e. managing land sustainably to deliver improvements in drinking water quality, we are not convinced that the scheme is being administered in the best way to do this. We want a scheme that targets land management measures within catchments appropriately so as to bring multiple benefits such as water quality, biodiversity, climate change adaptation etc. We are in discussions with SW about this but any opportunity to mention to relevant decision-makers our concern and that SW need to work proactively to ensure measures are targeted effectively would be useful.</p>

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<b>Governance</b>	Promote debate around and a focus on the way in which Scotland's environment is governed	<p><b>3. Legal Governance Subgroup:</b></p> <ul style="list-style-type: none"> <li>informing &amp; supporting work (led by FoES) around environmental justice</li> <li>Influence the 'Gill Bill'</li> <li>Respond to PEOs consultation by SG</li> </ul> <p><b>2. Governance Group:</b></p> <ul style="list-style-type: none"> <li>Disseminate GM report and seek views</li> <li>Promote GM via events incl : poss Constitution Cmmsn event, poss autumn seminar</li> <li>Take stock/next steps</li> <li>Convene wider civic discussion of Gov'ce Mttrs</li> </ul> <p><b>3. Referendum initiative re Env/SD</b>            Publish key areas of concern w.r.t. env'l governance seeking responses on how the various constitutional scenarios being debated will deliver for env &amp; sus dev.</p> <ul style="list-style-type: none"> <li>- Revision, design in wake of internal consultation</li> <li>- Advocacy strategy determined</li> <li>- Publish</li> <li>- Review &amp; coordinate press commentary</li> </ul> <p><u>Integration:</u> MBs will be kept in touch of responses &amp; consulted over next steps in strategy</p>		Ongoing  March  Winter & Spring; Spring & Summer; Summer; Autumn.  AprMar- Apr-May May-Jun Autumn	1.Led by: FoES Supported by: LINK PO, Plan Dem, APRS, RSPB, WWFS  2.Led by : LINK PO Supported by Gov'ce Gp FoES, JMT, Plan Dem, RSPB, WWFS  3.Led by: PO Supported by Governance Group. DPF potentially required		<ul style="list-style-type: none"> <li>Referendum Challenge leaflet published and publicised and disseminated</li> <li>Two media pieces on Referendum Challenge appear in Third Force News (article) and Scotsman (opinion piece by PO)</li> <li>Short version of Governance Matters, prepared, published and autumn conference planning continues. Governance Group to meet</li> <li>Legal Governance Group continue monitor developments</li> <li>Environmental courts issue raised with CBI at meeting in late June (brokered by SEPA)</li> </ul>

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

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<b>Local Governance</b>		Devise & coordinate LINK strategy for Local Govt including elections in May 2012: Follow up publication of Acting Locally seeking political parties' response with press work to profile response, cyberaction, coordination of hustings by members and others. Follow up elections with briefings to Cllrs. Seek dialogue with Nat & Local Gov't interests around duties & powers and monitoring. Take to parliamentary level if need be, to LG Committee, LG Ombudsman.  Input to development of NPF indicators & menu of local indicators via meetings & briefings.  Explore & influence proposed Local Community Empowerment & Renewal Bill  Maintain scrutiny of delivery of SOAs by Councils, with possible further audit in 2013. <u>Integration:</u> May draw for policy input & in relation to the CER Bill, on other TFs <u>Allies/Liaison:</u> TF has liaised closely with SSN, though not as yet, with other voluntary networks. Keeps in touch with SNH, SEPA. Maintains some contact with COSLA, SOLACE, Improvement Service. Also seeks dialogue with SG, AuditScotland.		Spring. Spring May Spring/Summer During 2012 Spring / Autumn	Led by : SWT Active Members: ArchScot, FoES, SAGS, SCRA Other members: Bugs, BCS, NTS, RS, RSPB, WWFS Supported by <b>PO, CO</b>  As area prioritised at annual planning this has CO and PO support to date.  Might bid to DPF in 2012/13 towards further audit.		TF briefings to Councillors and MSPs circulated in June, on: (i) LINK's role and interest in delivery of environment at local level and (ii) LINK's thinking about 'community' in relation to proposed community empowerment bill Community Empowerment and Renewal Bill issued in June - Call for evidence in process. LGTF may meet in summer to consider key points for a response to bill LGTF likely to review capacity and priorities in summer. Janice Gray had been depute convenor until Living Streets resignation from LINK.

