

Key Performance Indicators and Annual Targets

LINK Strategic Objective	Key Performance Indicator (KPI)	Annual Target	Progress Report at March 2011
<p><i>Our focus as a facilitating network is around outcomes, such as the numbers of briefings, submissions, meetings, workshops organized through LINK. We will continue to measure these. It is also important to try to measure impact, e.g. how our contributions are valued and seen to affect policy. We will survey perceptions of the impact of these contributions towards the close of the strategy period (2009-12). Results to be reviewed through the KPI reporting cycle.</i></p>			
<b>1. A Sustainable Scotland</b>	Number and activity level of task forces.	Maintain at least 8 task forces which are actively addressing current policy priorities, each involving at least 3 member bodies and meeting at least 4 times a year	<b>Target exceeded</b> – ten taskforces Agriculture, Climate Adaptation, Deer, Freshwater, Landscape, Marine, Planning, SEFF, SOAs, SLU (Biodiversity has been disbanded)
	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	<b>Target exceeded</b> – 16 collective position statements produced this quarter. (45 collective position statements 2010-2011)
	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	<b>On target</b> – 40 stakeholder delegates (Biodiversity TF resigned from the Scottish Biodiversity Process)
	Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff.	At least 25 face to face exchanges with MSPs facilitated by LINK core staff	<b>Target exceeded</b> – 9 face to face meetings facilitated (34 meetings in 2010-11)
<b>2. A Strong Voice for the Environment</b>	Number of internal seminars/workshops/trainings on current issues arranged for members.	At least 3 workshops / seminars/ training days per annum	<b>Target exceeded</b> – 4 workshops/internal seminars/training: Advocacy training, Biodiversity seminar, SLU seminar, Joint Links Seminar
	Percentage of member bodies involved annually in either the Board, Task Forces, or contributing to annual Congress.	At least 90% of member bodies involved annually in either the Board, Task Forces and steering groups or contributing to annual congress.	<b>Target exceeded</b> – 94% engagement
<b>3. An effective, efficient and accountable network</b>	Quality of annual reports and accounts and returns in accordance with OSCR and Companies’ regulations.	Produce annual Trustees’ report and accounts, and annual return, in accordance with OSCR and Companies regulations.	Submitted in accordance with regulations for 2009-2010
	Annual Operating Plan of network aspirations (with Member, Taskforce and Board input) is subject to regular review and six-monthly evaluation.	Network’s activity and aspiration captured, managed and evaluated with Board overview through annual operating plan, and learning applied.	Network aspirations gathered at Strategic Planning day in November, incorporated into 2011-2012 Operating Plan for sign off at April’s board meeting.
	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	New target of £ 76,097 for 2010-11	<b>Target missed</b> – actual subscriptions raised was £70,408 (49% of Essential costs) – due to non-payment by RZSS

**KEY to MAIN ACRONYMS and SHADING in Operating Plan**

CO	Chief Officer (Jen Anderson)		ATF	Agriculture Task Force
DO	Development Officer (Alice Walsh)		BTF	Biodiversity Task Force, changing to Biodiversity Forum at spring 2011
PO	Parliamentary Officer (Andy Myles)		CATF	Climate Adaptation Task Force
FITO	Finance & IT Officer (Hugh Green)		DTF	Deer Task Force
AISO	Administration & Information Support Officer (Kate MacColl)		FWTF	Freshwater Task Force
PAO	Parliamentary Administration Officer (Susan Guest)		LTF	Landscape Task Force
MPAOs	Marine Policy and Advocacy Officers ( Lindsay Roberts, Sarah Archer)		MTF	Marine Task Force
MBs	Member Bodies (of LINK)		PF	Parliamentary Forum
TFCs	Task Force Convenors		PTF	Planning Task Force
Reps	The main Representatives appointed to LINK by the member organizations		SEFF	Scottish Environmental Fundraisers Forum
FSG	Board's Finance Sub Group – overseeing LINK's financial strategy		SOATF	Single Outcome Agreement TF, developing to Local Governance TF at spring 2011
SEW SG	Scottish Environment Week Steering Group		SLU TF	Sustainable Land Use TF
AAR	After Action Reviews		WNE BT	Wildlife and Natural Environment Bill Team
PSR	Political Strategy Report		WF	Woodland Forum
	Status: On target			
	Status: Not on target			
	Status: Board discussions required			

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<b>1.1 Share information key priorities enabling informed and effective decisions</b>	TF / other mechanism identified & functioning to develop positions and engage effectively with externals on issues prioritised by network	Quarterly Networking involves mix of TFs, Reps, Trustees, Hon Fells, to ensure network alive to opportunities for influence, prioritises with knowledge of issues 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	Q4	Chair CO	TFCs Reps Specified Staff	 	All of these invited to April 2011 meetings. April Board & Networking will see draft OP for 11/12 to comment/amend/sign off.
