

Key Performance Indicators and Annual Targets

LINK Strategic Objective	Key Performance Indicator (KPI)	Annual Target	Progress Report Quarterly
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.			
1. A Sustainable Scotland	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	On Target: 10 Taskforces: Agriculture, Climate Adaptation, Deer, Freshwater, Landscape, Local Governance, Marine, National Parks, Planning, Sustainable Land Use
	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	Target Exceeded: 10 collective statements produced (26 cumulatively 2011) including Acting Locally, Governance Matters, Marine Protected Areas Filenote, Response to the Inquiry into Reform of Parliamentary business, Crunch Time for CAP, and a Parliamentary Briefing on CAP Reform.
	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	On Target: Represented on 41 stakeholder forums
	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	On Target: 6 Face to face exchanges facilitated this quarter (30 in total).
2. A Strong Voice for the Environment	Number of internal seminars/workshops/trainings on current issues arranged for members.	At least 3 workshops / seminars/ training days per annum	Target reached: 1 workshop this quarter, 3 in total Facilitated workshop with CNPA in November Advocacy workshop in July Greening the Economy Seminar in August
	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.	On Target: 97% of members engaged (35 out of 36)
3. An effective, efficient and accountable network	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.	On Target: Annual report & accounts for 2010-11 produced and submitted on time
	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.	Network aspirations captured and recorded through Operating plan, and network activity reported quarterly.
	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	50% of ES costs forecast at £ 69,659 Subs target £69,659	

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)		LTF	Landscape Task Force
MPAOs	Marine Policy and Advocacy Officers (Lindsay Roberts, Sarah Archer)		MTF	Marine Task Force
MBs	Member Bodies (of LINK)		NPTF	National Parks Task Force ((estab Sept 2011)
TFCs	Task Force (and Forum) Convenors		PF	Parliamentary Forum
Reps	The main Representatives appointed to LINK by the member organizations		PTF	Planning Task Force
FSG	Board’s Finance Sub Group – overseeing LINK’s financial strategy		SEFF	Scottish Environmental Fundraisers Forum
SEW SG	Scottish Environment Week Steering Group		LGTF	Local Governance TF (ex SOATF)
AAR	After Action Reviews		SLU TF	Sustainable Land Use TF
PSR	Political Strategy Report		WiF	Wildlife Forum
			WoF	Woodland Forum
🟢	Status: On target			
🟡	Status: Not on target			
🔴	Status: Board discussions required			

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1.1 Share information key priorities enabling informed and effective decisions	TF / other mechanism identified & functioning to develop positions and engage effectively with externals on issues prioritised by network	Quarterly Networking involves mix of TFs, Reps, Trustees, Hon Fells, to ensure network alive to opportunities for influence, prioritises with knowledge of issues and of resources to hand and required, and addresses key gaps	Autumn annual planning involves representation at 85% of TF & Board and 65% of MBs	Q3 mainly, a	Chair CO	TFCs Reps Specified Staff		Strategic Planning in November well attended by healthy cross-section of reps of member bodies and task forces. Identified key themes for 12 to 18 months ahead to be taken forward by existing task forces in the main; in some cases the action is to organise workshops and/or develop positions on issues which don't match existing TF remits. Full note of November meeting on website. Draft Operating Plan for April 2012 to March 2013 in prep in which the planning will be reflected.
	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 and reviewed x2 pa. EU and international context considered.		Q1 & 3	Chair CO, PO	TFs, Reps, TFCs, Trustees, HFs, staff		Member work priorities & TF forward plans were circulated to inform November's strategic planning discussions, which agreed LINK should develop a referendum strategy (now in draft). Autumn PSR on website. Focus of autumn has been largely on Governance Matters, and Acting Locally. Spring PSR will be circulated to members in late March.
	Relevant info provided to MBs on developments of Scottish Parliament and Scottish Government (SG)	Parliamentary Monitoring report on forthcoming activity in Scottish Parliament (SP) with review of previous week's action	Regular monitoring to Reps, Trustees, TFs	Weekly	Staff lead AISO			Compiled & distributed weekly.
	Help to inform MBs about European and international contexts and opportunities through proactive membership of EEB and IUCN	EEB/IUCN info monitored for regular report to MBs with targeted flagging of other opportunities (via bulletin)	Regular and targeted updates to Reps, TFs	Monthly	Staff tbc JHughes (Trustee)		☹	No European monitoring in recent months as staff review best means alongside available capacity. Autumn 2011 meetings with Green Alliance and WCL about and EEB role in the UK, relate. J Hughes attending January meeting of NGOs, UK Govt and EU officials. CO & PO propose to resume an EU digest, if time allows, via the monthly bulletin, every couple of months/quarter.
		Delegates to EEB and IUCN engage with member input and report back to members			JHughes, SBrooks	PAO, AISO		Staff continue to field IUCN and EEB alerts to relevant LINK players. PO attended EEB AGM in October – which is EEB members' opportunity to influence this Euro network's agenda Congress in November considered the role and value of IUCN, and members agreed at strategic planning discussions to continue to consider and use EU and international routes.
		Keep EEB UK communications under review with other Links			CO and PO			CO & PO, with WCL, re-visited Green Alliance in Sept to discuss improved UK engagement with EEB. Have since made contact with new UK rep on the EEB Board (Elizabeth Heister of ClientEarth) who confirms the intent for more proactive communications with the UK members of the EEB alliance. PO attended EEB AGM.
	Relevant incoming info passed on to network	Filter incoming material for relevance Circulate monthly bulletin	Bulletins and targeted alerts to TFs, Reps	Monthly	AISO	CO, DO		Ongoing
	Update membership fully and regularly on range & scope of LINK activities	Update MBs on LINK activity, via Bulletin, OP updates & networking meetings and website updates.	Reps, TFs get updates on LINK work	Quarterly	AISO	TFCs Staff.		Ongoing
	Disseminate news on LINK work to & beyond network	Compile and circulate newsletter with own and MB/guest contributions. E-version for website	3 x pa	Q1,2,4	DO	Reps, AISO		Compiled and circulated in January.
	Staff support key areas of work	TFs identify nature/extent staff support required. Networking meetings confirm.		Q1, Q3	TFCs Chair	TF members		Confirmed in the annual work plans provided to staff for the strategic planning meeting, and assessed there.
1.2 Build consensus on key policy priorities	Feed back to MBs/network from events/initiatives at which LINK has been represented	Delegate, staff or designated person report on meetings with Ministers, agencies, externals to inform other relevant parties in LINK and ensure integration	Reports provided on website/ circulated mainly via bulletin	Ongoing	Identified lead.	AISO, other Staff		Happening in relation to LINK Board meetings with SEPA, SNH, CNPA, Government. Date for second LINK meeting with Minister being sought for February.
	Identify areas where consensus will matter at annual planning and quarterly networking meetings.	Networking meetings identify issues requiring consensus-building	Consensus exists/in hand on key issues	Each Q	TFCs Reps	TFs		Economics Group pursuing statement on economic growth and alternatives to GDP at early 2012. Further workshop on LINK consensus on energy planned for 2012/13. Workshops / positioning on other issues including housing policy, transport policy, proposed for 2012/13.