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<b>Marine Taskforce</b>	<p>Our vision for the Scot marine env't is one of healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected, connected &amp; thriving, &amp; coastal communities are sustained.</p> <p>Annual goal: Ensuring effective implementation of the Marine (Scotland) Act 2010. Aquaculture, fisheries &amp; offshore renewables are also important areas for potential collaboration although capacity is limited. Collective work on these sectors is likely to focus largely on how they interact with the provisions of the Marine Acts e.g. marine planning &amp; marine protected areas.</p>	<p>Responding to consultations and SG policy flowing from Marine Act, incl marine planning &amp; planning regions, marine nature conservation, marine licensing &amp; priority marine features, &amp; responding to consultations arising from other drivers inc offshore renewable energy development.</p> <p>Concerted advocacy needed where concerns exist wrt unsustainable elements of policy &amp; 2ndary regs flowing from Act. Has happened rt members concerns about an incomplete approach being taken to implement an ecologically-coherent MPA network, with the omission of important feature data &amp; influence of socio-economic factors. Advocacy has taken place through stakeholder workshops, bilateral meetings &amp; direct correspondence. Includes focus on marine renewables strategy as well as some casework.</p> <p>Aquaculture – subset of MTF work &amp; involving other players – detail tbc</p> <p>Fisheries – subset of MTF work – detail tbc</p> <p>Most policy &amp; advocacy work to be carried out by MPAOs with input &amp; sign-off by members of the MTF. They will do this by consulting relevant policy &amp; planning experts within the TF &amp; carrying out further background research where necessary to develop and refine policy, developing briefings &amp; policy documents, advocating LINK MTF policy to SG officials, other relevant statutory contacts and MSPs.</p> <p><u>Integration:</u> Co-ordination with Planning TF will be important as the national &amp; local marine plans are developed &amp; as plans for offshore renewables develop. Coordination should also take place to incorporate the Landscape TF concerns into the national &amp; regional plans. Preferred communication is through discussion with the Policy &amp; Advocacy officers &amp; through circulation of written briefings.</p> <p><u>Allies/Liaison:</u> MTF maintains close contact with other NGOs at a UK level through the Joint LINK network. Particularly important in relation to cross-border cooperation for marine planning and creation of an ecologically coherent network at UK level.</p> <p>Liaison with Marine Scotland on Nature Conservation (MPAs); Marine Planning; Renewables, &amp; with SNH on Nature Conservation (MPAs); Marine Planning, Renewables - Responding to consultations, bilateral meetings &amp; comms, stakeholder workshops/steering groups. On average meetings with SNH and MS quarterly, with some meetings involving both orgs, but additional meetings may be required as necessary in response to events &amp; MTF with MS &amp; SNH policy that are likely to arise.</p>	<p><i>Nat mar plan configured to deliverSD &amp; protcn&amp;rcvry of Scot mar area. Nat &amp; local mar plans upinned by MEOs. Scot mar rgns cover all Scot marine area. Plans for MPA ntwk deemed ecologically-coherent, incl appropriate representation, replication, connectivity of features, &amp; integration with wider UK network. MPAs are well-managed. Inshore Fishery Plans integrated with lcal mar plans. Wider seas measures eg IF leg being used to deliver mar cons benefit. IOPs to be judged on final SG policies e.g. measuring whether nat mar plan delivers SD can only be based on how plan drafted rather than assmt of every decision on the coast &amp; at sea over more protracted t/scale</i></p>		<p>Led by MCS Depute WDCS</p> <p>Reporting to LINK: Sarah Archer and Lindsay Roberts (Marine Policy and Advocacy Officers)</p> <p>Hebridean Whale and Dolphin Trust, Marine Conservation Society, National Trust for Scotland, RSPB Scotland, Scottish Wildlife Trust, Whale and Dolphin Conservation Society, WWF Scotland</p>		<p>Report here covers April and May. The key areas of work have been aquaculture, marine protected areas and the Marine Strategy Framework Directive.</p> <p>Aquaculture and Fisheries Bill : Following MTF's response to the Aquaculture and Fisheries Bill Feb (last report), the aquaculture sub-group identified the key areas of the consultation that it should focus efforts on, and agreed these should be set within the context of their wider position on marine planning. A previous position paper setting out the group's views on aquaculture in relation to the wider marine environment will be updated in due course.</p> <p>Marine protected areas (Scottish MPAs and mSACs): At a meeting with Marine Scotland, JNCC and SNH, the MTF were thanked for their support during the recent consultation and Parliamentary debate on the proposed SAC in the Sound of Barra. This gave MTF the opportunity to stress the importance of understanding the potential impact of activities on habitats/species is to ensure the most appropriate management is put in place. At the same meeting, members were able to continue their dialogue with Gov on the ongoing Scottish MPA project. Having raised concerns relating to a number of elements of the project, we await the papers and the upcoming 5th workshop (27&amp;28 June) to see if these comments have been taken onboard.</p> <p>Marine Strategy Framework Directive: Defra and the devolved administrations are consulting on the targets, indicators and characteristics for 11 descriptors that aim to achieve Good Environmental Status (GES) in the UK's seas by 2020 - as required by the Marine Strategy Framework Directive. W&amp;C Link are coordinating a joint Links response: MTF members have been engaged in the drafting of a response to make best use of their expertise &amp; to ensure that the response is relevant to Scotland as well. An overarching concern with the consultation is the lack of ambition for the proposed targets and a general reliance on existing legislation to achieve GES. Considering the current condition &amp; trends of the marine envt (see Scotland's Marine Atlas), it is unlikely that just maintaining the status quo would achieve GES.</p> <p>National Marine Plan: The consultation on it was due out in 'the spring'. This has yet to be published, although we are aware that previous delays have now been resolved so we should expect it shortly.