	Horizon scanning informed by intelligence of diverse members	All players asked to flag up issues in advance of Annual Planning meeting: both issues for possible joint work, and own priorities ahead		Q3	Chair CO	TFs, Reps, Trustees, HFs, staff		Info gathered from TFs and MBs ahead of Nov meeting & circulated. Not absolutely clear at March 2011 to which areas all members plan to commit resources.
	Network maintains and monitors political strategy	Political strategy developed in consultation in network reviewed x 2 pa by Board & Networking		Spring & Autumn	PO	PF, TFCs Trustees,		Governance paper (due Networking Jan) ready for April. PSR will circulate for April meetings.
	Relevant info provided to MBs on developments of Scottish Parliament and Scottish Government (SG)	Report on forthcoming activity in Scottish Parliament (SP) with review of previous week's action	Regular monitoring to Reps, Trustees, TFs	Weekly	PAO	PO		Ongoing, with good feedback. During gap in parliamentary office admin support, Andy will continue the weekly monitoring covering environmental mentions, opinion polls, main stories of preceding week, hustings report on ones taking place, manifesto reports when published
	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	Regular and targeted updates to Reps, TFs	Monthly	PAO and JHughes (Trustee)	AISO		Ongoing. We will try to keep on top of this during gap in staffing this spring.
		Delegates to EEB and IUCN engage with member input and report back to members			JHughes, SBrooks	PAO, AISO		Info flow is ad hoc though continues
		Develop EEB UK communications to serve LINK (and the Links') needs			CO and PO			NGO/Defra discussions London December re improved comms in UK over EU opportunities for the environment – though no further word of developments since.
	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		Bulletins prepared each month, other info circulated as relevant.
	Update membership fully and regularly on range & scope of LINK activities	Update MBs on LINK activity, via Bulletin, OPlan updates & networking meetings	Reps, TFs get updates on LINK work	Quarterly	AISO	TFCs Staff.		Happens for reports that are received.
	Disseminate news on LINK work to & beyond network	Compile and circulate newsletter with own and MB/guest contributions. E-version for website	Thrice yearly communication	Q1,2,4	DO	Reps, AISO		Newsletter in prep for April, should have been Mar.
	Support key areas of work	TFs identify nature/extent staff support required. Networking meetings confirm.		Q1, Q3	TFCs Chair	TF members		Areas supported were SLUS (March publication of strategy) SOAs (March discussion re future work), WANE (closing stages of Bill, reception), Marine (March publication of MPA report), BTF (discussion of means of withdrawal from SBS process), Agri (publication of file note), Planning (coordination of a TF telecom to plan).
	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	Ongoing	Identified lead.	AISO, other Staff		Feedback intermittent. Circulated when received.
<b>1.2 Build consensus on key policy</b>	Identify areas where consensus will matter at annual planning	Networking meetings identify issues requiring consensus-building	Consensus exists/in hand on key issues	Each Q	TFCs Reps	TFs		January discussed draft plan based on November discussions though areas where members want to commit still need confirmed and specific plans developed (eg TEEB workshop).