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		Staff support these processes as needed		Ongoing	CO	Staff, TFCs, Trustees		Ongoing regarding actions from August seminar and November strategic planning discussion, and may mean some adjustments in terms of allocation of staff time to work areas in 2012/13.
		MBs contribute to development of LINK positions by participating in relevant TFs / workshops		ongoing		Reps		MBs canvassed for TFs and work areas for well attended Strategic Planning meeting, note on website. Good member attendance at CNPA LINK workshop, and sign up to woodland expansion consultation.
1.3 Facilitate good Comms between MBs, their supporters & wider public inc. media –	Spokespeople communicate positions to media & externals	Adequate briefing provided by policy leader. Supporting MBs ensure comms within their orgs as appropriate.	Operating principles followed	Ongoing	Designated leads			
1.4 Advocate agreed policy priorities to opinion formers and decision makers by identifying and acting on key opportunities to influence	Focus agendas for ministerial meetings on key policy priorities	Dependent on dialogue with SG post-election. Consult network for key issues for ministerial meetings; assemble appropriate delegations, ensure preparation, and supporting information.	Relevant topics Turnover of delegates Joint positions promoted	Q 1-4	Chair CO	TFCs Reps Staff		LINK letter to John Swinney on active travel budget agreed by and sent following Congress; reply circulated early January. Further meeting with Minister scheduled for 22 February, agenda will include impact of renewable energy on Scottish uplands. TFs have been invited to submit other key issues for the agenda. Delegation will be chosen relate to agreed agenda.
		If current mechanisms continue with new administration continue liaison with 'G6' group to ensure integration of positions and updates to members.		Q1-4	Chair, LWA, CO	NGO heads		LINK Chair attended G6 meeting in early January – agenda of SRDP, Climate Change (inc Peat), Habitats regulations, and Marine issues. Chair's note of meeting at will go on website.
	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.	Parties understand collective positions		PO	TFCs Reps, POA		LINK rolling manifesto is being routinely updated. LINK local manifesto (Acting Locally) published late October. LINK presence at political party conferences autumn featured fringes on Governance and there are similar plans for the spring conferences and for promoting Governance Matters at others' events. All MSPs contacted after election. Several informal meetings with MSPs held since. Meetings with political parties involving convenors, trustees and PO held in the autumn. Meeting with SPICe held autumn to discuss how LINK and SPICe can work more closely in future. Other focusses have been planning, economics and parliament.
	Use political party conferences to promote key network concerns	Coordinate LINK presence based on agreed aims via PF. Organise materials, rota of members. Members participate and support costs. TFs lead on fringe events.	Attend confs, Fringes on key issues. Reps take part.	Spring Autumn	PO and POA	PF, MBs, TFs,		LINK attended and held fringe meetings at the SNP and Green Autumn conferences. Plans put in place for the other three in the spring.
	Hold parties to account on manifesto commitments	LINK strategy devised via PSR & LINK Manifesto. Q1 meeting of PF /TFs/Reps to assess our aims against new administration approach. Monitoring by PF, TFs, Board, Reps ongoing.	Process & resources, clear	Ongoing	PO	TFs, Reps, PF		Ongoing as detailed above including rolling manifesto update, pub of local manifesto in October, preparation of cyberaction and hustings for Local Government elections. LINK has invited feedback from all the political parties on the local manifesto. No responses have been received at January, and the LG TF will pursue parties and Council leaders for views/reactions.
	Ensure effective 'soft' lobbying opportunities for MBs focussed mainly on MSPs and researchers	Plan SEW through previous year, informing MBs on format & theme, identifying £ and political sponsors and 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		SEW 2012 steering group agreed programme, in future expandable according to sponsorship secured. Parliament required that this year and every other year the event be titled Scottish Environment Festival. The programme was published in December (on website) and includes the Reception, one seminar (sponsored by HS), Quiz (Calor) and constituency visits across the country, proffered by LINK members, about which all MSPs informed in early January.

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	Environmental issues should form a core part of party manifestos and should be debated in lead up to elections	Update toolkit for local level activism advising MBs Autumn 2011 Promote environment /sustainable development in lead up to Local Gov elections via rolling manifesto mainly	LINK ideas clearly identifiable in the party manifestos		LGTF PO	PF, POA		Members were advised in August bulletin of LINK's local election campaign plan including: manifesto publication (October), opp to run hustings (members notified autumn), opportunity for cyber campaigning (a parties-focussed action is going ahead in January). LINK staff coordinating this work, in liaison with LGTF and with any members which can run hustings or climate cafes in April 2012.
Agriculture Task force	1. Implementation of an SRDP which contributes to ATF's goals for a sust agl sector that delivers the max poss env'l & other public benefits. 2. Input into changes of the ag support used in Scotland until 2013 to ensure t they are best suited to the Scott env. Continue lobbying for further CAP reform. 3. Continue lobbying for further CAP reform on a Eu scale & develop 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 & ag that incorporate LINK views. 6. As part of the wider LINK group, input into the SLUS work to reflect LINK views 7. Scot food policy which contains sufficient env'l objectives 8.soil strategy includes measurable env'l targets 9. Input into review of Scot Organic Action Plan and 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 and environmental impacts are suitably assessed. ATF led by convenor (high effort) 3. Develop briefings updating Beyond the CAP 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 Scottish Government Agriculture and 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. Keep check on what Scottish Government producing on food policy and ensure that the environment is not forgotten (low effort) 8. Continue involvement with development of framework (med effort) 9. Continue involvement and watching brief (low effort)	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 5. ATF rep on group. Production of ag measures that stand scrutiny against the targets of the Climate Change delivery plan.		Arch Scot, B'bee CT, Butter Cons NTS, RSPB, SWT, WTS, , Soil Ass, SCN~~P Led by AS Represen tation on various groups by ATF members	Parliamentary support for some aspects of work, e.g. promoting CAP vision DPF allocation for publication of factsheets on CAP. Possible event.		A joint meeting was held with the LUS TF on 3 rd November due to the common interests and membership of both groups. This worked well and further joint meetings are planned (next one on 30 th Jan at SWT offices). Given the <i>ad hoc</i> nature of the Woodland group (successfully harnessed by Angus Yarwood for the WEAG Consultation response) this may seem an effective method of meeting without involving too many meetings. TFC attended the launch of the Joint Links document <i>A Crunch Time for CAP</i> at Westminster on 8 th November which included a speech by Jim Paice Agricultural Ministers and the attendance of several MPs. The broader Defra and UK government for a more reformist vision of CAP where public goods like protecting environmental assets is seen as central is important for producing a better environmental outcome for next CAP and SRDP from 2014. The development of LINK positions on CAP reform will become increasingly important over the coming year and may involve a larger workload. However capacity to deal with this, particularly given the numerous stakeholder groups concerned with CAP and the next SRDP, is a problem and only RSPB have been able to supply any significant resource to this. Having two LINK members on the CAP Stakeholder group has allowed a stronger representation of interests. Influence on SG positions is unclear give the strong bias in favour of food and farming interests – all to play for! Vicki Swales represented LINK at evidence session on CAP Reform for Rural Affairs, Climate Change & Environment Committee on 23 rd November – see here for the official report. Outcomes are uncertain but at least it has maintained LINK's position on this.
Wildlife (ex Biodiversity) Forum	No longer active TF, members will continue to liaise as a forum on their active issues. Rep will continue to engage in Scottish Biodiversity Committee, though disengage from	Craig MacAdam managing wind-down of BTF business. Deborah Long continue to represent LINK at SBC. Run a wildlife pledge campaign April/ May 2011 for candidates and hold event post-election. Members to meet SNH on to discuss future of Biodiversity process. Review how LINK addresses biodiversity at June networking.		Spring Ongoing April – May 5 May 3 June	DL & CM	DPF funding for wildlife proclamation & post-election event £2.5k		No report Oct-Dec. Wildlife Pledge event is to be taken fwd, RSPB leading.