</p> <p>Marine renewables: The final meeting of the Wave and Tidal Energy Sectoral Plan HRA steering group was held. Several MTF asks were taken on board during the process, including the importance of cumulative impact assessments for wave, tidal and offshore wind energy plans, &amp; their assessment in the wider marine context through the National Marine Plan process. LINK also requested the continuation of the st group in to ensure the plans &amp; their associated research programmes are carried out properly.</p> <p>MTF was also involved in the steering group for Mar Scot's report on Scotland's Marine Monitoring Network for renewable energy development, now published. It highlights gaps &amp; includes several recs for expansion or review of current monitoring regimes in order to detect environmental impacts from renewable energy development.</p> <p>Lindsay Roberts moved on early July. Recruitment underway.</p>

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<b>National Park Task Force</b>	Promote debate over the Scottish model of NPs	<p>NPs housing policies research, analysis of McAffrey report, develop own position (incl in wider LINK)</p> <p>NPs strategy Scotland (profile at time of SCNP/APRS publication)</p> <p>Establish more strategic dialogue with Parks &amp; SG from early 2012</p> <p>Prot Areas Conference preparation</p> <p>IUCN UK Committee relationship building</p> <p>Scottish Government contact</p> <p>NP story (commission polemic?)</p> <p>Other research (tbc)</p> <p>Legal action (post Scotland judgement/refer to Brussels)</p> <p>NPP &amp; LDP input (to both the Parks' plans)</p> <p><u>Integration:</u> Relates to many TF areas &amp; TF may draw upon these in relation to its plans.</p> <p>Allies/Liaison: CNPA, LLTNPA, ScotGov Report/Conference would involve coordination with other TFs including LTF and MTF</p>	<p>Spring 2012</p> <p>Ongoing to winter 2012</p> <p>Ongoing</p> <p>Spring-Summer</p> <p>Ongoing</p> <p>Spring onward</p> <p>By Summer</p> <p>Summer to autumn</p> <p>As deadlines require</p>		<p>Led by: SCNP Depute: Members: APRS, Badgers, BSCG, CC, JMT, MCoS, NEMT, NTS, Plantlife, RS, RSPB, SCRA, SWLG, SNW, WTS</p> <p>May bid to LINK DPF for support with report and conference plans</p>		<p>The NPTF met 18 April with one of the main items being a paper on the Cairngorms National Park Authority's approach to affordable housing. A study carried out in the Peak District National Park in Derbyshire in Feb offered a completely different approach to housing in a national park which would be transferable in many respects to the Cairngorms. This depended on the Government recognising that the NPA was not the housing authority and therefore should be exempt from offering 'generous allocations' of land for housing in its Local Development Plans, unlike the current situation in the Scottish national parks.</p> <p>Despite this alternative approach, the CNPA has pushed forward with its business as usual approach to housing development and completed its National Park Plan which was signed off by the Minister in record time within a three week period of CNPA Board approval, seemingly without much analysis or comment.</p> <p>This places the eNGOs in a difficulty when it comes to dealing with the CNPA Local Dev Plan next year since the NPP is regarded as the senior plan in the hierarchy of plans. Any challenge to LDP policies will therefore have to be consistent with the NPP.</p> <p>Behind all this activity, we still await the Court of Session judgement, which will determine whether we are left with any argument to defend our position of holding the CNPA to account on addressing its responsibilities to maintain and enhance the conservation of Park's natural &amp; cultural heritage.</p>
<b>Planning Task Force</b>	<p>Monitoring implementation of planning modernisation to ensure sustainable outcomes.</p> <p>Maintain overview of SNH and other statutory consultees' involvement in the planning system to ensure sustainable outcomes.</p> <p>Encourage review of process for designating developments as national developments in National Planning Framework</p>	<p>TF meetings discuss emerging planning issues, and info exchange.</p> <p>Work to influence National Planning Framework 3 by summer 2012</p> <p>Prepare &amp; submit responses to consultations on govt policy and legislation.</p> <p>Through information exchange and experience of the new system, share experiences and identify opportunities for improvement.</p> <p>Advocacy &amp; lobbying of Parliament &amp; relevant officials to ensure greater accountability &amp; opps to influence national development designation process.</p> <p><u>Integration:</u> With MTF to ensure sustainable implementation of marine planning system.</p> <p>Allies/Liaison: SNH, ScotGov, SEPA. Ongoing contact with relevant officers in statutory agencies to help influence their planning roles</p>			<p>Led by RSPB Depute SWT</p> <p>SWT, BSCG, APRS, FoES, JMT, ArchScot, Buglife, RSPB, Scot Badgers, Planning Democracy</p>		<p>Task Force led and submitted on a response to scot govt consultation on amending non domestic permitted development rights. Proposals include removal of PD rights for tracks/private ways for agriculture/forestry purposes – ie hill tracks. This proposal strongly supported by LINK. Convener of PTF and other LINK member reps attended stakeholder meeting to explain position.</p> <p>Planning TF on 11<sup>th</sup> July will include attendance by Scot Gov planners to discuss hill tracks and NPF3 next steps.</p>

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<b>Scottish Environmental Fundraisers Forum</b>	The Forum's work helps raise the money needed to do the work to contribute to a sustainable Scotland.	SEFF meet four times a year and usually has one or two external speakers per meeting - e.g. reps from statutory, lottery, charitable trust, and corporate sources, as well as some who can offer fundraising advice, information and support. SEFF allows for the sharing of information and news about environmental fundraising in Scotland, to celebrate success and to discuss opportunities to influence and effect positive change.  <u>Allies/Liaison:</u> SEFF has an excellent relationship with the SNH external funding team who continue to be represented at SEFF			Wide membership varies.  Led by SWT Depute RSPB DPF funds supporting cons pulling together evidence from LINK MBs in respect of changes to the landfill tax.		One meeting held in June.
