

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>			
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	
	Number of collective position statements produced.	Produce at least 15 collective position statements (including policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each	
	Percentage of external stakeholder groups in which we are involved, relating to our key policy priorities, where LINK's opinion is that the group has been valuable.	At least 40	
	Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff.	At least 25 face to face exchanges with MSPs facilitated by LINK core staff	
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	
	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.	
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.	
	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.	
	PROPOSAL: Retain KPI to raise around 50% of LINK's Essential service costs from subscriptions to retain understanding that LINK can deliver services proportionate to what the membership is willing to fund, and to maintain a measure of independence from government grant income.	Subscriptions budget in 2012/13 is £69,210 This is 44% of Essential Services budgeted costs – str ndd	

KEY to MAIN ACRONYMS and SHADING in Operating Plan

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

STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE							
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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 & of resources to hand & required, addresses key gaps	Autumn annual planning involves representation at 85% of TF & Board and 65% of MBs	Each Q	Chair CO TFCs Reps Specified Staff		
	Horizon scanning informed by intelligence of diverse members	All players asked to flag up issues in advance of Annual Strategic Planning meeting: both issues for possible joint work, and own priorities ahead. Political strategy Report contributes, developed by PO in consultation with network & reviewed x2 pa. SWOT of LINK carried out in discussion. EU & international context considered. Extent of staff support or DPF required to be flagged.		Q3	Chair CO, PO TFs, Reps, TFCs, Trustees, HFs, staff		
	Relevant info provided to MBs & OS on devts of Scot Parl (SP) & Scot Gov (SG)	Parliamentary Monitoring report on forthcoming activity in SP with review of previous week's action	Regular monitoring to Reps, Trustees, TFs	Weekly	AISO leads PO, POA		
	Help to inform MBs about European & international contexts & opportunities through proactive membership of EEB, IUCN, CIVILSCAPE	EEB/IUCN/CIVILSCAPE info monitored for regular report to MBs with targeted flagging of other opportunities (via bulletin) Delegates to EEB and IUCN engage with member input & report back to members Use IUCN better, including UK Committee meetings For EEB engagement – pursue better UK comms Input to Rio+20 (building on Dec 2011 event) Scotland House Brussels discussions wrt accessing information April Board discussion of working through EU Members internal channels can inform	Regular & targeted updates to Reps, TFs	Monthly	Staff tbc JHughes (Trustee)		
				Ongoing	JHughes, SBrooks PAO, AISO		
				June	DPF for Rio report.		
	Make more use of available international channels to support our advocacy.			Spring 2012	CO and PO		
	Ongoing	Reps					
	Relevant incoming info passed on to network	Filter incoming material for relevance Circulate monthly bulletin	Bulletins & targeted alerts to TFs, Reps	Monthly	AISO CO, DO, PO		
	Update membership fully & regularly on range & scope of LINK activities	Update MBs on LINK activity, via Bulletin, OP updates & networking meetings & website.	Reps, TFs get updates on LINK work	Quarterly	AISO TFCs Staff.		
Disseminate news on LINK work to & beyond network	Compile & circulate newsletter with own & MB/guest contributions. E-version for website	3 x pa	Q1,2,4	DO Reps, AISO			
Feed back to MBs/network from events/initiatives where LINK represented.	Delegate, staff or designated person report on meetings with Ministers, agencies, externals to inform other relevant parties in LINK & ensure integration	Reports provided on website/ circulated mainly via bulletin	Ongoing	Identified lead. AISO, other Staff			
1.2 Build consensus on key policy priorities	Identify areas where consensus will matter at annual planning & quarterly networking meetings to have	Networking meetings identify issues requiring consensus-building & identify means to progress Staff support as needed. 1.Energy: Draft statement for internal consultation and sign-up on impact of onshore wind on landscape as part of Scotland's energy 'strategy'	Consensus exists/in hand on key issues. Stronger eNGO positioning to better	Each Q	TFCs Reps TFs Staff, Trustees 1.LTF initially Board advise on need for		