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	all sub-cttees. Short-lived proposal for wildlife pledge aimed at candidate MSPs.							
Climate Adaptation Task force	Scottish Government adaptation policies enable biodiversity to adapt to the impacts of climate change Public bodies and the private sector adapt to the impacts of climate change in a way which does not damage the natural environment.	Influence the development of Scottish Government's Adaptation Framework Sector Action Plans. Gain membership of Adaption Stakeholder Group when it is constituted. Integration: Adaptation is a cross-cutting issue which is important for a majority of taskforces. A high level of integration with other TFs will be required. Liaison/allies: Stop Climate Chaos Scotland – through SCCS policy group. SNH –Strategic Direction Scottish Gov - Adaptation team			Soil Assoc, Buglife, P'tlife, Butter Cons, SAGS, Led by RSPB	Support for integration		In this Q CATF reinvigorated relationships with Gov & SNH on adaptation. The purpose was to gather info on the process for development of the statutory Adaptation Programme in 2013. This was successful in that we now understand the roadmap to develop the Programme and we can start to influence the content. SG meeting with Fiona Page, Jody Fleck of the Climate Adaptation Team on Gov plans and process for the Adaptation Programme in 2013 and the UK Climate Change Risk Assessment in Jan 2012. Scot Gov will consult with the CATF following the launch of the UKCCRA regarding the content and the sectoral approach to addressing adaptation. ScotGov sent the CATF a list of the current sectoral contacts for adaptation in Gov. SNH meeting discussed SNH's review of its Climate Change Action Plan, the Adaptation Programme from Gov, and the UKCCRA. SNH provided early drafts of their Action Plan revision for our thoughts and welcomed comments. The CATF responded to a draft copy of the Cttee on Climate Change's Climate Preparedness report for Scotland. This was not a formal consultation so not appropriate for the LINK website.
Deer Task Force	Pursue sustainable deer management planning and a duty on landowners to manage deer sustainably.	Engage with Wildlife & Natural Environment Act implementation. Continued liaison with SNH on sustainable deer management. Liaison with ADMG, SRPBA BASC through various fora.	Delivery of statutory deer mgt planning. Del of duty of sus deer mgt on landowners		RSPB lead JMT, NTS, SWT, SNW, CC			Met with SNH 15 November to discuss forthcoming wildlife management strategy and deer related issues. Attended SNH Deer Management Round Table 13 December and subsequent review of progress by SNH in delivering Deer Strategy.
Economics Forum	TBC at first meeting – and generally to progress objectives of Augs 2011 Seminar	A meeting of the TF to be scheduled in October. Initial work likely to include developing a LINK response to Scottish Budget and Spending Review w.r.t. environment The other key focus will be development of proposals for additional measures to GDP		Starting late autumn 2011	WWFS lead	WWFS, FoES, HWDT, RSPB, WTS, SWT and NTS attended first meeting. MCS, MTF project, JMT, Plantlife, SCNP had earlier also expressed interest in the Forum.		First meeting November agreed that, given capacity, LINK should focus on: commissioning a position-cum-vision statement; and developing an advocacy strategy around this. Brief in prep December. Action planned for early 2012. c. £2,500 f LINK's discretionary project funding is available to the commissioned work.
Freshwater Task Force	Influence implementation of River Basin Mgt Plans, inc significantly reducing Scotland's diffuse pollution problem. Influence impl of Flood Risk Management Act. Work around these tasks aims to ensure that regulations & policies will improve Scotland's water envt & safeguard it from deterioration. Influence water industry and its regulators with aim of improving sustainability (including reducing abstraction,	Monitor implementation of RBMP through feedback from TF member reps who sit on Area Advisory Groups and those involved in the Area mgmt Plans: Review SEPA's monitoring data on water quality and, for example, enforcement of the diffuse pollution regs: 2011 (to coincide with SEPA's first phase of priority catchment work) (medium effort) Use the LINK place on DPMAG to influence the strategy to tackle diffuse pollution across Scotland. Respond to consultations and input via our stakeholder place on the Scottish Advisory and Implementation Forum for Flooding - ongoing until 2015 when Scotland's first FRMPs are to produced (medium effort) Utilise LINK place on NFMAG to influence strategic decisions relating to flood risk management planning. Monitor implementation of RBMP through feedback from TF member reps who sit on Area Advisory Groups and those involved in the Area mgt Plans:)	SEPA's priority catchment work reduces the nunor of regulatory breaches contributing to diffuse pollution. Local flood plan areas & advisory groups are set up to maximise stakeholder engagement. Natural flood mgt measures fully considered & undertaken 'on ground'. Scot Water		RSPB lead, RAFTS depute, SWT, Buglife, WWT			TF members attended 2 stakeholder group meetings on behalf of LINK last Q: Workshop on land managers and flooding (ScotGov compensation project) – 25 October Land management and flooding meeting (chaired by SEPA) - 10 November It has been a useful time in terms of forward planning for FWTF's activities, including the Congress in November. The TF meeting in November was constructive and there will be a follow-up meeting on 2 February to discuss taking forward work on the 'RBMP review'. Also, we are pleased to have new reps (Dave Fairlamb and Alex Kinninmonth) from existing member organisations in attendance at our meetings which should strengthen the resource of the TF going forward, though RAFTS (currently depute convenor) will leave LINK end March. TF convenor met with SEPA to discuss the RSPB response to the National Flood Risk assessment consultation. This gave opportunity to raise concerns/ issues from the LINK response. Consequently, SEPA has offered RSPB and LINK a place on a working group to be set up early 2012 (which will consider how to measure flooding risk to the environment). This could prove useful.


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	minimising wasteful leakage and using catchment management to reduce pollution at source).	Respond to consultations and input via stakeholder place on the Scottish Advisory & Implementation Forum for Flooding - ongoing until 2015 when Scotland's first FRMPs are to produced (med effort) Integration: With MTF on coastal issues. & Agriculture TF on land use issues relevant to diffuse pollution. Liaison: Periodic meetings with SEPA and SNH Wetland and Water policy lead and Scottish government Environmental Quality Division	undertakes sust land mgt in catchments to improve water quality while delivering other bens for the env. Next water ind'y investment period (2015-2025) has strong emphasis on sustainability inc eg sust indicators					
Environmental Governance Group	Scrutiny of legislation (holding Govt to account)	Manifesto sub section for discussion with parties. Pursue agreed priorities in LINK governance paper post-election as resources allow. Assess degree of wider Scottish civic support for advocacy work around LINK governance paper. Lobby and build into policy work Liaise with other Links re UK Government Integration: Will draw on TFs/ members Liaison/allies: BEFS, SCVO, Links, Other civic society contacts.		early 2011 Jun onwds Augs onwd Autumn onwds	Board lead Cross-TF approach	PO FoES lead PO lead		Governance Matters launched October, and follow up discussions at the party conferences and with other sectors of civic Scotland are being pursued. A Legal Governance Group established autumn 2011 is focussing on Government consultations and the environmental justice petition in the Parliament. Governance Group established at strategic planning in November to steer the broader work from that point.
Landscape Task Force	Seek to ensure landscape concerns are integrated into all relevant areas of Scottish Government policy (effort - high) Promote positive management of relevant protected areas (effort - medium) Raise levels of understanding of landscape within LINK (effort - medium) Exchange information about current landscape-related issues (effort - low) Landscape TF members consider that the protection, restoration and enhancement of landscapes are integral parts of a sustainable Scotland	Promote European Landscape Convention Promote sign-up to & implementation of Scotland's Landscape Charter Lead development of future liaison mechanisms post Scottish Landscape Forum Research actual as against claimed socio-economic benefits of previous developments which LINK members opposed on landscape grounds Take active part in outcome of National Parks Review, particularly Ministerial Strategy Group Promote development of Management Strategies for National Scenic Areas Encourage local authorities to review Areas of Great Landscape Value and to show replacement Special Landscape Areas clearly in forthcoming suite of Local Development Plans Take active part in SNH Protected Areas Review Seek appropriate opps to direct internal advocacy on landscape issues towards other LINK orgs Ensure landscape concerns integrated into LINK statements, Share info on current landscape-related casework, seeking consensus where possible Share info on development of policies for wildland protection Integration: SNH Protected Areas Review could involve others Internal Advocacy on landscape & integration of landscape concerns integrated into LINK statements will require working with other LINK member bodies, eg via presentation & workshop/written input respectively Exchange of info on landscape issues involves PTF-some overlap of members Liaison/Allies: Will be leading on dev of future liaison			Arch Scot, APRS, JMT, MCoFS, NTS Ramblers SCNP, SWLG, Bob Aitken Hon Fellow, DB obsr. Led by APRS, depute ArchScot	Raising understanding of landscape within LINK may require ltd staff input re seeking opps to carry out internal advocacy c£3k may be sought from DPF for research on actual versus claimed socio-economic benefits of previous developments which LINK members opposed on landscape grounds		Main item at 10November meeting was briefing by MPAO Sarah Archer on the current state of play regarding marine policy and planning, with particular reference to landscape/seascape concerns and issues. Sarah gave a brief overview on the current state of play, then TF members asked questions and discussed issues raised. Meeting also discussed SNH 'Talking About Our Place' initiative and landscape input to Woodland Expansion Advisory Group call for views, and picked up action re NSAs in National Parks from September LINK meeting re Cairngorms NP LTF is proposing that LINK should join CIVILSCAPE, the European network of landscape NGOs