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<b>priorities</b>	and quarterly networking meetings (see below for issues identified)	Staff support these processes as needed		Ongoing	CO	Staff, TFCs, Trustees		Ongoing	
		MBs contribute to development of LINK positions by participating in relevant TFs / workshops		ongoing		Reps		No workshops this quarter TF reports indicate active participation	
<b>1.3 Facilitate good comm'cation between MBs, their supporters &amp; wider public inc. media –</b>	Spokesp'ple c'nicate positions to media & externals	Adequate briefing provided by policy leader		Ongoing	Designated leads	Staff		Happens	
	LINK positions integrated with those of MBs	TF members, main Reps communicate back internally, raise problems in good time.	Fault-lines foreseen; joint positions clear.	Ongoing	Reps, TFs			Staff are not aware of areas where there is major problems in these communications, though TF Convenors or MBs may know of instances.	
	Integrate LINK positions with one another	TFs communicate with TFs, at and between network meetings, to ensure complementarity /not contradiction of positions	Policies are consistent and complement each other	Ongoing	TFs, Board	Staff		Some evidence (eg CATF to all TFs) though capacity in some TFs may be constraining the extent to which this happens.	
<b>1.3 Facilitate good comm'cation between MBs, their supporters &amp; wider public inc. media – continued</b>	Regularly review and identify appropriate allies	Allies / partners identified at Strategic Planning and quarterly Networking meetings	LINK players engage in strat discussion with key partners	Ongoing	TFCs Reps	Staff		Some discussion at November 2010 planning meeting	
	Ensure public awareness strategy for positions where benefit identified	Where relevant, TF members ensure comms coordination happens, perhaps via comms staff of MBs	Staff support where area is priority	Ongoing	TFCs	TFs & MBs Staff			
<b>1.4 Advocate agreed policy priorities to opinion formers and decision makers by identifying and acting on key opportunities to influence</b>	Focus agendas for ministerial meetings on key policy priorities	Consult network for key issues for ministerial meetings; assemble appropriate delegations, ensure preparation, and supporting information.	Relevant topics Turnover of delegates Joint positions promoted	Q 1-4	Chair CO	TFCs Reps Staff		Focus for early 2011 meeting (both Ministers, rescheduled from Jan to Feb) was on environment in time of cuts and CAP reform. Note on website. No further meetings in diary pending election.	
		Liaison with 'G6' group to ensure integration of positions and updates to members.		Q1-4	Chair, LWA, CO	NGO heads		Liaison between those who coordinate the meetings continues with effort to avoid unnecessary duplication of agendas, accepting that the two groupings have reasons to cover similar issues. Reports of Jan LINK and March G6 meetings on members' webpages.	
	Ensure political parties are informed of LINK concerns	Liaise with the political parties to communicate LINK vision and positions.	Parties understand collective positions		PO	TFCs Reps,		Liaison at recent party conferences and by email in relation to LINK's budget paper and manifesto work; no manifesto meetings secured other than with SNP.	
	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 on.  SEW 2011 - £ Sponsors secured: Theme & date agreed: Individual seminars outlined: Reception & Exhibition(s):	SEW events well supported by MSPs		Qs 1, 3,4  EarlyQ2 Early Q2 Q3 Q4	PO  PO, PAO	CO, DO PAO SEW St Gp, Reps TFs  CO, DO  Events planners		SEW 2011 delivered in early March. Min. 3 MSPs at each event. Review, evaluation and planning of future event beginning from April. Some desire to ensure varied programme over time, to focus wider than on LINK members only – draw in particular examples of sustainable development.
	Use political party conferences to promote key network concerns	Coordinate LINK presence based on agreed aims via PF. Organise materials, rota of members. Members participate and support costs. TFs lead on fringe events.	Attend confs, Fringes on key issues. Reps take part.		Spring  Autumn	PO and PAO	PF, MBs,TFs, PAO		Spring conferences mainly used by parties as rally opportunity – PO attended most of these.