<b>Sustainable Land Use Task Force</b>	The initial aim of the TF was to influence the Land Use Strategy (LUS) to be laid before Parliament by 31 March 2011. This was achieved and the on-going objective now is to ensure effective implementation of the LUS over its five year life (after which it will be renewed).	The most immediate target for advocacy is the Action Plan which the Scottish Government has produced end of 2011. Thereafter, the objective will be to follow implementation of the 13 proposals contained in the LUS. Each of these proposals can, in various ways, and if implemented effectively contribute to a sustainable Scotland.  <u>Integration:</u> Since the proposals in the LUS cut across a number of issues there may be implications for other LINK TFs including Agriculture, Landscape, Woodlands, Climate Change and Adaptation. The SLU TF will communicate with other TFs on key issues and as necessary.  <u>Allies/Liaison:</u> Land Use Strategy team in Scottish Government and other relevant departments since the LUS is cross-cutting.			RSPB – Lead SWT - Depute  WT, APRS, Plantlife, NTS, Archaeology Scotland, JMT, Scottish Badgers The TF may wish to raise issues with the RACCE Committee which may therefore require some Parliamentary staff support.		Concerns to see SLU principles embedded across SG raised with Minister in May.  LINK continuing to make case for a high-level stakeholder group.  Joint meeting was arranged for June but had to be cancelled due to conflicts with other appointments and lack of attendance. Work continued through e-mail and phone correspondence. John Thomson completed first and second drafts of a report on Integrated Land Use for the TF and members submitted comments by e-mail. The report 'How can we get the best from our land? Putting integrated land use into practice' was finalised in time for circulation at a Scottish Government event on 27 <sup>th</sup> June on the LUS. The report is available on the LINK website and is due to be circulated more widely through an e-mailing.  SLU meetings held in conjunction with ATF meetings since Nov 2011
<b>Wildlife Forum</b>	Influence and input to review of biodiversity strategy in Scotland	LINK Chair remains involved in Scot Bio Committee 2011/12. LINK inputs to review consultation. Promote Wildlife Proclamation at event in Parliament on 26 June 2012. Consider LINK's involvement in new SBS groups to be announced 2012  <u>Integration:</u> Work is relevant to other areas of LINK activity			P'life & RSPB lead? Staff support with Holyrood event.		Inspire event held on 26 June in Parliament organised by Julia Harrison to promote wildlife declaration. David Stewart (Lab) and Annabelle Ewing (SNP) spoke. Artwork (glass ghost orchid) donated to LINK who donated it to the Parl. It will be on display in the new restaurant.  The Scottish Biodiversity Strategy 'refresh' is being consulted upon and we will be asking for a meeting with the minister and senior officials at SNH to outline our concerns with the document/process.

<b>STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE</b>							
<b>KPI 1.1</b> Number and activity level of task forces. <b>Target</b> Maintain at least 8 task forces which are actively addressing current policy priorities, each involving at least 3 member bodies and meeting at least 4 times a year. <b>KPI 1.2</b> Number of collective position statements produced. <b>Target</b> Produce at least 15 collective position statements (inc policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each. <b>KPI 1.3</b> Percentage of external stakeholder groups in which we are involved, relating to our key policy priorities, where LINK's opinion is that the group has been valuable. <b>Target</b> At least 40. <b>KPI 1.4</b> Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff. <b>Target</b> At least 25 face to face exchanges with MSPs facilitated by LINK core staff.							
LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead & Support	Status	Progress
<b>Woodland Task Force</b>	Influence future of forestry in Scotland at a time of restructuring and change to strategy	Prepare a position piece for LINK on the future of forestry in Scot. This will consider changes in the FCS & FC GB and to some extent potential long term implication of the constitutional debate in Scotland.. Draft to circulate widely in LINK for views. The TF, Networking meeting and potentially the Board may consider the document for further action.  Re-established Board level liaison with FCS.		April - May  May	Angus Yarwood lead with support from RSPB initially. Arch Scot, SWT & Butterfly Cons input likely.		Woodland expansion interests./concerns raised with Minister in May. Also with FCS and Bob Macintosh in May.