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LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support	Status	Progress
		mechanisms post SLF. Regular & positive liaison with SNH. Occ SG Landscapes and Habitats Team						
Local Governance Task force	Building on previous effort (very influential SOAs report, Audit and seminar) member bodies are keen to continue monitoring delivery of national SD and environment commitments at the local level.	Follow up outcomes of Feb 2011 SOA Seminar with Improvement Service, Aud Scotland, Agencies, briefing meeting with new Scot Gov players. Monitor governance of local communities, involving development of a list of duties and powers, poss with graduate/intern/secondee support (to be explored with various potential partners). Manifesto refresh with key asks for Local Government elections, disseminating by autumn 2011. Influence Local Community Empowerment Bill. Liaison/Allies: SNH, SEPA and Historic Scotland; SSN, CoSLA, Imp’t Service; ScotGovt; BEFS.			SWT lead LivSts depute, FOES, ArchScot, RAS, SCRA plus RSPB, SAGS, WWFS supprtg	CO, PO		TF circulated briefing on LINK SOA work, consensus on the need for the SOA process to deliver, to new MSPs in July, which solicited invitation to give written & oral evidence to the Cttee (ABM Sept). Published and launched LINK manifesto for local government in Oct. Now coordinating local election work including cyberaction and coordination of hustings in April. Has sought discussion with Govt on National Performance Framework and, post Govt’s refresh of the NPF, is to meet officials late January. TF plans further contact with CoSLA and with SSN on NPF/SOA issues. TF seeking secondment from Government to support the work of listing relevant duties on LAs and monitoring how these are faring.
Marine task force	Ensuring effective implementation of the Marine (Scotland) Act 2010. Aquaculture, fisheries and 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 and marine protected areas.	Responding to consultations & ScotGov policy flowing from the Marine Act, including marine planning & planning regions, marine nature conservation, marine licensing & priority marine features, & responding to consultations arising from other drivers eg offshore renewable energy development. Concerted advocacy will be needed where concerns exist about unsustainable elements of policy & 2ndary regs flowing from the Act. This has already happened to date regarding MTF concerns about an incomplete approach being taken to implement an ecologically-coherent MPA network, with the omission of Natura features. Most policy and advocacy work will be carried out by the LINK Marine officers with input & sign-off by members of TF member. They will do this by consulting relevant policy & planning experts within the MTF and carrying out further background research where necessary to develop and refine policy, developing briefings and policy documents, advocating LINK MTF policy to SG officials, other relevant statutory contacts & MSPs. All tasks will require a high level of effort. Integration: Co-ordination with Planning TF will be important as the national and local marine plans are developed and as plans for offshore renewables develop. Liaison/Allies: Regular liaison with SNH on key matters e.g. offshore renewables, marine protected areas ongoing. Regular liaison with Marine Scotland officials on all elements of marine planning and marine nature conservation provisions will also be necessary. On average meetings with SNH and MS are likely to be quarterly, with some meetings involving both organisations, but additional meetings may be required as necessary in response to events and MTF concerns with MS and SNH policy that are likely to arise	Nat marine plan configured to del sus dev & prot & recovery of the Scot mar area Nat & local mar plans underpinned by Mar Ecosystem Objectives Scot marine regions cover all Scot mar area Plans for MPA network are deemed ecologically-coherent, inc broadscale habitats & Natura features, & integrated with wider UK network MPAs are well-managed; Inshore Fishery Plans are integ’d with local mar plans Wider seas measures eg Inshore Fishing leg are used to deliver mar cons benefit. IOPs judged on final pols prod by SG e.g. measuring whether nat mar plan delivers sus dev based on how		MCS lead WDCS depute, NTS HWDT SWT WWFS RSPB Led by MCS Supported by 2 project officers. MR Non-marine LINK staff support already factored into work plans.	Busy Q partic wrt Marine Protected Areas & renewables, TF responded to consultations & attended workshops, meetings, conferences & forums. Cons on the Sound of Barra proposed SAC, a scoping report for a sectoral wave and tidal energy marine plan, fisheries management in Luce Bay SAC & SNH Guidance on Survey & Monitoring for Mar renewables. TF published first in series of briefings for MSPs on MPAs. Maintained good rels with Marine Scotland, SNH and JNCC, meeting on several occasions to discuss issues wrt MPAs, renewables & the Nat Marine Plan. This helped strengthen TF’s position at events, such as the stakeholder workshop, by ensuring a good understanding of the process. TF reps were able to clearly & successfully put forward their united position on issues of concern. This has been effective on a number of issues in the MPA process, such as continued consideration of the requirements of threatened & declining species, further consideration of MPA network resilience & connectivity as well as for the NMP where it is now felt there is a common understanding of how the objectives will be dealt with. TF reps attended some events & confs; an impt part of engaging w’ wide range stakeholders in addition to Govt pol officials. Members attended t Scot Coastal Forum conf, the Marine & Coastal Ecosystem Group, a MASTS workshop on MPAs & a Joint LINK’s funders meeting in London with EFF & consultants IMM. 4 October – Meeting with Salman Hussain (Scot Agri Coll) on valuing the benefits of designating a network MPAs (CD, SA, LR). Opp to discuss possibilities for valuing the benefits of a network of MPAs in Scot. Provided a valuable understanding of rel research to further TF discussions on potl research projects. 14 October – Marine Strategy Forum (Lloyd) LINK rep was able to raise concerns with MPA process & seek clarification on status of the marine renewables & offshore wind scoping report. This is a useful meeting to raise issues of concern at a strategic level. 20th October – SNH and JNCC MPA Meeting (LR, SA, CD, RC, RL, SD, KB) TF met SNH & JNCC ahead of the t3rd MPA stakeholder workshop; useful update on progress of the MPA project & opp for a preliminary discussion on the workshop papers. 21st October – SNP Conference (SA, LR) MPAOs attended, TF briefings distributed & useful conversations with several stakeholders & MSPs. 26-27 October - Third MPA stakeholder workshop (Marine Scot, SNH, JNCC led) (CD, KB, RC, SD, RL, SA, LR) TF well rep’d & made important contrib to discs. Partic key outcomes were: the confirmation from Mar Scot that further analysis would be carried out on sea lochs; further discs would be had on the representation & replication requirements for threatened & declining habs/species; work done to assess application of numerical targets approach for some features to deliver MPA coherence to be assessed by Mar Scot Science &, inclusion of some potential search locations removed for socio-economic reasons. 1st November – SEA Forum (LR and Aedan Smith) Updated on SEA review work. Workshops were held on SEA of non-spatial plans such as the NPP, & the SEA process for offshore wind plan. useful opp to learn more about the SEA work, & meet SG SEA team. 2 November – Marine & Coastal Ecosystem Forum (CD, AK) Discs covered updating of the Scot Bio Strat, the NMP & a coastal (terrestrial/estuarine) features list. While wide ranging agenda, TF reps able to discuss concerns wrt incorporation of mar ecosystem objectives into the NMP which opened the door for further bilateral discs with Marine Scot on the NMP. 3rd November – SNH Sharing Good Practice Marine Renewables (LR, SA, CD, SD) good update on most recent outputs of various strands of renewable energy research, & saw what services SNH/Mar Scot offer developers. Good networking opp with SNH & industry reps. 8 November – Scottish Coastal Forum conference (CD, Helen Todd, SA, LR, SD, KB, AK). Main focus was marine planning, keynote speech by Stewart Stevenson, plenty of opps for networking with those involved in the sus dev of Scot’s coastal & marine interests. 10 November – Wave and Tidal Habitats Regulation Appraisal group meeting (LR) Updated on progress of the HRA of the wave and tidal plan. Crown Est gave useful pres on MaRS system, followed by a		