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	Hold parties to account on manifesto commitments	LINK strategy devised via PSR & LINK Manifesto. Monitoring by PF, TFs, Board, Reps. PAO records MSP/parties' voting for monitoring.	Process & resources, clear		PO	TFs, Reps, PF		PSR continues each six months Manifesto work has continued with 75% of sections complete
	Keep UK, EU, international routes to env't goals on our radar.	Consider Westminster, Eu & international routes at Annual Planning and Networking meetings.	Dialogue with UK, EU political reps	Q4	TFCs CO, PO	PAO, EEB/ IUCN delgs		Covered at November planning meeting, in PSRs, and via manifesto work. EU remains a challenge given members and LINK's capacity/resources.
	Environmental issues should form a core part of party manifestos and should be debated in lead up to elections	Sign off LINK manifesto Launch & promote Manifesto  Identify issues for campaigns  Update toolkit for national and local level activism advising MBs Autumn 2010  Outline plans on website for hustings during Scottish election campaign period in April  Promote environment /sustainable development in lead up to Local Government elections (2012)	LINK ideas clearly identifiable in the party manifestos  Min 10 hustings planned for 2011 election	May June  Aug Aug  March  2010/11	PO       LGSG	PF, PAO       PO		Over three-quarters of the originally proposed sections published; remaining sections will be removed from title page pending Holyrood election. After the May election, LINK should turn its mind to a refresh of the manifesto with the Local Government 2012 elections in mind.  Several members working on a Wildlife Pledge campaign.  Hustings calendar online for May elections and guidance for members updated and circulated in early March  SOA TF agreed in March to continue and widen focus in lead up to 2012 elections.
<b>Agri TF Vision:</b> Sustainable agricultural systems that project supplies of safe healthy food, protect natural resources and enhance wildlife, habitats and cultural heritage, and provide jobs in rural areas contributing to a diverse rural economy	1: Implementation of SRDP which contributes to ATF goals for sustainable agricultural sector delivering max poss environmental & other public benefits. 2: Input into changes of the agricultural support used in Scotland until 2013 to ensure that they are best suited to the Scottish environment. Continue lobbying for further CAP reform. 3: Continue lobbying for further CAP reform on a European scale and develop thinking on how it could best be tailored for Scottish conditions 4: Input into Less Favoured Areas Support scheme reform with the aim to better target funds at High Nature Value farming. 5: Scottish Government policies on climate change and	1: Continue involvement with SRDP PMC and implementation group. Monitor what is included in scheme. LINK ATF reps on above groups with input from other ATF members  2: Submit response to Pack review and follow up with appropriate lobbying. ATF led by convenor  3: Develop update to Beyond the CAP vision. ATF led by convenor  4: Continue involvement on LFASS technical working group. ATF representative on group  5: Continue involvement in Scottish Government Agriculture and climate change stakeholder group. ATF representative on group  6: Continue involvement with Farmland and lowland ecosystem group. ATF representatives on group. 7: ATF input to LINK document and Scottish Government's development of strategy. ATF lead on SLUS  8: Keep check on what SG produce on food policy and ensure that the environment is not forgotten 9: Continue involvement with development of framework	1: No decrease in funds going to axis 2 options or Rural Priorities. Development of new LMOs better targeted at environmental options.  2: Movement of SFP away from historical model. Better cross compliance measures.  3: Production of vision. Use of it by others  5: Production of agricultural measures that stand scrutiny against the targets of the Climate Change delivery plan.		TFC	Arch Scot, Buglife – BBCT, BCS, NTS, Plantlife, RS, RSPB, SWT, WTS, WWFS		ATF has continued to produce monthly briefings on CAP reform, latest 2 on Food and HNV farming. These are aimed primarily at the Scottish Government though some of the asks target EU decisions. LINK continues to engage with the ScotGov process on developing views on changes to the CAP. We are also engaged with developments with the SRDP including targeting of Rural Priorities over the remainder of the programme.  TF reps taken part in stakeholder meetings, 28 Jan – SRDP PMC; 1 Feb – CAP stakeholder meeting; 11 March – SRDP targeting meeting with Scottish Government; 16 March – CAP conference (Scottish Government)  Regular contact with SNH staff at stakeholder meetings. Generally good relations with similar views on changes to support though some differences with how to target agri-environment

