

Key Performance Indicators and Annual Targets

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>			
<p>1. A Sustainable Scotland</p>	<p>Number and activity level of task forces.</p>	<p>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</p>	<p>On Target: 10 Taskforces: Agriculture, Climate Adaptation, Deer, Freshwater, Landscape, Local Governance, Marine, National Parks, Planning, Sustainable Land Use – Economics may also be a new Taskforce</p>
	<p>Number of collective position statements produced.</p>	<p>Produce at least 15 collective position statements (including policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each</p>	<p>On Target: 12 collective statements produced (16 cumulatively 2011) including briefing for Local Government and Regeneration Committee, Proposal for National Performance Framework Biodiversity Indicators. Response to Flooding in Scotland Consultation.</p>
	<p>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.</p>	<p>At least 40</p>	<p>On Target: Represented on 41 stakeholder forums</p>
	<p>Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff.</p>	<p>At least 25 face to face exchanges with MSPs facilitated by LINK core staff</p>	<p>On Target: 12 Face to face exchanges facilitated this quarter, 12 facilitated last quarter (24 in total).</p>
<p>2. A Strong Voice for the Environment</p>	<p>Number of internal seminars/workshops/trainings on current issues arranged for members.</p>	<p>At least 3 workshops / seminars/ training days per annum</p>	<p>On Target: Advocacy workshop in July Greening the Economy Seminar in August</p>
	<p>Percentage of member bodies involved annually in either the Board, Task Forces, or contributing to annual Congress.</p>	<p>At least 90% of member bodies involved annually in either the Board, Task Forces and steering groups or contributing to annual congress.</p>	<p>On Target: 94% of members engaged (33 out of 35)</p>
<p>3. An effective, efficient and accountable network</p>	<p>Quality of annual reports and accounts and returns in accordance with OSCR and Companies’ regulations.</p>	<p>Produce annual Trustees’ report and accounts, and annual return, in accordance with OSCR and Companies regulations.</p>	<p>On Target: Annual report & accounts for 2010-11 produced and submitted on time</p>
	<p>Annual Operating Plan of network aspirations (with Member, Taskforce and Board input) is subject to regular review and six-monthly evaluation.</p>	<p>Network’s activity and aspiration captured, managed and evaluated with Board overview through annual operating plan, and learning applied.</p>	<p>Network aspirations captured and recorded through Operating plan, and network activity reported quarterly.</p>
	<p>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</p>	<p>50% of ES costs forecast at £ 69,659 Subs target £69,659</p>	<p>On Target: Latest forecast is £71,869 for membership subscriptions = 51% of essential costs</p>

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 (newly 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 (newly estab. Sept 2011)
TFCs	Task Force 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		Network meeting 3 June addressed priorities post-election, good participation from TFs/reps. This planned for Economics Workshop (held 30 Augs), NGOs gathering on Cairngorms issues (held 7/9), roll-out of Governance paper (due for wider dissemination in October),	
	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, HF, staff		Post-election briefings prepared and discussed at Network meeting on 3 rd June. Various PO discussions with Board, members and others. Refresh of LINK manifesto (in train Augs-Oct), and publication of Local Government Manifesto (planned for 26 October). LINK presence at political party conferences booked for autumn with fringes on Governance at several.	
	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			Distributed weekly with new format and more comprehensive content.	
	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.
		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 will attend EEB's AGM in October – which is EEB members' opportunity to influence this Euro network's agenda. LINK Congress features IUCN speaker in relation to IUCN Euro agenda.
		Keep EEB UK communications under review with other Links			CO and PO				CO & PO, with WCL, re-visited Green Alliance in Sept to explore how to improve UK engagement with EEB, and made progress. Further discussion ahead to agree framework for UK interests to input.
	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 September.
	Staff support key areas of work	TFs identify nature/extent staff support required. Networking meetings confirm.		Q1, Q3	TFCs Chair	TF members			
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			Happened in relation to LINK Board meetings with SEPA and SNH this quarter and with Scottish Government. Date for LINK meeting with Minister has been agreed for October.	
1.2 Build consensus on key policy priorities	Identify areas where consensus will matter at annual planning and quarterly networking meetings (issues identified should follow next lines)	Networking meetings identify issues requiring consensus-building	Consensus exists/in hand on key issues	Each Q	TFCs Reps	TFs		June meeting proposals have all been followed up. August workshop noted NPF briefing as relevant to members' concerns with economic growth and alternatives to GDP. Members were encouraged to support. LINK sign-up was not achieved. Board in early October reviewing LINK consensus on energy.	
		Staff support these processes as needed		Ongoing	CO	Staff, TFCs, Trustees		Ongoing regarding actions from June networking and August seminar, and other emerging needs.	
		MBs contribute to development of LINK positions by participating in relevant TFs / workshops		ongoing		Reps			August seminar involved good cross-section of members and task forces considering issues around valuing the environment in economic terms, performance measures, etc.
1.3 Facilitate good	Spokespeople communicate positions	Adequate briefing provided by policy leader. Supporting MBs ensure comms within their orgs as	Operating principles	Ongoing	Designated leads				