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			plan is drafted.			Marine Scotl presn on how the MaRS outputs were then used to develop RLG for offshore wind & how it was helping to develop a spatial plan for wave and tidal energy. Meeting focused on the contents of the pre-screening report, also touched on potential mitigation measures that would need to be included as scoping progresses. 11th November –EFF & IMM Meeting (LR, CD) As part of the new reporting regime, along with other Links & the Wildlife Trusts, Calum & Lindsay met EFF & IMM consultancy reps in London to discuss the recent funding report. Very useful to meet with the other projects, contact with EFF was very beneficial and LR/CD subsequently input to the final report by IMM with which EFF were pleased. 21 November – MASTS MPA workshop with Prof Jonathan Gardner (CD, SD, RC, SA) Prof Jonathan Gardner from NZ's Victoria Univ pres on NZ's experience of MPAs. Subsequent discs included how the MASTS community could work on MPA developments & what research could be carried out to further the MPA issues. 22nd November – Meeting with Marine Scotland on National Marine Plan (LR, SA, CD, AK) Useful update on progression of the NMP. Many LINK requests appear to have been taken on board & outstanding concerns were discussed. It was agreed a follow up meeting specifically on climate change objectives required. 30 November – Meeting with ASFB on aquaculture (CD, AK, PH, SA, LR). MTF aquaculture subgroup met with ASFB on upcoming Aquaculture and Fisheries consultation, & identify where they could coordinate to improve protection & conservation of the marine & freshwater envt. 5 December – Meeting with Marine Scotland & SNH post MPA stakeholder workshop. TF reps highlighted key concerns following the stakeholder workshop in October. Bilaterals such as these are an important time for TF to feed into the process & allow for greater depth of discussion than is possible at wider w'shops. 13 December – Meeting with Marine Scotland on renewables (LR, SA, Aedan Smith) useful update on latest developments & what we should expect over the coming months. Also an opp to remind Mar Scot of LINK's wish to engage with renewables policy devmt. 14 December – Meeting with SNH on renewables (SD, LR, SA) Useful opp to discuss renewable policy devt & get greater understanding of how best SNH and the MTF can work together where appropriate. 15 December – Meeting with Marine Scotland on climate change targets for the National Mar Plan (LR, SA) Ahead of the formal cons on the NMP, meeting provided opp to reiterate that the climate change objs should be clearly identified to ensure compliance with Marine (Scotland) Act 2010 & to promote LINK's view that each sectoral chapter should demonstrate how it contributes to achiev't of cc objectives.		
National Parks Task Force	Monitoring delivery of NPs objectives in Scotland and promoting strategic considerations re the part which can be played by Parks in Scotland	Establishment of LINK TF. Development of action plan including: <ul style="list-style-type: none"> - Workshop with CNPA on new draft Plans - Develop plans to mark 10th anniversary in 2012 of Scotland's NPs - Legal challenge issues (CNP area) 		Sept 2011 Oct 11 Nov 11 from Oct 11 to 2012 Early 2012	Led by SCNP, involving BSCG, Buglife, NEMT, CC, PL, SB, JMT, RS, APRS, RSPB, SWLG	PO and CO with establishment, preparation of briefings for decision makers, possible events in Parliament in future		First meeting of TF in October 2011 subsequent to a Pitlochry gathering on NPs issues in mid September. New TF focussing on Parks strategy and developing its forward plan at January 2012. Will include, potentially, commissioned work on Scotland's progress with Parks and a national conference during 2012. NPTF had very constructive, facilitated discussion with staff and 2 board members of CNPA in November. This was in part a consultation meeting in relation to CNP's draft Park and Local Plan, but also gave opportunity for frank discussion of concerns which have been creating tension between NGOs and the Park over recent years. A lot of consensus was noted and CNPA reps encouraged more regular and more open dialogue. There are to be several bi-laterals on specific issues prior to the next LINK-CNP meeting. Annual meetings between LINK, the 2 Parks and SG were also mooted.
Planning task force	Monitoring implementation of planning modernisation to ensure sustainable outcomes. Maintain overview of SNH and other statutory consultees' involvement in the planning system to ensure sustainable outcomes. Encourage review of process for designating developments as national developments in National Planning Framework	TF meetings discuss emerging planning issues, and info exchange. Prepare & submit responses to consultations on govt policy and legislation. Through information exchange and experience of the new system, share experiences and identify opportunities for improvement. Advocacy & lobbying of Parliament & relevant officials to ensure greater accountability & opps to influence national development designation process. Integration: With MTF to ensure sustainable implementation of marine planning system. Liaison/Allies: SNH, ScotGov,, SEPA. Ongoing contact with relevant officers in statutory agencies to help influence their planning roles			SWT, BSCG, APRS,FoE S, JMT, MCoFS, ArchScot, Buglife, Scot Badgers, Living Sts Led by RSPB	Staff support for reactive work responding to consultations and advocacy on National Planning Framework.		PTF met on 14 th December 2011 Wrote the LLT NPA Sept to remind them of their statutory duties and the "Sandford" principle when considering the Cononish goldmine proposals. The mine was subsequently consented but with lessened environmental impacts and improved enhancement provisions. Through October – December have been working to try and influence government's review of non-domestic permitted development rights, although this has proven difficult as officials are reluctant to engage. A draft order is anticipated early 2012.
Scottish	SEFF work helps raise	SEFF meet four times a year and usually has one or			Wide			SEFF met 7 th Dec.