Operating Plan 2012-13 for Board (Paper 5) & Network Reference at April

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		Consider running member workshop around the statement 2. Housing policy: Identify work and players on housing policy beyond LINK. Investigate whether alliance & poss joint work with these is possible to develop set of principles. Consider whether separate LINK research on some key housing issues is important. Consider value of member workshop.	influence wider policy community		workshop 2.PO scopes contacts. Joint PTF, NPTF, LTF discussion & report to Apr meeting. Staff support liaison, circ.		
		MBs contribute to development of LINK positions by participating in relevant TFs / workshops.		ongoing	Reps		
1.3 Facilitate good comms between MBs, their supporter & wider public inc. media	Spokespeople communicate positions to media & externals	Most would usually originate through TFs. Adequate briefing provided by policy leader. The supporting MBs ensure comms within their own orgs as appropriate. Relevant LINK staff and honorary officers copied in. Staff ensure wider LINK players kept informed.	Operating principles followed	Ongoing	Designated leads		
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	Consult network for key issues for ministerial meetings; assemble appropriate delegations, ensure preparation, & supporting information.	Relevant topics Turnover of dels. Joint positions promoted	Q 1-4	Chair CO TFCs Reps Staff		
		Continue liaison with 'G6' group to ensure integration of positions & updates to members.		Q1-4	Chair, CO LWA, NGOhds		
	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		
	Use political party conferences to promote key network concerns	Coordinate LINK presence and materials as reflects priorities of the network, and including reps/convenors/trustees as appropriate. PO coordinates with TFs and PF wrt priorities for fringe events.	Attend confs, Fringes on key issues. Reps can take part.	Spring Autumn	PO and POA PF, MBs, TFs,		
	Hold parties to account on manifesto commitments	LINK strategy devised via PSR & LINK Manifesto. Monitoring by TFs, Board, PF, Reps ongoing.	Process & resources, clear	Ongoing	PO TFs, Reps, PF		
	Ensure effective 'soft' lobbying opportunities for MBs focussed mainly on MSPs and researchers	Plan SEW/SEF through previous year, informing MBs on format & theme, identifying £s & political sponsors & liaising with Parliament early.	SEW events well supported by MSPs, researchers	Qs 1, 2,3,4	PO, POA, CO, DO SEW St Gp, Reps, Events planners		
	Environmental issues should form a core part of party manifestos and should be debated in lead up to elections.	Promote env /sus dev in lead up to L. Gov elections via <i>Acting Locally</i> and hustings guidance mainly. Manifesto refresh autumn and winter 2012/13 (since there are no elections 2013) Use LINK's referendum strategy to promote sustainable development/environment in context of Independence discussions	LINK ideas clearly identifiable in the party LG manifestos.		LGTF PO PF, PO, POA PO		

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Agriculture	<p>1. Imp of an SRDP which contributes to ATF's goals for a sust agric sector that delivers the max poss env'l & other public benefits.</p> <p>2. Input into changes of the agric support used in Scot until 2013 to ensure they are best suited to Scot env.</p> <p>3. Continue lobbying for further CAP reform on a EU scale & dev 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 & agric 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>6a. Develop position for agric & woodland</p> <p>7. Scot food policy contains sufficient env'l objectives.</p> <p>8. Soil strategy includes measurable env'l targets.</p> <p>9. Input to review of Scot Organic AP & its replacement.</p>	<p>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)</p> <p>2. Follow up results of Pack review & env'l impacts are suitably assessed. ATF led by convenor (high effort)</p> <p>3. Develop briefings updating <i>Beyond the CAP</i> 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 SG Agriculture & 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. Monitor Scottish Government developing food policy, ensure env't not forgotten (low)</p> <p>8. Continue involvement with development of framework (med effort)</p> <p>9. Continue involvement & w. brief (low)</p> <p><u>Integration needs:</u> Meeting jointly with SLU TF as have many of same players. Also coordinating with Woodland Forum eg over positioning on woodland expansion. Need to coordinate with LTF, CATF, FWTF, DTF, SEFF on CAP reform & SRDP which overlap a policy areas. This could mainly work through e-mail comm though occasional joint meetings required.</p> <p><u>Allies/liaison:</u> SNH, SEPA, National Parks, Scot Gov, SGRPID, SG Wildlife and Habitats division, agriculture policy unit in SNH, SEPA land use policy. Some joint Links work</p>	<p>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.</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>4. ATF rep on group.</p> <p>5.Production of ag measures that stand scrutiny against targets of the CC delivery plan.</p>		<p>Led by: Arch Scot/RSPB</p> <p>Bumblebee CT, Butterfly Conservation NTS, RSPB, SWT, WTS, Soil Ass</p> <p>Representatio n on various groups by ATF members.</p> <p>Parly support for some aspects, e.g. promoting CAP vision</p> <p>DPF allocation (carried forward) for publication of factsheets on CAP.</p> <p>Possible event. (What, when?)</p>		