	Ensure mutual awareness of concerns & intended approaches with SNH	Better comms between the two Boards Liaison between senior staff of SNH and trustees / convenors LINK. No surprises clauses known and pursued by all relevant players. Good regular contact between TFs and counterparts	2 orgs better informed of mutual stances	Twice yearly	Trustees, TFCs, CO, PO, DP		SNH to come back with liaison meeting dates from Andrew Bachell with Chair, Staff, + ?other trustees ?TFCs. (Board to discuss). Deborah Long and Ian Jardine met informally. No problems with liaison at TF level. Meeting held with new SNH Parliamentary Affairs staff and informal contact maintained. No surprises clause simplified in new grant, and practicalities communicated to all players
<b>1.5 Build partnerships with relevant organisations to promote agreed key policy priorities more widely</b>	Ensure mutual awareness of concerns & intended approaches with SEPA	Liaison between senior staff of SEPA and trustees / convenors LINK, facilitating follow-up	2 orgs better informed of mutual stances	Twice yearly	Trustees, TFCs, DO		Liaison meeting held April. Note agreed (on website). No actions id'ed. Support for jointly making a better 'narrative' on environment and for the need for work around alternatives/complements to GDP. SEPA included LINK in Better Env Reg meeting with CBI in June (report available on members' website).
	Ensure mutual awareness of concerns & intended approaches with NP Authorities	Liaison between LINK board / NPTF with senior staff/board of NPAs			NPTF Trustees		Meetings held with LLTPA (Fiona Logan, Grant Moir), positive, note circulated. Meeting with CNPA Chair, CEO (RF, DL JA); LINK pursued key concerns, avoiding discussion of policy detail.
	Build relationships with wider policy community, advised by Board discussions.		Common ground Confirmed; contact established	As time allows	President & Board		High level meeting with CBIS in the planning stages.  Board will assess / prioritise contacts to make with others in the policy community at Augs meeting.
	Participate in stakeholder groups relevant to key priority areas to build support for environmentally sustainable outcomes	TFs choose rep for areas of discrete TF interest Delegates communicate with MBs via TFs.	LINK rep articulates /negotiates for LINK positions	Ongoing	Delegates TFCs Reps		April network meeting id'ed lack of forums for LUS and Climate Adaptation. Raised with minister, LINK to follow up with evidence.  ?Review of participation to be prepared for November strategy meeting.
		For wider issues AISO facilitates delegate election. Delegates feedback via TFs or Bulletin	As above	Ongoing	AISO Staff, Trustees.		Delegate appointment and election ongoing. Delegates given opportunity to feedback to bulletin every month.
	Include non-LINK interests in seminars, workshops, where important	Networking meetings identify potential allies TFCs ensure liaison Staff ensure their inclusion in wider LINK events eg congress, festive, SEW receptions, without compromising benefits to Organisational Supporters	LINK TFs work with others on wider joint positions.	Ongoing	Events Organisers Staff		Congress will have a focus on business interests and the sustainability agenda
	The UK Links	Regular liaison by telecon on policy and operations, identifying joint opportunities. Regular exchanges of plans and reports. Seminar to be organised during 2012 of interest to members of all links.		Each 4-5 months  Autumn 2012	CO PO, TFCs		Referendum Challenge sent to Joint Links as advisory on constitutional position. Call in early July checked policy areas in common (inc economics), outcomes of strategic reviews including any new directions, membership and funding situations. Also discussed bookings for and further planning needed for September seminar. Links regular contact over marine work re-established.
	SCVO	Participate in SCVO where agendas are/potentially in common. Keep engagement, and our membership of SCVO, under review.		Ongoing  Autumn 2012	CO & PO, Trustees		PO has lost place on policy committee but begun attending intermediaries network. PO involved in SCVO discussions of strategic engagement between Scottish Government and third sector.

STRATEGIC OBJECTIVE 2: A STRONG VOICE FOR SCOTLAND'S ENVIRONMENT MOVEMENT							
KPI 2.1 Number of internal seminars/workshops/trainings on current issues arranged for members. <b>Target</b> At least 3 workshops / seminars/ training days per annum.							
KPI 2.2 Percentage of member bodies involved annually in either the Board, Task Forces, or contributing to annual Congress. <b>Target</b> At least 90% of member bodies involved annually in either the Board, Task Forces (and steering groups) or contributing to annual Congress.							
LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead Support	Status	Progress
2.1 Build capacity and effectiveness of MBs working together as LINK	Encourage member bodies to sign up for areas of LINK work relevant to their interests	Induction for new Reps covers engagement opportunities  Early 2012 member survey may flag barriers	New MBs join at least one work area.	Ongoing	Chair, CO TFs, Reps Staff		SOC rep induction June (PO, DO). DO will cover engagement opps at SOC council meeting in August.
		Timely reminders to members of upcoming opportunities to engage. Website up to date.	All MBs involved in some area of LINK work over a year	Ongoing	CO AISO and other Staff		Events this quarter were network meeting, Wildlife Forum event, economics workshop. Sign-up opps beyond TFs were Referendum Challenge (21 members), GPDO response (18 members).
	Strengthen capacity & confidence of members to engage in public policy development through information exchange, trainings and policy workshops	Trainings organised in advocacy as capacity allows.	Members take part and find useful.	Ongoing	Organisers PO, POA TFs Staff Reps		Advocacy training date set Negotiation Skills Development being planned. Informal advisory service continued.