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Environmental Fundraisers' Forum	the money needed to do the work to contribute to a sustainable Scotland.	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 shares information and news about environmental fundraising in Scotland, to celebrate success and to discuss opportunities to influence and effect positive change. Liaison/Allies:			member ship varies each Q. Led by SWT, depute RSPB			
Sustainable Land Use task force	To influence the SLU Action Plan which Government must produce for winter 2011/12;	Discuss SLUS with Env Minister post-election. follow up SLUS with key Agencies. promote LINK views on SLUS by demonstrating the social aspects/benefits of sustainable land use likely to interest & draw on other TF s (potentially commissioned work, to be discussed wider in June. continue as overarching coordinator on sustainable land use in relation to LINK TFs. (Suggested at Nov planning meeting: focus on indicative spatial planning and national marine plan, environmental indicators, services which identify appropriate land for different uses, potentially links with land ownership issues. Link proposals with CAP aims to influence 2013 negotiations.) Integration: Agriculture, Deer, Freshwater, Landscape, Marine. Liaison/Allies: Scot Gov, SNH SEPA, others.			WTS, SWT, RSPB, Plantlife, JMT, Living Streets, Arch Scot, SAGS, SCNP Led by RSPB Depute SWT			Joint meeting with ATF 3 rd November due to the common interests and membership of both groups, worked well & further joint meetings planned (30 th Jan). In relation to the LUS, the group used the meeting to prepare for a forthcoming meeting with ScotGov & discuss possible future actions. It was agreed to continue to follow implementation of the LUS and potentially push for RACCE Committee scrutiny of the Action Plan once published, briefing MSPs as necessary. It was also agreed that an internal briefing on the LUS should be produced to help other LINK members understand its purpose and encourage them to promote it through other workstreams and TFs. The group also agreed to let a contract for a short project to produce a document highlighting the benefits of integrated land use to farmers and foresters using remaining DPF funding. TF met Sally Thomas and Keith Connal of SG 9 th Nov to discuss progress on the LUS Action Plan and wider implementation of the LUS. The meeting was helpful in updating us on the AP and some of the SG activity behind the scenes. The TF pushed again for the est't of a stakeholder forum but not successful in securing this. ST and KC are however open to ongoing input from LINK and signalled there would be some kind of stakeholder event mid 2012 around publication of the Annual Progress statement on the LUS.
Sustainable Development & economics (area to be developed)	Engage with The Economics of Ecosystems and Biodiversity (TEEB) to promote the thinking in our advocacy. Build on and complement sustainable economics work done/being done by members, SNH, Carnegie.	Organise workshop for members in August on SD/Economics agenda to develop action plan for promotion in relation to our work areas. Include Carnegie, TEEB, NPerFF in content. Explore scope for joint conference with SNH and others. Theme for Congress Liaison/Allies: Work collaboratively with SNH. Carnegie Commission, SEPA, BEFS, SCVO.		30 Augs May-June Summer	JMT, FoES, SWT, RSPB, P'life, WWFS interest -	AISO to coordinate. TEEB workhop		A very good workshop held 30 August for members, which led to establishment of Economics Forum (see above) , which will develop thinking on key work areas and continue liaison with allies. Themes from the workshop were developed also through Congress in November 2011. The Economics Forum (see above - currently led by WWFS, supported by staff) is taking forward intentions of these meetings to the extent that capacity amongst interested members allows.
Woodland Forum		Forum on member bodies liaising on forestry/woodland issues, meeting ad hoc. Currently planning to co-ordinate LINK thoughts on forestry legislation, implementation, & what the NF Estate should look like in Scotland.			WTS ArchScot, SNW, P'life, RSPB, NTS			Angus Yarwood produced LINK response to Woodland Expansion groups call for views, supported by 15 members.
Maintain watching briefs on developments of general network interest	Civic Scotland: Public Attitudes: Access to Justice:	Elections, budget and SD work, look for common ground with SCVO & BEFS etc Workshops (internal) re our potential role in behaviour change and other cross cutting issues FoES lead, LINK maintain watching brief and support where requested. If campaign opportunity emerges all members will be consulted about possible action			Trustees	staff		SCVO Policy and Intermediate committees attended and contributed to. Various conversations held concerning Governance Matters paper. Discussions begun for possible establishment of Legal and governance strategy Group.
1.5 Build partnerships with relevant	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.	2 orgs better informed of mutual stances	Twice yearly	Trustees, TFCs, CO, PO,			Chairs meeting held 7 Oct - very positive exchange. From this came a proposal for a summit between LINK, SNH, SEPA, to consider the longer term in relation to recession. Effort is afoot to identify a date

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organisation s to promote agreed key policy priorities more widely		No surprises clauses known and pursued by all relevant players. Good regular contact between TFs and counterparts			DP			to suit all parties for this discussion, in early 2012. DO has met with new grant contact, Ian Bray, to go over grant understandings, targets, etc. LINK 'publication protocols' circulating to all players in January 2012. Liaison meeting with Ian Jardine, Andrew Bachell and Ian Davison on 1/9 covered recreation, landscape, biodiversity. IJ invited thoughts on working better with the sector and what SNH should prioritise. This will be part of the next such liaison meeting, probably to be held in March 2012.
	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	Annual	Trustees, TFCs, DO		🟡	New SEPA CEO James Curran is invited to take part in agencies and LINK summit (see under SNH above).
	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	Dele-gates	TFCs Reps		Happening
		For wider issues AISO facilitates delegate election. Delegates feed back via TFs or Bulletin	As above	Ongoing	AISO	Staff, Trustees.		Delegates contacted. Patchy feedback which staff are trying to improve on.
	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	LINK TFs work with others on wider joint positions.	Ongoing	Events Organise rs	Staff		30 th August workshop included SEPA, SNH, SG, and others. Fairly wide invitations to non-members for Congress. Strategic planning in November reiterated the need for partnership approaches
	Roll out Organisational Supporter affiliation for non-eligible environment sector to broaden scope and funding base	Review pilot June Board. Board to consult with membership about any plans for expansion and if appropriate extend to other sectors		June and beyond	Trustees, Staff	Staff TFCs Reps		Board decided not to expand, maintain ad hoc approaches as opps seen. No new signatories. KSB invoice unpaid (due Sept), KSB CEO called to discuss, reviewing and would let us know. Parly monitoring withheld meantime.
	The UK Links	Regular liaison by telecon on policy and operations, identifying joint opportunities. Regular exchanges of plans and reports.		Ongoing	CO	PO, TFCs		There is good ongoing contact amongst Links staff on operational and procedural info and a telecon every few months. Scottish and English Links met Green Alliance London Sept 2011 to explore how to improve input by UK members into EEB thinking. A Links telecon in November welcomed WCL's new Elaine Hill (maternity cover for Jodie Bettis) and agreed to propose a joint Links seminar in autumn 2012 in Northern Ireland. Also discussed funding positions, subscriptions policies, impact of austerity on environment. Most of the Links Liaison grant (from WWF UK) for 2011 was spent on the joint CAP healthcheck update launched at Westminster in early November 2011.
	SCVO	Participate in SCVO Pol Ctte Keep engagement/membership under review.			CO & PO, Trustees			PO attended PC meeting in December where continued co-opted membership was to be discussed. Intervened to ensure that SCVO did not take sides in the constitutional debate.