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Climate Adaptation	<p>Influence the development of SG's Adaptation Framework Sector Action Plans & the statutory Adaptation Programme (likely in 2013). (HIGH)</p> <p>'Silo busting' needed in relation to SG early 2012</p> <p>Analyse the outputs of the UK Climate Change Risk Assessment 2012. (MED)</p> <p>Analyse Committee on Climate Change's (CCC) preparedness report for Scotland & provide response to Gov't. Continue to influence further work of the CCC. (MED)</p>	<p>Meeting with SG to discuss Gov't plans for Programme development – Mar 2012 plus others during the year.</p> <p>- CATF meeting to plan response & supportive action.</p> <p>Use LINK 5 Principles of Climate Adaptation Position Statement in advocacy with MSPs, Gov and Sector Leads – Mar onwards.</p> <p>Respond to Government consultation on Adaptation Programme (HIGH) – Q4 2012.</p> <p>Remind SG of LINK interest in being part of the group.</p> <p>Commission gap analysis of UK Risk Assessment first half of 2012</p> <p><u>Integration needs:</u> Adaptation is a cross-cutting issue which is important for a majority of TFs. CATF needs to decide the best way to engage with the other TFs in a formal way. Written briefings & discussions with members may be needed to inform & seek input/expertise from members of other TFs.</p> <p><u>Allies/Liaison:</u> informal links with SCCS to provide adaptation messages as appropriate.</p> <p>SNH.</p> <p>Adaptation Scotland</p>			<p>Led by: RSPB Soil Assoc; B'life; P'life; Butterfly Cons; SAGS; corresp'g members F'life; WTS. PO support likely sought for briefing MSPs on Adaptation & the adaptive responses we seek from Gov't. – Date unknown. Possible £s for Gap analysis, conf/w'shop, doc on climate impacts on bio & case studies</p>		
Deer	<p>Sustainable deer management policy and practice in Scotland</p>	<p>In wake of Jan submission input to Woodland Expansion Group.</p> <p>Monitoring Deer Strategy implementation and implementation of Wildlife & Natural Environment Act (2011)</p> <p>Planning to widen focus of advocacy to 'management of wildlife', in line with SNH policy</p> <p>Continue to meet SNH bilaterally</p>			<p>Led by: RSPB Depute: JMT Members: NTS, Cairngorms Campaign, SWT</p>		
Economics	<p>Influence the debate around economics in Scotland</p> <p>Audience: policy community in Scotland and wider (international, eg Rio+20, EEB, IUCN)</p> <p>Allies: will be invited to comment on our position before it is published.</p>	<p>Act as info exchange forum to inform MB's work.</p> <p>Commission consultant report which: defines 'flourishing Scotland' & what economy shd deliver; values ecosystem services approach & says how that should be applied; outlines what needs measured to assess 'flourishing'; re-presents SD in fresh terms; tackles 'growth' (as proxy for jobs), identifies how to protect economy from boom & bust; illustrates how this can be delivered.</p> <p>Develop advocacy strategy for this.</p> <p>Publish summer.</p> <p>Work on performance indicators ensuring accord in LINK before taking wider.</p> <p>Consider LINK role in wider work to promote an alternative to GDP</p> <p><u>Integration:</u> Relates to LINK's wider work areas; may draw on MB & TFs for examples in the report.</p> <p><u>Allies/Liaison:</u> TBC as part of the advocacy strategy from March 2012; could include development, poverty, health, business interests.</p>		<p>Ongoing</p> <p>April 2012</p> <p>Apr/May June/July Summer</p> <p>Summer</p>	<p>Led by: WWFS Depute:</p> <p>Members: WTS, FOES, JMT, RSPB, SWT, HWDT CO and PO supporting</p> <p>Group has £3k from LINK DPF 2011/12. Members offer £2.5k.</p>		

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Freshwater	Implementation of the FRM Act & promoting sustainable flood management. Pressing Scottish Water and its regulators to improve sustainability & advocating the benefits of sustainable land management. RBMP implementation & restoration of the water environment	Monitor implementation of RBMPs & meeting WFD requirements: Review SEPA's priority catchment work & compliance with diffuse pollution regs, & press for enforcement of regs. Use LINK place at DPMAG to influence action on diffuse pollution Work to influence SEPA's Better Regulation agenda. Influence water industry to improve sustainability (reduce abstraction & leakage, & land mgmt to reduce pollution at source) – early 2012 Influence Q&SIV via stakeholder engagement workshops planned for early 2012 Ensure that SW are delivering sustainable land mgmt Identify LINK priorities for a Water Bill & advocate these during 2012. Work with and support Aquaculture group of the Marine TF during passage of Aquaculture & Fisheries Bill. <u>Integration:</u> Some aspects require discussion and consensus with Agriculture TF (on diffuse pollution/land management issues) and Marine TF (on coastal issues). <u>Allies/Liaison:</u> works with SEPA, SNH. FCS on a range of freshwater policy issues. There is frequent liaison with SNH & SG Environmental Quality Division & Water Industry Team. There is potential to work on WFD issues and to learn from their experience with water industry. Some MBs communicate & maintain frequent contact with UK colleagues.	1.Compliance with GBRs is increasing & diffuse poll of water env reduced Effective reg in place & adeq'ly enforced to protect & improve water env't Next water industry investment period (2015-2025) has strong emphasis on sust & indic. Measures in place in catchments to deliver multiple benefits. Monitoring & demonstration is underway to show benefits of SLM. Water Act that drives the prot & improv't of env't.		Led by: RSPB Members: NTS, Froglife, Buglife, SWT, WWF Scotland, Ramblers' Association PO assistance may be required on the Water Bill & Aquaculture & Fisheries Bill.		