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Comms between MBs, their supporters & wider public inc. media –	to media & externals	appropriate.	followed						
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		First 1-hour introductory meeting with Stewart Stevenson arranged for late October, agenda to include Scottish Budget and environment funding. May double as our meeting with SNP's environment spokesperson. Members will be contacted to form delegation shortly.	
		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		G6 meeting in early October involves LINK Vice Chair – agenda of Budget, Biodiversity, Climate Change and RPP.	
	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		Manifesto Refresh ongoing at September. Local Govt Manifesto stand-alone document with members for consultation at end Sept, due for publication on 26 October. All MSPs contacted after election. Several informal meetings with MSPs held. Meetings with political parties now in the diary, involving convenors, trustees and PO. Meeting with SPICe in pipeline for autumn to discuss how LINK and SPICe can work more closely in future.
	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. Repts take part.		Spring Autumn	PO and POA	PF, MBs, TFs,		No conferences in this quarter. Events on governance planned x 5
	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, Repts ongoing.	Process & resources, clear		Ongoing	PO	TFs, Repts, PF		Party manifestos on record and new government contact being established. Local Government elections manifesto in preparation.
	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 2012 steering group agrees process April, an expandable programme of lunchtime events (one already HS sponsored) according to sponsor £s, mid-week Reception, quiz (Calor are keen) according to sponsor £s. Proposals to members for constituency action during SEW invited, to progress if feedback warrants. Member body & sponsor interest established early Aug. St GP review early Sept. Events planning group meetings Sept. Completed programme to be launched early Dec promoted at festive reception. (lines for separate elements below to be inserted as required).	SEW events well supported by MSPs, researchers		Qs 1, 2,3,4	PO PO, POA	CO, DO POA SEW St Gp, Repts TFs CO, DO Events planners		Review of SEW 2011 prepared and distributed. Steering Group has met and reviewed overall effectiveness and ways forward. Dates and draft programme for SEW/F 2012 worked on subject to problems with Parliamentary Authorities. Sponsor search continues.
	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, opp to run hustings, opp for cyber campaigning. LINK staff will coordinate this work, in liaison particularly with the LG task force and with any members which wish to run hustings next April.
	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.	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	1.No decrease in funds to axis 2 options or Rural Priorities. Involvement with development of		Arch Scot, B'bee CT, Butter	Parliamentary support for some aspects of work, e.g. promoting CAP vision DPF allocation for		TF members attended 1 stakeholder group meeting on behalf of LINK between June and September: CAP Stakeholder meeting with SG 7th September The TF has been at reduced capacity due to the loss of Katrina Marsden as Convener. However it is expecting increased activity due to the anticipated release of the next Rural Development Regulation