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	agriculture that incorporate LINK views. 6: Scottish Biodiversity Strategy Rural Implementation Plan reflects LINK views. 7: As part of the wider LINK group, input into the Scottish Land Use Strategy to reflect LINK views 8: A Scottish food policy which contains sufficient environmental objectives 9: A soil strategy that includes measurable environmental targets 10: Input into review of Scottish Organic Action Plan and its replacement.	10: Continue involvement and watching brief						
<b>BiodTF Vision:</b> Scotland's natural heritage (land and sea) is complete in its diversity, composed of fully functioning ecosystems and resilient to accelerated env change	To secure more committed and effective approach to conserving and enhancing Scotland's biodiversity	Support and encourage LBAP officers in Councils via a workshop  Rejuvenate Scottish Biodiversity process via ecosystem groups (chaired by SNH and SG and involving LINK reps)	Starting to see delivery of biodiversity aspirations on the ground	1 June 2010  Ongoing	TFC	Members: P'life, SWT, RSPB, B'life, SAGS, SNW, WTS, JMT, But'fly Con, B'bee CT, MCoFS		The task force has decided to disband due to the heavy bureaucratic burden of the biodiversity process in Scotland. The task force members felt that their time was better served delivering action for biodiversity through their own work programmes. The former task force members will operate loosely as a forum and come together when issues arise that need co-ordinated action. TF liaising with SNH about retreat from BSC committees.
<b>Climate Adaptation TF Vision: Draft:</b> Biodiversity is enabled to able to adapt to the impacts of climate change	Scottish Government adaptation policies enable biodiversity to adapt to the impacts of climate change  Public bodies and the private sector adapt to the impacts of climate change in a way which does not damage the natural environment.					Int MBs RSPB, PL, SAGS, SAS, WTS, BCon, BLife,RZSS		Main activity was coordinating LINK's response to the ScotGov consultation on adaptation. LINK submitted a detailed response providing comment on nearly all of the 12 sector action plans within Gov's Adaptation Framework. LINK members outwith CATF input, and 16 members orgs supported. Scot Govt found response useful. The action plans will be taken forward in future months & initially with a meeting in April where TFC met James Simpson (Head of Adaptation at the SG) & Michael Dunkley of the independent UK Climate Change Ctee's Adaptation Sub-Ctee. This meeting with the CATF was hastily arranged as MD is on a 4 months secondment to write the Scottish adaptation preparedness report, requested by SG & it follows a first preparedness report produced last year for the Westminster Gov. <a href="http://www.theccc.org.uk/about-the-ccc/adaptation-sub-">http://www.theccc.org.uk/about-the-ccc/adaptation-sub-</a>

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								committee The preparedness report will be influential in the dev of the ScotGov adaptation plans ahead of the release of a statutory Adaptation programme in 2013 so well worth engaging with.
<b>Deer TF</b> <b>Vision:</b> sustainable populations of native species deer, playing positive roles in Scott ecosystems, contributing to rural economy	Secure changes to legislation to deliver sustainable deer management.  Seek system of statutory deer management planning.  Seek to influence proposed Code of Sustainable Deer Management Contribute to delivery of joint agency Strategy for Wild Deer.	Input to WNE Bill process  Via WNE  Advocate delivery for protected areas, biodiversity outside designated sites and for wider public interest. Not straightforward; up against traditional deer management interests; deer legislation reform = most controversial part of WNE Bill	Delivery of statutory deer management planning or similar  Removal of close season for male deer	Ongoing to 2011	TFC	Active MBs: RSPB, NTS, SWT, JMT, SNW LINK PO		Worked on amendments to the WNE Bill, with no statutory management planning but improvements to closed seasons.
	Maintain overview on the efficacy of the SNH/DCS merger.		Green tourism initiatives for showing deer on estates		TFC			Monitoring continued.