Operating Plan 2012-13 for Board (Paper 5) & Network Reference at April

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Governance	Promote debate around and a focus on the way in which Scotland's environment is governed	<p>1. Legal Governance Subgroup:</p> <ul style="list-style-type: none"> informing and supporting work (led by FoES) around environmental justice Influence the 'Gill Bill' Respond to PEOs consultation by SG <p>2. Governance Group:</p> <ul style="list-style-type: none"> Disseminate GM report and seek views Promote GM via events incl : poss Constitution Cmmsn event, poss autumn seminar Take stock/next steps Convene wider civic discussion of Gov'ce Mttrs <p>3. Referendum initiative re Env/SD Publish key areas of concern w.r.t. env'l governance seeking responses on how the various constitutional scenarios being debated will deliver for env & sus dev.</p> <ul style="list-style-type: none"> Revision, design in wake of internal consultation Advocacy strategy determined Publish Review & coordinate press commentary <p><u>Integration:</u> MBs will be kept in touch of responses and consulted over next steps in strategy</p> <p>4. Strategic Environmental Assessment Build capacity internally on situation, consider own review of problems/infraction. Hold a workshop to develop our strategy. Invite engagement by members</p> <p>5. Rolling manifesto refresh project Addressing gaps, restructuring, and updating asks. <u>Integration:</u> Open to interested members to join/input, engage more closely Draws on members and TFs for content.</p>		<p>Ongoing</p> <p>March</p> <p>Winter & Spring; Spring & Summer; Summer; Autumn.</p> <p>AprMar- Apr-May May-Jun Autumn</p> <p>Autumn/ winter.</p> <p>Late autumn 2012 into 2013.</p>	<p>1.Led by: FoES Supported by: LINK PO, Plan Dem, APRS, RSPB, WWFS</p> <p>2.Led by : LINK PO Supported by Gov'ce Gp FoES, JMT, Plan Dem, RSPB, WWFS</p> <p>3.Led by: PO Supported by Governance Group. DPF potentially required</p> <p>4.Led by: Governance subgroup Confirm support need</p> <p>5. Led by: PO</p>		

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

Operating Plan 2012-13 for Board (Paper 5) & Network Reference at April

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<p>KPI 1.1 Number and activity level of task forces. Target 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>KPI 1.2 Number of collective position statements produced. Target Produce at least 15 collective position statements (inc policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each.</p> <p>KPI 1.3 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. Target At least 40.</p> <p>KPI 1.4 Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff. Target At least 25 face to face exchanges with MSPs facilitated by LINK core staff.</p>							
LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead & Support	Status	Progress
Local Governance		<p>Devise and coordinate LINK strategy for Local Government including elections in May 2012: Follow up publication of Acting Locally seeking political parties' response with press work to profile response, cyberaction, coordination of hustings by members and others. Follow up elections with briefings to Cllrs. Seek dialogue with Nat & Local Gov't interests around duties & powers and monitoring. Take to parliamentary level if need be, to LG Committee, LG Ombudsman.</p> <p>Input to development of NPF indicators & menu of local indicators via meetings & briefings.</p> <p>Explore & influence proposed Local Community Empowerment & Renewal Bill</p> <p>Maintain scrutiny of delivery of SOAs by Councils, with possible further audit in 2013.</p> <p><u>Integration</u>: May draw for policy input and in relation to the CER Bill, on other LINK task forces.</p> <p><u>Allies/Liaison</u>: TF has liaised closely with SSN, though not as yet, with other voluntary networks. Keeps in touch with SNH, SEPA. Maintains some contact with COSLA, SOLACE, Improvement Service. Also seeks dialogue with SG, AuditScotland.</p>		<p>Spring.</p> <p>Spring</p> <p>May</p> <p>Spring/Summer</p> <p>During 2012</p> <p>Spring / Autumn</p>	<p>Led by : SWT Depute: LS Active Members: ArchScot, FoES, SAGS, SCRA Other members: Bugs, BCS, NTS, RS, RSPB, WWFS Supported by PO, CO</p> <p>As area prioritised at annual planning this has CO and PO support to date.</p> <p>Might bid to DPF in 2012/13 towards further audit.</p>		

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KPI 1.3 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. **Target** At least 40.
KPI 1.4 Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff. **Target** At least 25 face to face exchanges with MSPs facilitated by LINK core staff.

LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead & Support	Status	Progress
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Marine Taskforce</p>	<p>Our vision for the Scot marine env't is one of healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected, connected & thriving, & coastal communities are sustained.</p> <p>Annual goal: Ensuring effective implementation of the Marine (Scotland) Act 2010. Aquaculture, fisheries & 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 & marine protected areas.</p>	<p>Responding to consultations and SG 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 inc 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 happened to date wrt members concerns about an incomplete approach being taken to implement an ecologically-coherent MPA network, with the omission of important feature data & influence of socio-economic factors. Advocacy has taken place through stakeholder workshops, bilateral meetings & direct correspondence.</p> <p>Includes focus on marine renewables strategy as well as some casework.</p> <p>Aquaculture – subset of MTF work & involving other players – detail tbc</p> <p>Fisheries – subset of MTF work – detail tbc</p> <p>Most policy & advocacy work will be carried out by LINK Marine officers with input & sign-off by members of the MTF. They will do this by consulting relevant policy & planning experts within the TF & carrying out further background research where necessary to develop and refine policy, developing briefings & policy documents, advocating LINK MTF policy to SG officials, other relevant statutory contacts and MSPs.</p> <p><u>Integration:</u> Co-ordination with Planning TF will be important as the national & local marine plans are developed & as plans for offshore renewables develop.</p> <p>Coordination should also take place to incorporate the Landscape TF concerns into the national & regional plans.</p> <p>Preferred communication is through discussion with the Policy & Advocacy officers & through circulation of written briefings.</p> <p><u>Allies/Liaison:</u> MTF maintains close contact with other NGOs at a UK level through the Joint LINK network. This is particularly important in relation to cross-border cooperation for marine planning and creation of an ecologically coherent network at UK level.</p> <p>Liaison with Marine Scotland on Nature Conservation (MPAs); Marine Planning; Renewables, & with SNH on Nature Conservation (MPAs); Marine Planning, Renewables</p> <p>Responding to consultations, bilateral meetings & comms, stakeholder workshops/steering groups. On average meetings with SNH and MS quarterly, with some meetings involving both orgs, but additional meetings may be required as necessary in</p>	<p><i>Nat marine plan is configured to deliver sus dev & protection & recovery of the Scot marine area</i></p> <p><i>Nat & local marine plans underpinned by Marine Ecosystem Objectives</i></p> <p><i>Scot marine regions cover all Scot marine area</i></p> <p><i>Plans for the MPA network are deemed to be ecologically-coherent, incl appropriate representation, replication, connectivity of features, & integration with the wider UK network exists</i></p> <p><i>MPAs are well-managed;</i></p> <p><i>Inshore Fishery Plans are integrated with local marine plans</i></p> <p><i>Wider seas measures such as IF legislation are being used in order to deliver marine cons benefit.</i></p> <p><i>These IOPs will be judged based on final policies produced by SG e.g. measuring whether the national marine plan delivers sus dev can only be based on how the plan is drafted</i></p>		<p>Led by MCS Depute WDCS</p> <p>Reporting to LINK: Sarah Archer and Lindsay Roberts (Marine Policy and Advocacy Officers)</p> <p>Hebridean Whale and Dolphin Trust, Marine Conservation Society, National Trust for Scotland, RSPB Scotland, Scottish Wildlife Trust, Whale and Dolphin Conservation Society, WWF Scotland</p>		

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National Park Task Force	Promote debate over the Scottish model of NPs	<p>NPs housing policies research, analysis of McAffrey report, develop own position (incl in wider LINK)</p> <p>NPs strategy Scotland (profile at time of SCNP/APRS publication)</p> <p>Establish more strategic dialogue with Parks & SG from early 2012</p> <p>Prot Areas Conference preparation</p> <p>IUCN UK Committee relationship building</p> <p>Scottish Government contact</p> <p>NP story (commission polemic?)</p> <p>Other research (tbc)</p> <p>Legal action (post Scotland judgement/refer to Brussels)</p> <p>NPP & LDP input (to both the Parks' plans)</p> <p><u>Integration</u>: Relates to many TF areas & TF may draw upon these in relation to its plans.</p> <p>Allies/Liaison: CNPA, LLTNPA, ScotGov Report/Conference would involve coordination with other TFs including LTF and MTF</p>	<p>Spring 2012</p> <p>Ongoing to winter 2012</p> <p>Ongoing</p> <p>Spring-Summer</p> <p>Ongoing</p> <p>Spring onward</p> <p>By Summer</p> <p>Summer to autumn</p> <p>As deadlines require</p>		<p>Led by: SCNP Depute:</p> <p>Members: APRS, Badgers, BSCG, CC, JMT, MCoS, NEMT, NTS, Plantlife, RS, RSPB, SCRA, SWLG, SNW, WTS</p> <p>May bid to LINK DPF for support with report and conference plans</p>		
Planning Task Force	<p>Monitoring implementation of planning modernisation to ensure sustainable outcomes.</p> <p>Maintain overview of SNH and other statutory consultees' involvement in the planning system to ensure sustainable outcomes.</p> <p>Encourage review of process for designating developments as national developments in National Planning Framework</p>	<p>TF meetings discuss emerging planning issues, and info exchange.</p> <p>Work to influence National Planning Framework 3 by summer 2012</p> <p>Prepare & submit responses to consultations on govt policy and legislation.</p> <p>Through information exchange and experience of the new system, share experiences and identify opportunities for improvement.</p> <p>Advocacy & lobbying of Parliament & relevant officials to ensure greater accountability & opps to influence national development designation process.</p> <p><u>Integration</u>: With MTF to ensure sustainable implementation of marine planning system.</p> <p>Allies/Liaison: SNH, ScotGov, SEPA. Ongoing contact with relevant officers in statutory agencies to help influence their planning roles</p>			<p>Led by RSPB Depute SWT</p> <p>SWT, BSCG, APRS, FoES, JMT, MCoS, ArchScot, Buglife, RSPB, Scot Badgers, Living Streets, Planning Democracy</p>		