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	<p>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.</p> <p>3. Continue lobbying for further CAP reform on a Eu scale & develop thinking on how it could best be tailored for Scot conditions</p> <p>4. Aim to target funds better at High Nature Value farming inc through Less Favoured Areas Support scheme reform</p> <p>5. SG policies on climate change & ag that incorporate LINK views.</p> <p>6. As part of the wider LINK group, input into the SLUS work to reflect LINK views</p> <p>7. Scot food policy which contains sufficient env'l objectives</p> <p>8.soil strategy includes measurable env'l targets</p> <p>9. Input into review of Scot Organic Action Plan and its replacement.</p>	<p>(high effort)</p> <p>3. Develop briefings updating Beyond the CAP vision. Discuss UK CAP vision with UK Links. ATF led by convenor (high effort)</p> <p>4. Lobby for changes to LFA as part of CAP reform. ATF led by convenor (med effort)</p> <p>5. Continue involvement in Scottish Government Agriculture and climate change stakeholder group. (high effort)</p> <p>6. ATF input to LINK document and Scottish Government's development of strategy. ATF lead on SLUS (med effort)</p> <p>7. Keep check on what Scottish Government producing on food policy and ensure that the environment is not forgotten (low effort)</p> <p>8. Continue involvement with development of framework (med effort)</p> <p>9. Continue involvement and watching brief (low effort)</p> <p>Integration: Need to work closely with Woodland Task Force, Land Use Strategy, climate, water, SEFF and deer task forces on CAP reform and SRDP which overlap a number of policy areas. Mainly work through e-mail communications though occasional joint meetings will be required.</p> <p>Liaison/allies: SNH, SEPA, National Parks, ScotGov, SGRPID, SG Wildlife and Habitats division, agriculture policy unit in SNH, SEPA land use policy. Some joint Links work around Lyon report and potentially updating CAP vision with UK Links.</p>	<p>new SRDP which is well targeted at envl delivery.</p> <p>2 Movement of SFP away from hist model. Better x compliance measures.</p> <p>3. Production of briefings & UK vision. Use of it by others</p> <p>4. LFA targeted better at envl delivery</p> <p>5. ATF rep on group. Production of ag measures that stand scrutiny against the targets of the Climate Change delivery plan.</p>		<p>Cons NTS, RSPB, SWT, WTS, , Soil Ass</p> <p>Led by RSPB</p> <p>Representa tion on various groups by ATF members</p>	<p>publication of factsheets on CAP.</p> <p>Possible event.</p>		<p>by Brussels on 12th October. To this end we are linking with the LUS TF for a joint meeting on the 3rd November to make sure the principles of the LUS are central to the strategy and measures developed for the next SRDP.</p> <p>ATF will be producing briefing and position papers for wider LINK information and agreement deriving from the new RDR on Area payments Greening of SFP SRDP 2014-2020 Additional topics may include Advisory services and Farm Environment Plans.</p>
Wildlife (ex Biodiversity) Forum	<p>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 all sub-ctees. Short-lived proposal for wildlife pledge aimed at candidate MSPs.</p>	<p>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.</p>		<p>Spring Ongoing April – May 5 May 3 June</p>	DL & CM	<p>DPF funding for wildlife proclamation & post-election event £2.5k</p>		<p>Submitted proposed set of Biodiversity Indicators for the National Performance Framework to Scottish government in August.</p>
Climate Adaptation Task force	<p>Scottish Government adaptation policies enable biodiversity to adapt to the impacts of climate change</p> <p>Public bodies and the private sector adapt to the impacts of climate</p>	<p>Influence the development of Scottish Government's Adaptation Framework Sector Action Plans.</p> <p>Gain membership of Adaption Stakeholder Group when it is constituted.</p> <p>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.</p>			<p>Soil Assoc, Buglife, P'tlife, Butter Cons, SAGS,</p>	<p>Support for integration</p>		

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	change in a way which does not damage the natural environment.	Liaison/allies: Stop Climate Chaos Scotland – through SCCS policy group. SNH –Strategic Direction Scottish Gov - Adaptation team			Led by RSPB			
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			No actions this quarter
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	tbc	FoES, HWDT, JMT, MCS, MTF project staff, Plantlife, RSPB, SCNP, WTS, WWFS		Ahead of its first meeting it would be helpful to have a Board steer on important targets and timescales for this new area of work, and discuss how it might best operate.
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, minimising wasteful leakage and using catchment management to reduce pollution at source).	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 mgmt Plans:) 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	SEPA's priority catchment work reduces the number 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 undertakes sust land mgt in catchments to improve water quality while delivering other benefits for the env. Next water ind'y investment period (2015-2025) has strong emphasis on sustainability inc eg sust indicators		RSPB lead, RAFTS depute, SWT, Buglife, WWT			TF members attended 5 stakeholder group meetings on behalf of LINK between June and September: <ul style="list-style-type: none"> Land Management and Flooding, convened by SEPA, on 28 June and 20 September. National Flood Management Advisory Group (NFMAG), chaired by SEPA, on 25 August DPMAG, chaired by SEPA, on 9 June and 29 September. <p>Much of the TF's activity in this period has been centred around the preparation and submission of the LINK response to SEPA's 'Flooding in Scotland' consultation. TFC presented a summary of the response at the NFMAG on 25 August, a good opportunity to present LINK's views.</p> <p>One TF meeting in July. There have also been two Aquatic Policy Forum meetings (23 June and 21 Sept) between the TF Convenor, SNH, FCS and SEPA. These meetings provide a valuable means of discussing, on an informal basis, current and upcoming water policy issues.</p>
Environmental Governance (not a TF)	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.		early 2011 Jun onwds Augs onwd Autumn	Board lead Cross-TF approach	PO others for coordination, advocacy.		2 nd draft Governance Matters paper circulated for final comments. Launch plan in preparation.