2.2 Facilitate active involvement of member bodies in LINK's activities	Encourage wide involvement of members in LINK management eg as Convenors, Deputies, Delegates, on steering groups for SEW, Congress, and for tenure on the Board	Board reviews skills gaps. Board encourages turnover, balance Staff ensure Reps know of opps. TFs appoint C, D & Deles to share work and opps. Engagement Table maintained.	80% of members to be involved in some leadership capacity over 3 year period.	Q1 Ongoing	Chair Reps TFCs Trustees Staff		Depute convener vacancy in LGTF due to LS resignation. <b>This IoP is not routinely quantified – should it be a KPI.</b>
	Member bodies recognise that time spent on LINK activities is value for resources expended.	Trustees promote benefits of joint work & acknowledge contributions. Planning meetings rigorously identify resources and responsibilities	LINK TF work is given person time by member bodies	Ongoing	Trustees Reps		Trustee-Member meetings cycle begins.  Networking meeting postponed to Augs. Members informed.
		Comms to members highlight achievements and acknowledge diverse inputs		Ongoing, Q2, 4,	DO Staff		Ongoing through regular and one-off comms between staff and members.
	Use annual members congress to build community within the network	Congress theme identified January. SG develops theme by summer. Organise & publicise to MBs early Aut. Build in 25 <sup>th</sup> anniversary. Review of year's highlights to be prepared for Congress.	70% of members participate in Congress annually, with involvement of all over 3 years	Q3,4	C'gres SG, DO Staff, Reps		Steering group agreed outline June. Speakers being approached, Prog compiled. Will be circulated August. Andrew Bachell's ceilidh band (Blackford Fiddlers) engaged for the ceilidh.
2.3 Use targeted campaigning to encourage wider public support where important		Campaign needs/opps considered at Strategic Planning. If plans emerge outwith planning cycle, Board & Network to endorse.	Annual Strategic planning identifies achievable campaigns in good time	Q3	TFs, PF, Reps Chair		
	Marine project continues, focussed on implementation of Scottish and UK legislation	MTF Convenor line manages project staff supporting work		Ongoing	MTF C MTF, MPAOs, CO, FITO		Happening. Recruitment of Lindsay's successor June to July. Reporting to EFF on progress late June.
		LINK & Links consider extension funding.		Spring	CO, FITO MTFC		
		Support fund application and reporting, HR and development		Ongoing			Annual Marine project report including financial report for 2011-12 submitted to EFF.
	Support advocacy work		Ongoing	MTFC PO			

**STRATEGIC OBJECTIVE 3: AN EFFECTIVE, EFFICIENT, ACCOUNTABLE NETWORK**

**KPI 3.1** Quality of annual reports, accounts & returns in accordance with OSCR and Companies' regs. **Target** Produce annual Trustees' report and accounts, and annual return, in accordance with OSCR and Companies regulations.  
**KPI 3.2** Annual Operating Plan of network aspirations (with Member, Taskforce and Board input) is subject to regular review and six-monthly evaluation. **Target** Network's activity and aspiration captured, managed and evaluated with Board overview through annual operating plan, and learning applied.  
**KPI 3.3** 50% of LINK's Essential Service costs raised from subscriptions, to retain understanding that LINK can deliver services proportionate to what the membership is willing to fund, and to maintain a measure of independence from government grant income **Target:** £ 76,097 for 2010-11

LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead Support	Status	Progress
3.1 Ensure LINK well governed and managed in line with good practice	Board overviews progress against organisational strategy and annual operating plans supporting that.	Identified leads provide data for reports. Staff collate. OP & KPI progress reviewed by Board.	Quarterly Board meetings held	each quarter	Chair, trustees CO, DO, AISO and other Staff		Strategy refreshed following reviews (Jan to April) and Board Awayday (May). Goes to Board and membership summer for sign-off. Revised KPIs developed, to be agreed by Board in August. These include more qualitative indicators than previously.
	Work is planned in advance with integrated approach to strategic priorities	MBs indicate own priorities by Sept. TFs discuss plans Aug to send LINK Sept		Q3/4	Chair (CO) Reps, DO, AISO, PO,		For next Q. Members and TFs to be approached soon.
	Network regularly reassesses contexts and priorities & evaluates effort	Board & Networking check integration, consensus needs, tactics, resources. TFs in receipt of DPF evaluate progress to Network. AARs carried out for all projects receiving staff/£s support. New proposals assessed in this context & decisions between relative priorities. Report on website. Priorities pursued.	Networking meetings held quarterly	Each quarter	CO O/DO TFCs, Reps Staff		Strategic review emphasises importance of focussing in, prioritising. Evaluation techniques in LINK to be discussed by Board August in context of new strategy with thinking shared with members and TFs.
	Administer LINK's finances, overview financial strategy, report to OSCR & Companies House	Timely management of ledger for expenditure, invoicing, banking, PAYE & pensions, projects. Liaison with accountant, Treasurer, FSG.	Accounts pass Audit. Projects end in budget	Ongoing	FITO, FSG, Staff, Proj Mgers		2011-12 accounts passed audit successfully and on-time. Signed off by Board and accountants in July.
		Budget outturn and forecast prep to month end precede Board meetings (ex June: email July), checked with Acct.	Outturns ratified by accountants, Treasr and Board	Each quarter	FITO Treasurer for Board		Ongoing.