Operating Plan 2012-13 for Board (Paper 5) & Network Reference at April

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LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead & Support	Status	Progress
Scottish Environmental Fundraisers Forum	The SEFForum's work helps raise the money needed to do the work to contribute to a sustainable Scotland.	<p>SEFF meet four times a year and usually has one or two external speakers per meeting - e.g. reps from statutory, lottery, charitable trust, and corporate sources, as well as some who can offer fundraising advice, information and support. SEFF allows for the sharing of information and news about environmental fundraising in Scotland, to celebrate success and to discuss opportunities to influence and effect positive change.</p> <p><u>Allies/Liaison</u>: SEFF has an excellent relationship with the SNH external funding team who continue to be represented at SEFF</p>			<p>Wide membership varying from meeting to meeting</p> <p>Led by SWT Depute RSPB SEFF may be seeking funding from the LINK discretionary fund to support a consultant pulling together evidence from LINK members in respect of proposed changes to the landfill tax.</p>		
Sustainable Land Use Task Force	The initial aim of the TF was to influence the Land Use Strategy (LUS) to be laid before Parliament by 31 March 2011. This was achieved and the on-going objective now is to ensure effective implementation of the LUS over its five year life (after which it will be renewed).	<p>The most immediate target for advocacy is the Action Plan which the Scottish Government has produced end of 2011. Thereafter, the objective will be to follow implementation of the 13 proposals contained in the LUS. Each of these proposals can, in various ways, and if implemented effectively contribute to a sustainable Scotland.</p> <p><u>Integration</u>: Since the proposals in the LUS cut across a number of issues there may be implications for other LINK TFs including Agriculture, Landscape, Woodlands, Climate Change and Adaptation. The SLU TF will communicate with other TFs on key issues and as necessary.</p> <p><u>Allies/Liaison</u>: Land Use Strategy team in Scottish Government and other relevant departments since the LUS is cross-cutting.</p>			<p>RSPB – Lead SWT - Depute</p> <p>WT, APRS, Plantlife, NTS, Archaeology Scotland, JMT, Scottish Badgers</p> <p>The TF may wish to raise issues with the RACCE Committee which may therefore require some Parliamentary staff support.</p>		
Wildlife Forum	Influence and input to review of biodiversity strategy in Scotland	<p>LINK Chair remains involved in Scot Bio Committee 2011/12. LINK inputs to review consultation. Promote Wildlife Proclamation at event in Parliament in May. Consider LINK's involvement in new SBS groups to be announced 2012</p> <p><u>Integration</u>: Work is relevant to other areas of LINK activity</p>			<p>P'lfe & RSPB lead? Staff support with Holyrood event.</p>		