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		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.		onwds				
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 mechanisms post SLF. Regular & positive liaison with SNH. Occ SG Landscapes and Habitats Team			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		No report received. Met August considered impact on l'scape of onshore wind and LINK role in relation. Plan to bring a draft position statement to LINK on this later this year. PO attended September meeting.
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	TF requires strong staff support CO, PO		The TF circulated a briefing on LINK's 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). Otherwise working on manifesto for local gov election to be launched 26 Oct. Local election game plan circulated to full members to gauge activity level re May elections (Sept bulletin). In meetings now sought with Gov (Rona Duberry) on nat perf.framework. Meeting also planned for Gov and others in which TF plan to seek secondee from Government (paper drafted) to help with TF aspiration of listing relevant duties on LAs, and monitoring how these are faring. PO & CO attended meeting.

STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE								
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LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support	Status	Progress
Marine task force	<p>Ensuring effective implementation of the Marine (Scotland) Act 2010.</p> <p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>All tasks will require a high level of effort.</p> <p>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.</p> <p>Liaison/Allies: Regular liaison with SNH on key matters e.g. offshore renewables, marine protected areas ongoing.</p> <p>Regular liaison with Marine Scotland officials on all elements of marine planning and marine nature conservation provisions will also be necessary.</p> <p>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</p>	<p>Nat marine plan configured to del sus dev & prot & recovery of the Scot mar area</p> <p>Nat & local mar plans underpinned by Mar Ecosystem Objectives</p> <p>Scot marine regions cover all Scot mar area</p> <p>Plans for MPA network are deemed ecologically-coherent, inc broadscale habitats & Natura features, & integrated with wider UK network</p> <p>MPAs are well-managed; Inshore Fishery Plans are integ'd with local mar plans</p> <p>Wider seas measures eg Inshore Fishing leg are used to deliver mar cons benefit.</p> <p>IOPs judged on final pols prod by SG e.g. measuring whether nat mar plan delivers sus dev based on how plan is drafted.</p>		MCS lead WDCS depute, NTS HWDT SWT WWFS RSPB	Supported by 2 project officers. MR Non-marine LINK staff support already factored into work plans.		<p>TF continue to respond to various consultations from Marine Scotland. Two significant consultation response include the response to the National Marine Plan pre-consultation draft, and the response to the least damaged/more natural areas review, which represents one of the first stages in the MPA area selection process. All consultation responses are on the website.</p> <p>Given the high volume of work the TF has been developing advocacy plans in order to establish priorities and strategically plan future work.</p> <p>The TF has decided that more public engagement work is required in relation to the MPA process. To that end it is in the process of re-developing the 'Save Scottish Seas' website. This will inform the public about the MPA process, MTF work, and enable them to engage with us. In addition, the TF has been discussing the possibility of running an 'action' in order to show public support for MPAs with MSPs and the Scottish Government.</p> <p>MTF is also preparing to carry out work looking at the economic benefits of MPAs.</p> <p>One of the main successes of MTF over this period, is the designation of the Mingulay SAC. Further, we are pleased that the Sound of Barra has been put forward as a candidate SAC and will be taking part in the consultation on the scientific case in due course.</p> <p>8th June – 2nd in the series of Marine Scotland workshops on the development of MPAs.</p> <p>12th July – SA, LR and RC meeting with SNH and JNCC to discuss the least damaged/more natural areas review and the MPA process</p> <p>28th July – SA, LR and SD conference call with Erica Knott to update on marine renewable energy work.</p> <p>23 June – Meeting with RZS to discuss their 'Deep Blue' project and how MTF could be involved – project now on hold at RZS end</p> <p>18 August – Joint LINK teleconference to discuss MSFD and WFD crossover.</p> <p>27 Sep – LR, CD and KB attended workshop to explore reasonable alternatives for the SEA process for the National Marine Plan</p>
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	<p>Establishment of LINK TF.</p> <p>Development of action plan including:</p> <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) 		<p>Sept 2011</p> <p>Oct 11</p> <p>Nov 11</p> <p>from Oct 11 to 2012</p> <p>Early 2012</p>	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		Useful for Board to note and comment on this new TF which will meet for the first time on 11 October, to develop strategy.
Planning task force	Monitoring implementation of planning modernisation	TF meetings discuss emerging planning issues, and info exchange. Prepare & submit responses to consultations on govt			SWT, BSCG, APRS, FoE	Staff support for reactive work responding to		No report received this quarter yet. Met 21 Sept. TF has written to LL&TNPA re Gold mine planning application.