		Close accounts 31/3, sign off with Auditor, send MBs for AGM. Draft narrative for Trustees to sign off. Submit to OSCR and Co House.	KPI 3.1 app by OSCR & Co House.	Q1	FITO, CO Chair, Treasurer, Staff.		Accounts close completed to agreed timetable. Annual report in circulation for Chair signature.
	Regular FSG meetings review LINK's financial & fundraising needs & advise on funding strategy and range of sources.	Keep 3 year forward budget scenarios in prep with available information on sources	Meetings happen;  KPI 3.3 achieved	Q3	FITO, Treasurer CO, DO, FSG		Ongoing. Last FSG meeting June 15 <sup>th</sup> .
	Employment SG supports HR policy and practice	CO / ESG prompt discussion as needed re HR issues and recruitment issues	Advice on good practice applied as far as possible	Q2	CO, ESG Trustees		ESG meeting to take place during summer to carry out business model assessment proposed by trustees over recent months, in part as a response to tighter financial times.
	Audit of Trustees' skills is maintained; Trustees share load.	Trustees skills chart kept up to date. Chair leads review to address gaps, share tasks, plan for succession. Chair has 1:1 with trustees to identify issues.	Trustees cover nec. range of expertise	April Board	CO  Chair Trustees		Skills audit re-check this summer, to inform call for nominations in August.
	Maintain risk analysis to assess threats to optimum operation of network	CO prompts staff and Trustees to contribute to annual review Chair facilitates discussion of appropriate contingencies.	Trustees aware of potential threats / need for action	June Board	CO Trustees, Staff, TFCs Delegates		Risk register reviewed April. A few actions: being followed up by staff summer/autumn.
	All players understand how to work under LINK name	Staff keep overview of TFs advising on LINK protocols, reporting outputs. Protocols on members' website. New Convenors, Trustees and Member reps inducted.		Ongoing	CO, DO, PO, POA, AISO		PO attendance at TFs continues as appropriate Change of logo facilitated to reflect sense of community as per board discussions.
	Support LINK Chair & President	Provide briefings; support as required. Plan successions in good time.		Ongoing	CO, PO, DO Trustees		CBI meeting pursued for President and Chair General support continues

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<b>KPI 3.3</b> 50% of LINK's Essential Service costs raised from subscriptions, to retain understanding that LINK can deliver services proportionate to what the membership is willing to fund, and to maintain a measure of independence from government grant income <b>Target:</b> £ 76,097 for 2010-11							
<b>LINK Objective</b>	<b>Annual Goal</b>	<b>Action to reach goal</b>	<b>Indicator of Progress</b>	<b>When</b>	<b>Lead Support</b>	<b>Status</b>	<b>Progress</b>
	LINK operations are sustainably carried out	Board policy informs all responsible for action under LINK name. Events follow policy (re transport, procurement, venue choice, catering). Network procurement prioritises local, recycled, fairtrade, renewable. Policy kept under review.	All active in effort		Chair CO CO, Trustees, TFCs		Ongoing
		LINK monitors and reports on emissions on core business	Overall emissions reduce y0y		FITO all Staff FITO		Emissions per employee (fte) fell by 24% over the last year.
	Member bodies are assisted in undertaking appropriate carbon accounting, so that network reputation is safeguarded.	Repeat survey of Carbon Accounting review of member bodies towards end 2012-13			FITO, trustees CO, Board		
	Staff are supported and well informed	6-weekly team meetings. Regular one-to-ones (staff / managers). Regular office 'musters'. Notes & actions exchanged for all.	Staff are informed and comfortable with their role		CO lead. VC, CO, PO, DO. All staff.		Meetings and one-to-ones ongoing.
	Ensure staff training	Staff are encouraged to consider and pursue training/ development needed to carry out roles in agreement with their managers and via SCVO, ACOSVO, and other routes identified			Staff member		Ongoing
	Organise and hold the AGM, elect Trustees and office bearers, appoint president.	Members advised in good time of vacancies. Papers reach members in good time.	Quorum of MBs participate, elections held, healthy rotation	Q1 & 2	Chair CO, Staff		Members will receive call for nominations in August. AGM papers will circulate in October for AGM on 23 November.
	Organise 4 Board meetings	Prepare agendas, papers, venue, catering, notes and circulation	At least a quorum of trustees for each meeting		Chair, CO staff		June meeting postponed due to trustees unavailability. Rethink timing of Summer board meeting?
	Organise 4 network meetings per year	Prepare agendas, papers, venue, catering, notes and circulation	Good turnout of members for each meeting		Chair CO staff		April meeting well attended. June meeting postponed due to insufficient numbers.
	IT systems support efficient network communications	IT support and training to LINK staff day-to-day maintenance and backups	No IT impediment to network comms	Ongoing	Suppliers - Shackleton FITO		Happens. Possible solutions for issues around speed of accessing shared documents are being considered.
		Interface between LINK and IT suppliers		Ongoing	FITO Suppliers - Shackleton		Managed by FITO – Ongoing and good.