Operating Plan 2012-13 for Board (Paper 5) & Network Reference at April

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LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead & Support	Status	Progress
Woodland Task Force	Influence future of forestry in Scotland at a time of restructuring and change to strategy	Prepare a position piece for LINK on the future of forestry in Scot. This will consider changes in the FCS & FC GB and to some extent potential long term implication of the constitutional debate in Scotland.. Draft to circulate widely in LINK for views. The TF, Networking meeting and potentially the Board may consider the document for further action.		April - May	Angus Yarwood lead with support from RSPB initially. Arch Scot, SWT & Butterfly Cons input likely.		
		Re-established Board level liaison with FCS.		May			
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		
	Ensure mutual awareness of concerns & intended approaches with SEPA	Liaison between senior staff of SEPA and trustees / convenors LINK, facilitating follow-up	2 orgs better informed of mutual stances	Twice yearly	Trustees, TFCs, DO		
	Ensure mutual awareness of concerns & intended approaches with NP Authorities	Liaison between LINK board / NPTF with senior staff/board of NPAs			NPTF Trustees		
	Build relationships with wider policy community, advised by Board discussions.		Common ground Confirmed; contact established	As time allows	President & Board		
	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. Tri-annual review of LINK participation in the tent due in 2012. For wider issues AISO facilitates delegate election. Delegates feedback via TFs or Bulletin	LINK rep articulates /negotiates for LINK positions	Ongoing	Delegates TFCs Reps		
			As above	Ongoing	AISO Staff, Trustees.		
	Include non-LINK interests in seminars, workshops, where important	Networking meetings identify potential allies TFCs ensure liaison Staff ensure their inclusion in wider LINK events eg congress, festive, SEW receptions, without compromising benefits to Organisational Supporters	LINK TFs work with others on wider joint positions.	Ongoing	Events Organisers Staff		
	The UK Links	Regular liaison by telecon on policy and operations, identifying joint opportunities. Regular exchanges of plans and reports. Seminar to be organised during 2012 of interest to members of all links.		Each 4-5 months	CO PO, TFCs		
	SCVO	Participate in SCVO where agendas are/potentially in common. Keep engagement, and our membership of SCVO, under review.		Ongoing	CO & PO, Trustees		
			Autumn 2012				

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 Early 2012 member survey may flag barriers	New MBs join at least one work area.	Ongoing	Chair, CO TFs, Reps Staff		
		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 & confidence of members to engage in public policy development through information exchange, trainings and policy workshops	Trainings organised in advocacy as capacity allows.	Members take part and find useful.	Ongoing	Organisers PO, POA TFs Staff Reps		
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		
	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		
	Use annual members congress to build community within the network	Congress theme identified January. SG develops theme by summer. Organise & publicise to MBs early Aut. Build in 25 th anniversary. Review of year's highlights to be prepared for Congress.	70% of members participate in Congress annually, with involvement of all over 3 years	Q3,4	C'gres SG, DO Staff, Reps		
2.3 Use targeted campaigning to encourage wider public support where important		Campaign needs/opps considered at Strategic Planning. If plans emerge outwith planning cycle, Board & Network to endorse.	Annual Strategic planning identifies achievable campaigns in good time	Q3	TFs, PF, Reps Chair		
	Marine project continues, focussed on implementation of Scottish and UK legislation	MTF Convenor line manages project staff supporting work		Ongoing	MTF C MTF, MPAOs, CO, FITO		
		LINK & Links consider extension funding.		Spring	CO, FITO MTFC		
		Support fund application and reporting, HR and development		Ongoing			
	Support advocacy work		Ongoing	MTFC PO			

STRATEGIC OBJECTIVE 3: AN EFFECTIVE, EFFICIENT, ACCOUNTABLE NETWORK

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

LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead Support	Status	Progress
3.1 Ensure LINK well governed and managed in line with good practice	Board overviews progress against organisational strategy and annual operating plans supporting that.	Identified leads provide data for reports. Staff collate. OP & KPI progress reviewed by Board.	Quarterly Board meetings held	each quarter	Chair, trustees CO, DO, AISO and other Staff		
	Work is planned in advance with integrated approach to strategic priorities	MBs indicate own priorities by Sept. TFs discuss plans Aug to send LINK Sept		Q3/4	Chair (CO) Reps, DO, AISO, PO,		
	Network regularly reassesses contexts and priorities & evaluates effort	Board & Networking check integration, consensus needs, tactics, resources. TFs in receipt of DPF evaluate progress to Network. AARs carried out for all projects receiving staff/£s support. New proposals assessed in this context & decisions between relative priorities. Report on website. Priorities pursued.	Networking meetings held quarterly	Each quarter	CO O/DO TFCs, Reps Staff		
	Administer LINK's finances, overview financial strategy, report to OSCR & Companies House	Timely management of ledger for expenditure, invoicing, banking, PAYE & pensions, projects. Liaison with accountant, Treasurer, FSG. Budget outturn and forecast prep to month end precede Board meetings (ex June: email July), checked with Acct. 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		
			Outturns ratified by accountants, Treasr and Board	Each quarter	FITO Treasurer for Board		
			KPI 3.1 app by OSCR & Co House.	Q1	FITO, CO Chair, Treasurer, Staff.		
	Regular FSG meetings review LINK's financial & fundraising needs & advise on funding strategy and range of sources.	Keep 3 year forward budget scenarios in prep with available information on sources	Meetings happen; KPI 3.3 achieved	Q3	FITO, Treasurer CO, DO, FSG		
	Employment SG supports HR policy and practice	CO / ESG prompt discussion as needed re HR issues and recruitment issues	Advice on good practice applied as far as possible	Q2	CO, ESG Trustees		
	Audit of Trustees' skills is maintained; Trustees share load.	Trustees skills chart kept up to date. Chair leads review to address gaps, share tasks, plan for succession. Chair has 1:1 with trustees to identify issues.	Trustees cover nec. range of expertise	April Board	CO Chair Trustees		
	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		
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			
Support LINK Chair & President	Provide briefings; support as required. Plan successions in good time.		Ongoing	CO, PO, DO Trustees			