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. **Target** 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. **Target** 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 Assessment may flag barriers	New MBs join at least one work area.	Ongoing	Chair, CO	TFs, Reps Staff		Inductions for Froglife, new SAS head held over summer. Also meetings with new Dir FoES, new Policy Head NTS, reps of MCoS. Meeting with new WWT Scottish Manager held October (now active in FWTF). Induction for Planning Democracy scheduled.
		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		happens
	Strengthen capacity and confidence of members to engage in public policy development through information exchange, trainings and policy workshops	Trainings organised in media and advocacy as capacity allows. Workshop on TEEB planned	Members take part and find useful.	Ongoing	Organisers PO, POA	TFs Staff Reps		Advocacy Training course held and very good evaluation comments received and put in report. Materials updated for future. TEEB workshop August – reported on above.
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	TFs Trustees Staff		Skills register reviewed and updated for January 2012. Reps were invited to nominate to Board in mid July in relation to skills needs. AGM elected 1 new trustee (Angus Yarwood) and Diarmid Hearn was invited by the Board to observe. MCoS trustee attending January 2012 meeting as observer. Engagement table is being maintained by staff.
	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		
		Comms to members highlight achievements and acknowledge diverse inputs		Ongoing, Q2, 4,	DO	Staff		CD review of LINK year 2011 went down well at Congress, festive reception, and was circulated to members in December.
	Use annual members congress to build community within the network	Congress SG develops theme by summer Organises & publicises with members early Autumn 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		Successful event with 20/36 bodies taking part – just 55% this year. Many stayed over for strategic planning. Theme agreed by June network, programme out September. Report circulated to participants in December. Review prepared.
	Ensure members know of annual cycle (4 meetings) and wider opportunities to engage in the network.	Notices and agendas go to Reps and Convenors. Dates maintained on website.	Member Reps attend at least 1 network meeting pa	Ongoing	CO AISO	Staff		Members regularly informed. Dates on website. Convenors and members were approached early September for forward plans to 2013. Draft Operating Plan for 2012/13 will be circulated by late January, reflecting members' discussions at strategic planning meeting in November.
2.3 Use targeted campaigning to encourage wider public support where important	Campaign where appropriate	Needs and opps considered at Strategic Planning. If plans emerge outwith planning cycle Board & Network to endorse (eg LGSG)	Annual Strategic planning identifies achievable campaigns in good time	Q3	TFs, PF, Reps Chair			LGTF proposals for local election campaigning in 2012 have been circulated to members in bulletins since August 2011. LINK LG manifesto launched 26 October. Members are being encouraged to run hustings in April 2012 which LINK staff will promote via a web calendar and provide guidance. Cyber campaigning is being developed at winter 2011/12 by the LGTF around LINK's local manifesto asks.
	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		Ongoing
		Support fund application and reporting, HR and development		Ongoing	CO, FITO	MTFC		Reported to Trusts May and June 2011. HR support to the project from LINK is also on-going. Tubney has paid full funding to March 2013 to LINK during 2011/12, as the Trust is being wound up; this will inflate LINK reserves, though the funding is restricted to the marine project plans.
		Support advocacy work		Ongoing	MTFC	PO		Via MPA Officers and PO

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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 corp strategy and op plan	Identified leads provide data. Staff collate. OP & KPI progress reviewed by Board.	Quarterly Board meetings held	each quarter	Chair / Board / CO	Trustees, CO, DO, AISO and other Staff		Ongoing. This is the third quarterly report on the 2011/12 Plan. LINK's refreshed corporate strategy (2012-2015) will include refreshed KPIs, tbc in the review taking place from December 2011 to March 2012.
	Work is planned in advance with integrated approach to strategic priorities	Env't needs & opportunities analysed, fresh approaches considered, by good horizon scanning process. MBs indicate own priorities by Sept. TFs discuss plans Aug to send LINK Sept		Q3/4	Chair (CO)	Reps, DO, AISO, PO,		Info collected from members and TFs and circulated to all in early November for strategic planning meeting. Autumn PSR circulated to all in November.
	Network regularly reassesses contexts and priorities	Board & Networking check integration, consensus needs, tactics, resources. TFs each 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			April network meeting evaluated effort on W&NE and SLUS. June network was well attended, focused on post-election strategy and priorities wrt governance agenda. Strategic planning meeting November did SWOT and identified priorities in relation to existing work areas and new issues needing LINK effort. New draft operating plan for 2012/13 will reflect this discussion and propose staff-time allocation in relation to issues prioritised in November. April networking meeting will see AARs from work areas in receipt of discretionary funding from LINK (NPTF, Economics Forum, Rio+20 work) among others.
	Administer LINK's finances, overview financial strategy, report to OSCR and 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		2010-11 audit passed successfully and on-time. No financial issues.
		Budget outturn and forecast prep to month end precede Board meetings (ex June: email July), checked with Accnt.	Outturns ratified by accntts, Treasr and Board	Each quarter	FITO	Treasurer for Board		Ongoing, on-time
		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 FITO	Chair, Treasurer, Staff.		Accounts close on target
	3.1 Ensure LINK well governed and managed in line with good practice - continued	Regular FSG meetings review LINK's financial and fundraising needs and advise on strategy. FSG expanded to Response Team (VC joined) during core funding hiatus.	Re-assess budget scenarios to 2014 in light of available information on sources Propose subs schedule for 2011/14 to Board Propose subs schedule for 2011/14 to members	Meetings happen; KPI 3.3 achieved	Spring Oct Nov	FITO, Treasurer CO, ESG	CO, DO, FSG	Ongoing – our KPI target FSG and Board reviewed subscriptions and proposed 2012/13 rates to members in December with the recommendation that members approve these via an electronic AGM to be held in March 2012.
		Employment SG supports HR policy and practice	CO / ESG prompt discussion as needed re HR issues and recruitment issues ESG assesses next steps wrt job evaluation & salary review (in context of Scottish voluntary sector good practice) when core funding confirmed	Advice on good practice applied as far as possible	Q2	CO, ESG	Trustees	ESG review took place in autumn 2011.
		Audit of Trustees' skills is maintained; Trustees share load.	Trustees complete skills chart. 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	Completed and reviewed for June 2011. June Board identified skills gaps likely from 2011 and 2012. These were flagged to members in relation to nominations. Chair-Trustee appraisals ongoing from June to November 2011 with report to Board on general issues emerging, planned for Jan 2012.
		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	Reviewed during 2011 – due to come to the Board January or April 2012.
		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		Ongoing Members and TFs advised early 2012 of LINK publication protocols on website which aim to ensure revised grant guidance from SNH relating to press work and publications by LINK (SNH require a heads-up, in short, of LINK plans, so as to be able to issue own statement if they consider that necessary).
	3.1 Ensure LINK well governed and	Support LINK Chair & President	Provide briefings; support as required. Plan successions in good time, via search group (active for Pres)	Candidates willing	Ongoing	CO, PO, DO	Staff, Trustees	President search (led by subgroup of Board since winter 2010/11) concluded autumn 2011 with the appointment of Ross Finnie as President Designate in November 2011. Ross will be confirmed in the

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managed in line with good practice - continued								role at the SGM to be held early 2012. LINK President from 2008 to 2011, Helen Zealley, gave a at Congress, noting and warmly welcoming Ross Finnie to LINK. Briefings and regular meetings between Chair, senior staff and President are ongoing.
	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		Continuing to try to achieve this re events organised by staff and to inform those organised by TFs.
		LINK monitors and reports on emissions on core business	Overall emissions reduce		FITO	all Staff FITO		Carbon emission report for 2010-11 published on website summer 2011.
	Member bodies are assisted in undertaking appropriate carbon accounting, so that network reputation is safeguarded.	LINK Carbon Accounting review of member bodies presented to Board with Recs. Circulate report to LINK members for own information. Set up email working group for exchange of info and practice Hold one-off workshop for interested members on carbon accounting. Repeat survey of members every two years.		April 2011 For workshop Summer Autumn 2012/13	FITO, trustees	CO, Board		Report distributed; Electronic forum created but not being used ; Workshop offered – but no takers; We're not putting more effort into this during 2011-12, owing to other priorities, but if members would be interested, a workshop can be organised.
	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.			Ongoing, almost full team met August, October, December. Roughly monthly 1-1s / musters held between staff and line managers. PDRs ongoing over winter 2011/12. Good coordination between 2 offices and all staff in relation to joint work and membership needs.
	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			This remains our intention. Whilst the training budget is not huge there is scope for spend where important needs are identified. Some training is delivered in-house between staff.
	Hold AGM, elect Trustees and office bearers, appoint president.	Members advised in good time of vacancies. Papers reach members in good time. AGM shifting to Aug in 2011 and November in 2012.	Quorum of MBs participate, elections held, healthy rotation	Q1 &2	Chair	CO, Staff		All in order for 2011 AGM; nominations were invited July for 22 August; AGM held with Economics Workshop end August. SGM to ratify subscriptions for 2012/13 and to confirm Ross Finnie's appointment as President, being planned by Board for March 2012.
	Organise 4 Board meetings	Prepare agendas, papers, venue, catering, notes and circulation	Good outturn of trustees for each meeting		Chair, CO	staff		Ongoing. June & Oct Boards held Edinburgh. October date rescheduled to 6 October. 2012 dates involving trustees notified to trustees and on web diary. Papers for Jan Board in prep early January.
	Organise 4 network meetings per year	Prepare agendas, papers, venue, catering, notes and circulation	Good outturn of members for each meeting		Chair CO	staff		Ongoing.
	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	FITO	Suppliers (SCVO)		IT systems stable, but given frustrations with SCVO as supplier, LINK researched and interviewed providers and shifted to Shackleton Technologies in Dundee from October 14 th . Downtime was tightly handled and the transition has so far been a happy experience, with quicker inter-office links achieved as one of the side benefits. BT issues in November caused some further downtime for staff, though impact was managed so as to be as limited as possible.