<b>3.1 Ensure LINK well governed and managed in line with good practice</b>	Maintain dynamic accessible website	Updated regularly. Carries general information as well as outputs. Used by all as a key resource.		ongoing	AISO  Reps DO, POA		Ongoing via AISO. POA continue to provide web support as requested and needed. Some improvements to structure carried out this quarter.
	MBs access meeting space	Meeting room Perth is free resource for MBs and TFs, Staff maintain diary, supplies, clean, set up as needed.		ongoing	AISO, FITO Perth staff		Ongoing

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- continued		External use is billed			FITO, AISO		Ongoing
		Meeting space available and drop-in encouraged at Edinburgh office			PO, POA		Continues
	Outputs / reports archived	Master copies reports kept & sent to Scottish and British national libraries. All LINK outputs routinely forwarded on production to SNH, SEPA, ScGovt, CoSLA, SPICe & others as relevant.		ongoing	AISO AISO / Parly staff TFCs		Master copies filed on paper and electronically. Outputs circulated to interested parties.
	Database in-date and relevant	DB kept under review and in-date. All staff report changes/new info for entry. TFCs/Reps regularly asked for changes. Annual IT meeting assesses.			AISO, POA FITO Staff, TFCs		Database upgrade carried out by staff in May. Improvement of database continue with liaisons between Perth and Edinburgh office strengthened.
	Vital Statistics of member organisations maintained	Annual data gathering from membership on core data relating to sector. Maintained on member website		Q2	AISO Reps		2012 Data Gathering due in August
	Fundraising capacity in place to generate core grants from funders and maintain relationships.	WRT confirmed funding strategy, action taken to secure new grants, deliver against existing funds; FSG reviews subscription needs and band threshold annually, calculating subs rate to reach % goal and recommends to Board (for AGM).	Budgetted subs income received within time period;	Q 1, 3	Treasurer, FITO, CO, DO Funding sub-group		No new core applications made this quarter. Core funding from grants in place until 2014 when 3 year grant commitments end/need new applications. FSG met June discussed membership subscriptions strategy
	Subscription income generated from MBs maintains critical autonomy.	Members advised of new rate and offered dialogue before AGM. FITO generates invoices after AGM & manages prompt payments.	No bad debt by year-end	Q3	FITO		Living Streets notified resignation on financial grounds late June. Some UK-based charities still to submit financial reports for 11-12 invoicing round.  2013/14 subscription proposals should circulate to members in the autumn.
	Generate core grants from SNH, SGov, charitable trusts and administer grants internally.	Core grant applications submitted & annual reports to funders. Core grant conditions explained and understood internally. Grant conditions met by all including project managers.	Grantors continue to core fund		DO Proj Mngrs CO, IO, FITO, FSG, PO		SNH and SGov grant conditions signed off. No surprises conditions simplified.
		Quarterly claims submitted to SNH on time	Grants received	Q1-4	FITO		Ongoing
		Regular meetings held with SNH re grant Trustees meet funders/existing and prospective as needed.	Funders are satisfied		DO PO CO, Chair Trustees		Ball is in SNH' s court
	Generate income for established projects.	SEW sponsorship approaches made Spring for following year Congress approaches when plans allow.	Funding repeats New funders in	Q2	DO PO, CO, Treasurer		HS funding for a further year secured. CNPA has been approached for 2013. SEPA also. P&K grant for £800 for Congress approved. Approach to Awards for All failed, a reason being that we have had previous support.  Joint Links actively seeking funding for Marine work beyond 2013.  SEW 2013 – date set and confirmed with Parliamentary Events team with planning meeting scheduled for Sept 2012. MBs' seminar bids received and programme to be finalised shortly. Constituency Visit programme ongoing Sponsors to be approached by July and potential funding streams assessed by then.
		Approaches to other sources made as openings seen for identified 'projects'		Ad hoc	DO CO, FITO		Latest approach to A4A for Congress/25 <sup>th</sup> birthday unsuccessful

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LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead Support	Status	Progress
3.3 Ensure LINK evaluates key activities and the network applies learning to improve corporate	TFs / projects evaluate effort via AARs presented to Network meetings as well as via evaluative reporting on pro-formas quarterly. Assess value over 3 years of LINK contributions (2011/12) Apply lessons to future planning activity. Agree corporate strategy for 2012 onwards.	TFs to evaluate progress against strategic objectives at networking meetings 1 x year Members surveyed for views on value and impact of LINK.	Network reviews and learns from experience	Q1,2 Q4,1  Q1	TFCs members Rel Staff, Project managers St groups		Members' survey of LINK role and value mainly gave very positive feedback. This, together with an external assessment, and a chair-trustees review, informed a Board awayday (May) on refreshing the corporate strategy. A refresh goes to Board for August, and members thereafter. AAR on SEW prepared for April meetings.
		Survey opinion formers and decision makers about LINK's impact.  Consider survey feedback with Board at awayday & refresh strategy for 2012-15.	External perceptions of LINK's impact gathered to inform refreshed strategy 2012/15	Q1/2 Q1/2  Q1	CO Chair Board/PO staff All actors		Survey carried out by B Britton informed Board awayday in May. Draft strategy, KPIs and Action Plan on August Board agenda.