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LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead Support	Status	Progress
	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		
		LINK monitors and reports on emissions on core business	Overall emissions reduce y0y		FITO all Staff FITO		
	Member bodies are assisted in undertaking appropriate carbon accounting, so that network reputation is safeguarded.	Repeat survey of Carbon Accounting review of member bodies towards end 2012-13			FITO, trustees CO, Board		
	Staff are supported and well informed	6-weekly team meetings. Regular one-to-ones (staff / managers). Regular office 'musters'. Notes & actions exchanged for all.	Staff are informed and comfortable with their role		CO lead. VC, CO, PO, DO. All staff.		
	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		
	Organise and hold the AGM, elect Trustees and office bearers, appoint president.	Members advised in good time of vacancies. Papers reach members in good time.	Quorum of MBs participate, elections held, healthy rotation	Q1 &2	Chair CO, Staff		
	Organise 4 Board meetings	Prepare agendas, papers, venue, catering, notes and circulation	At least a quorum of trustees for each meeting		Chair, CO staff		
	Organise 4 network meetings per year	Prepare agendas, papers, venue, catering, notes and circulation	Good turnout of members for each meeting		Chair CO staff		
	IT systems support efficient network communications	IT support and training to LINK staff day-to-day maintenance and backups	No IT impediment to network comms	Ongoing	Suppliers - Shackleton FITO		
		Interface between LINK and IT suppliers		Ongoing	FITO Suppliers - Shackleton		
3.1 Ensure LINK well governed and managed in line with good practice	Maintain dynamic accessible website	Updated regularly. Carries general information as well as outputs. Used by all as a key resource.		ongoing	AISO Reps DO, POA		
	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		


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- continued		External use is billed			FITO, AISO		
		Meeting space available and drop-in encouraged at Edinburgh office			PO, POA		
	Outputs / reports archived	Master copies reports kept & sent to Scottish and British national libraries. All LINK outputs routinely forwarded on production to SNH, SEPA, ScGovt, CoSLA, SPICe & others as relevant.		ongoing	AISO AISO / Parly staff TFCs		
	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		
	Vital Statistics of member organisations maintained	Annual data gathering from membership on core data relating to sector. Maintained on member website		Q2	AISO Reps		
	Fundraising capacity in place to generate core grants from funders and maintain relationships.	WRT confirmed funding strategy, action taken to secure new grants, deliver against existing funds; FSG reviews subscription needs and band threshold annually, calculating subs rate to reach % goal and recommends to Board (for AGM).	Budgetted subs income received within time period;	Q 1, 3	Treasurer, FITO, CO, DO Funding sub-group		
	Subscription income generated from MBs maintains critical autonomy.	Members advised of new rate and offered dialogue before AGM. FITO generates invoices after AGM & manages prompt payments.	No bad debt by year-end	Q3	FITO		
	Generate core grants from SNH, SGov, charitable trusts and administer grants internally.	Core grant applications submitted & annual reports to funders. Core grant conditions explained and understood internally. Grant conditions met by all including project managers.	Grantors continue to core fund		DO Proj Mngrs CO, IO, FITO, FSG, PO		
		Quarterly claims submitted to SNH & SGov on time	Grants received	Q1-4	FITO		
		Regular meetings held with SNH re grant Trustees meet funders/existing and prospective as needed.	Funders are satisfied		DO PO CO, Chair Trustees		
	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		
		Approaches to other sources made as openings seen for identified 'projects'		Ad hoc	DO CO, FITO		
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. Assess value over 3 years of LINK contributions (2011/12) Apply lessons to future planning activity. Agree corporate strategy for 2012 onwards.	TFs to evaluate progress against strategic objectives at networking meetings 1 x year Members surveyed for views on value and impact of LINK.	Network reviews and learns from experience	Q1,2 Q4,1 Q1	TFCs members Rel Staff, Project managers St groups		
		Survey opinion formers and decision makers about LINK's impact. Consider survey feedback with Board at awayday & refresh strategy for 2012-15.	External perceptions of LINK's impact are gathered in advance of new strategy from 2012	Q1/2 Q1/2 Q1	CO Chair Board/PO staff All actors		