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	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	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			S, JMT, MCoFS, ArchScot, Buglife, Scot Badgers, Living Sts Led by RSPB	consultations and advocacy on National Planning Framework.		PO attended meeting.
Scottish Environmental Fundraisers' Forum	SEFF 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 shares information and news about environmental fundraising in Scotland, to celebrate success and to discuss opportunities to influence and effect positive change. Liaison/Allies:			Wide member ship varies each Q. Led by SWT, depute RSPB			During this period SEFF met once- 7th Sept.
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 Led by RSPB Depute SWT			See ATF report – joint meeting planned for 3 Nov.
Sustainable Development & economics (not a task force)	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		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 will be developed also through Congress in November 2011 .
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			No activity to report.
Maintain	Civic Scotland:	Elections, budget and SD work, look for common			Trustees	staff		SCVO Policy and Intermediate committees attended and contributed

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watching briefs on developments of general network interest	Public Attitudes: Access to Justice:	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						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 organisations to promote agreed key policy priorities more widely	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		🟡	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. AB seeking 3 monthlies with trustees. Chairs meeting scheduled 7 Oct.	
	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		🟡	Chairs/trustee August meeting frank and useful. Action points for some TFs and trustees to follow up.	
	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		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
	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 Organisers	Staff		30 th August workshop included SEPA, SNH, SG, and others. Fairly wide invitations to non-members for Congress.
	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		Ad hoc approached made as opps seen. No new signatories. KSB invoiced for 2 nd year.
	The UK Links	Regular liaison by telecon on policy and operations, identifying joint opportunities. Regular exchanges of plans and reports.			Ongoing	CO	PO, TFCs		The Links rely on each other for operational and procedural comparisons, as well as speaking by phone every 4-6 months. Scottish and English Links met with Green Alliance recently in London to explore how to improve input by UK members into EEB thinking. Half of the Links Liaison grant this year is being invested in joint CAP healthcheck update to be published in early November. The next Links seminar is due to take place in 2012, probably in NI.
	SCVO	Participate in SCVO Pol Ctte Keep engagement/membership under review.				CO & PO, Trustees			

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 planned for October.
		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		
	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.
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		Skills register reviewed and updated in June. Reps invited to nominate in mid July esp w.r.t. skills needs. AGM elected 1 new trustee (Angus Yarwood). Diarmid Hearn invited by the Board to observe. Board approached by MCoS in late September. Individuals contacted wrt. skills needs may get back in touch this autumn. 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 Comms to members highlight achievements and acknowledge diverse inputs	LINK TF work is given person time by member bodies	Ongoing	Trustees	Reps		
				Ongoing, Q2, 4,	DO	Staff		
	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		Programme circulated late September, focus on IUCN forward plan (international) and preventative spend (Scotland).
	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 2014.
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			LG TF discussed possible campaigning round the local elections in 2012. Members were notified via Augs Bulletin of this thinking. LINK LG manifesto to be launched 26 October. Members will be invited soon to sign up to run hustings in April 2012. Cyber campaigning also under consideration in LGTF.
	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