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		Interface between LINK and IT suppliers		Ongoing	FITO	Suppliers		Ongoing
		IT planning and improvement (incl project mgmt and implementations). In 2011 includes identifying new provider (summer) and server upgrade (Oct).	IT systems sufficient and cost-effective	Ongoing	FITO	Suppliers		See above
3.1 Ensure LINK well governed and managed in line with good practice - continued	Dynamic accessible website	Updated regularly. Carries general information as well as outputs. Used by all as a key resource.		ongoing	AISO Reps	DO, POA		AISO leading on improvements to the structure of the website and ease of mgt for staff.
	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		Meeting room used regularly by various members
		External use is billed			FITO, AISO			Happening
		Meeting space available and drop-in encouraged at Edinburgh office			PO, POA			Drop in facility still used regularly.
	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			Outputs regularly forwarded to SNH and Scottish Government.
	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 requires some redesign and update which staff hope to prioritise for February.
	Vital Statistics of member organisations maintained	Annual data gathering from membership on core data relating to sector. Maintained on member website		Q2	AISO	Reps		Incomplete. Follow up to members who haven't responded required.
Fundraising capacity in place to generate core grants from funders and maintain relationships.	Network's funding needs identified in advance of each financial year, with leverage from range of funders.	FSG considers future year's funding need each year, towards new grant bids. Re- confirms band threshold annually. Calculates subs rate to reach % goal and recommends to Board. 2011 assessment of possible sources (June)	Budgetted subs income received within time period;	Q 1, 3	Treasurer, FITO, CO, DO	Funding sub-group		FSG+ met 8 June to discuss funding sources and reported to June board. Agreed actions being followed up actively in pursuit of alternative funding for LINK. FSG meeting held November for further check of budget scenarios and detailed review of subscriptions to bring proposals to Board then members by December 2011. Members have been circulated with proposal for a 5% (inflationary) rise in subscription rates for 2012/13, following a 3-year 'freeze'. The Board does not believe a continued freeze is sustainable in relation to the services LINK provides members.
	Subscription income generated from MBs maintains critical autonomy.	Members advised of new rate and offered dialogue before AGM.		Q1/2	FITO	CO, Treasurer,		Members were informed of these proposals in December 2011 and of the plan to ratify these via an electronic SGM in the spring of 2012.
		FITO generates invoices after AGM & manages prompt payments.	No bad debt by year-end	Q3	FITO			
	Generate core grants from SNH, SGov, charitable trusts and administer grants internally.	Core grant applications submitted. 6-monthly & 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		SGov confirm an indicative grant for 2012 to 2015 which incorporates a 10% drop in support. SNH will take over administration of SG's support alongside the Agency's funding for LINK from 2012. EFF have confirmed their final 3-year core grant to LINK, for the years 2011/12 to 2013/14, £25k for 11-12 (same as previous years) dropping to £22.5k and £20k for following years. SNH's indicative grant to LINK for 2012-13, 13-14 reduced 5% yoy. Overall, £7k drop funding from these traditional sources for 2012-13, a further £7k drop for 2013-14. Staff putting additional effort into seeking core support from new trusts (outcomes of some bids made over autumn not yet known, some were unsuccessful). EFF funding will not be repeated though more 'strategic' bid from the joint links possible. Relevant SNH grant conditions explained to TFs (via publications protocol)

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		Quarterly claims submitted (SNH, SG).	Grants received	Q1-4	FITO			Ongoing, no major issues, although SNH's grant assessment conditions are tighter than previously, with the result that LINK cannot always claim to the full potential.
		Regular meetings held with SNH re grant	Funders are satisfied	Q2,4	DO PO	PO, CO, Chair		DO met Ian Bray held December, SNH grant priorities have changed, we agreed much the same targets for next year, though this before SG news on SNH administering its grant to LINK. IB and Andrew Bachell meeting CO and DO on 16 Feb.
		Annual meeting with SG on grant		Q1-4	DO PO			D Barlow, CO and DO met Scottish gov late August; at which point officials indicated likely cuts to LINK funding – and a drop of 10% support was confirmed in December notification. Indicative figures are -10% then 5% reductions for following 2 years. SG grant to be administered by SNH (news to SNH!). Caution required lest future grants completely merge and reduce faster.
		Trustees meet funders/existing and prospective as needed.		Ad hoc	DO	Trustees		Nothing specific required last quarter
	Generate income for established projects.	SEW sponsorship approaches made Spring for following year	Funding repeats	Q2	DO	PO, CO, Treasurer		HS, CNPA, LLTNP and Calor will sponsor elements of SE Festival in 2012.
		Congress approaches when plans allow.	New funders in					P&K application for Congress successful at £1.5k.
3.3 Ensure LINK evaluates key activities and the network applies learning to improve corporate performance	TFs / projects evaluate effort via AARs presented to Network meetings as well as via evaluative reporting on pro-formas quarterly.	Approaches to other sources made as openings are seen		Ad hoc	DO	CO, FITO		DO extra days (2xmonth) spent on fundraising incl approaches to old and new trusts, no success so far
		TFs to evaluate progress against strategic objectives at networking meetings 1 x year	Network reviews and learns from experience	Q1,2	TFCs	TF members		Very useful SLUS and WANE evaluations provided in April. All TFs will be invited to give 1-2 minute evaluations of the past year's work, at strategic planning in November. This is useful knowledge exchange and for funding reports. Congress evaluation going to Jan Board.
	Assess value over 3 years of LINK contributions. Apply lessons to planning of network activity. Agree corporate strategy for 2012 onwards	After action reviews for projects esp any funded by DPF project manager to Board and network meetings		Q4,1	Rel Staff, Project managers	St groups		Will be invited for April 2012.
		Survey opinion formers and decision makers about LINK's impact. Survey members in parallel.	External perceptions of LINK's impact are gathered in advance of new strategy from 2012	Q1/2	CO	Board/PO		To be commissioned in January 2012.
		Consider survey feedback with Reps, TFs and Board at awayday and draw up strategy.		Q1/2				
		Put out to members for discussion at November 2011 for sign off early 2012.		Q3	CO	Board/staff		Member survey results should be available by early Feb.
				Q3				
				Q4	Chair	All actors		Revision to strategy to be carried out March for sign-off April.