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 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 second report on the 2011/12 Plan. New strategy (from 2012) will include refreshed KPIs, tbc in the review this autumn/winter.	
	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 being collected from members and TFs from September 2011 for late October collation. To be circulated to Reps and TFs early November for 18 Nov strategic planning meeting. Autumn PSR g to Board 6 Oct and members mid October, relates.	
	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. Next quarterly gathering is strategic planning meeting on 18 November in Birnam.	
	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. Budget outturn and forecast prep to month end precede Board meetings (ex June: email July), checked with Acctn. 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.	Accounts pass Audit. Projects end in budget	Ongoing	FITO	FSG Staff Proj Mgers		2010-11 audit passed successfully and on-time No financial issues	
			Outturns ratified by acctnts, Treasr and Board	Each quarter	FITO	Treasurer for Board		Ongoing, on-time	
			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	Meetings happen;	Spring	FITO, Treasurer	CO, DO, FSG		Ongoing - latest subs forecast suggests we'll exceed our KPI target	
		Propose subs schedule for 2011/14 to Board	KPI 3.3 achieved	Oct					
		Propose subs schedule for 2011/14 to members		Nov					
	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 happening 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		2011 review outstanding: CO and Chair to consider this 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			Ongoing Members and TFs will be advised shortly of revised grant guidance relating to press work by LINK which relates to the Agency (SNH require a heads-up, in short).	
3.1 Ensure LINK well governed and managed in line with good	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		Briefings/support ongoing. President search group active, approaching potential candidates, will meet with those expressing interest, from August. Aim to identify successor before Congress (November)	


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practice - continued	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.	
	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.	
	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, full team has met, August, due to meet October. Roughly monthly 1-1s / musters held between staff and line managers. Good coordination between 2 offices and all staff in relation to joint work eg SEW, webwork, and other.	
	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 mid July for 22 August. AGM held in conjunction with Economics Workshop end August.	
	Organise 4 Board meetings	Prepare agendas, papers, venue, catering, notes and circulation	Good outturn of trustees for each meeting		Chair, CO	staff		Ongoing. June Board held in Edinburgh. October date rescheduled to 6 October, also Edinburgh. 2012 dates involving trustees notified to trustees and on web diary.	
	Organise 4 network meetings per year	Prepare agendas, papers, venue, catering, notes and circulation	Good outturn of members for each meeting		Chair CO	staff		All prep and follow up achieved on time for April and June meetings. Birnarn booked for November meeting.	
	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 a lot of frustration with SCVO as a supplier. Have chosen Shackleton Technologies in Dundee as our new support company. Transition date is October 14 th .	
		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	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.


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	
managed in line with good practice - continued	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 regularly maintained.	
	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 being planned for late October. FSG will do further scenario planning and review subscriptions to bring proposals to Board then members over the winter of 2011/12.	
		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 likely 1% rise in winter. Aim is to inform members of future plans (for 2012-2015) by December 2011/Jan 2012. Board thinking at this stage is that for LINK to be sustainable inflationary rises at least will be needed from 2012.
	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 timing of application to be advised. Anticipate 5% drop. EFF decision expected November. SNH grant meeting 1 Sept. Conditions - on board agenda. Told to anticipate 4% drop on indicative figures for next 2 years.
			Quarterly claims submitted (SNH, SG).	Grants received	Q1-4	FITO			Ongoing, no issues.
		Regular meetings held with SNH re grant	Funders are satisfied	Q2,4	DO PO	PO, CO, Chair		Meeting with Andrew Bachell held re grant. Kat Jones now moved on, Ian Bray now main contact.	
		Annual meeting with SG on grant		Q1-4	DO PO			D Barlow, CO and DO met Scottish gov late August; likely cuts to LINK funding of at least 5% - we await further information about how and when to apply.	
		Trustees meet funders/existing and prospective as needed.		Ad hoc	DO	Trustees		Application submitted for IO post - decision awaited late Sept.	
	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, CNPA and Calor will sponsor elements of SE Festival in 2012! P&K application for Congress submitted £1.5k granted.
		Approaches to other sources for made as openings are seen			Ad hoc	DO	CO, FITO		Awards for All application for IT project unsuccessful. DO working extra days (2xmonth for 4 months) on extra fundraising on sources id'ed at FSG June meeting.
	3.3 Ensure LINK evaluates key activities and the network	TFs / projects evaluate effort via AARs presented to Network meetings as well as via evaluative reporting on pro-formas quarterly.	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.


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applies learning to improve corporate performance	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		Not applicable this quarter.
		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 Q1/2 Q3 Q3 Q4	CO	Board/PO		Due as part of strategic review this autumn. This work has not gone ahead owing to other delayed Work will start in late Oct or November. Results should reach members in Jan. Revision to strategy to be carried out Feb/March for sign-off March/April.
		Consider survey feedback with Reps, TFs and Board at awayday and draw up strategy. Put out to members for discussion at November 2011 for sign off early 2012.			CO Chair	Board/staff All actors		