	Use of non-lead bullets for deer management on member body estates	Encouragement by DTF amongst landowning member bodies	MBs use non-lead bullets			TFC		
<b>Environmental governance</b> <b>Vision:</b> Fully informed, participative decision-making in all branches and levels of government is essential to the delivery of sustainability	Raise environmental governance up political and policy agendas. Establish LINK views on the best structure of government for sustainability and parliamentary accountability.	1. Monitor and contribute to reviews of the Scottish and UK FOI regimes. 2. Campaign on Access to Justice issues in the Holyrood forum – and increase awareness of Aarhus commitments. 3. Include policy for the improved structure of government and parliamentary accountability in the rolling manifesto.	Holyrood Parlt debates Access to Justice  Government and accountability debated in media		Opportunistic	FoES, RSPB, LINK PO		1. Phone held with FOI Commissioner's office re eNGO use of the regime. 2. Access issues entered in LINK manifesto and parties informed. 3. Some sections prepared for LINK manifesto – and governance paper covering all for April consultation with network.
<b>Economy</b> <b>Vision:</b> Measurements of social happiness & env sust are added to GDP	Influencing measures away from GDP & towards sustainable growth	1. Submission to Independent Budget Review Spring 2010 2. Include sub-section on measurements of success in the rolling manifesto 3. Establish working group to further develop	LINK thinking on changed measurements of success is published		WWFS	FoES, RSPB LINK staff		1. Completed 2. Completed. 3. Not completed.

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as a measure of success		the standards of measurement for social happiness and environmental sustainability.							
<b>Freshwater TF</b> <b>Vision:</b> Sustainable use of water resources, restoration, pollution reduction, sustainable land use and investment in natural flood management are supporting a healthy freshwater environment that can facilitate adaptation to climate change.	Influence the implementation of River Basin Management Plans (RBMPs)	Continue engagement with National Advisory Group and Area Advisory Groups (AAGs)  Influence content and implementation of measures in Area Mgmt Plans through AAGs  Respond to SG consultations on WFD related policies and regulations  Maintain engagement and dialogue with other relevant orgs and SEPA  Ensure and encourage take up and spend of available WFD Restoration Fund monies on projects delivering environmental improvements	Measures imp'd to restore water env  Derogations being used appropriately  'Gaps' in leg'n to protect water env't are filled  Adeq enforcem't of regs that protect water env (esp application of CAR to new licences & licence review processes)  Individ & ptnr'shp projects delivering restoration are brought forward & delivered to use WFD Restoration Fund  Fund efficiently delivered & administered with comp. reg. measures for max benefit		TFC	Buglife, NTS, RAFTS, RSPB, RZSS, SWT, WWT  Corresp: RS, WWFS		TF members attended stakeholder group meetings on behalf of LINK (1 RBMP Area Advisory Group on 14 Jan, 1 Reservoir Safety on 8 Feb,).  TF worked on 2 consultation responses, worthwhile given the strong relevance of the proposals to the water environment. We submitted a consultation response to SEPA's <i>Better Environmental Regulation</i> in February to raise concerns about proposals to reduce monitoring and inspections of activities that are potentially damaging to the environment. We intend to closely follow the outcomes of this and will discuss further with SEPA.  LINK response to the Scottish Government's <i>Building a Hydro Nation</i> consultation in March to set out concerns that the proposals were extremely lacking in reference to the environment and sustainability. Will seek a follow-up meeting with the Scottish Government Water Industry Team to discuss and advocate our views on how Scotland's water industry can be more sustainable.	
	Ensure adequate controls of rural diffuse pollution	Engage with the work of the Diffuse Pollution Management Advisory Group.	SEPA's diffuse pollution strategy is effective with evidence from the DP priority catchment work that compliance with regs is increasing						1 Diffuse Pollution Mgmt Advisory Group on 17 Mar,
	Influence the implementation of the Flood Risk Management (Scotland) Act	Influence development of secondary regulations and policies as required by the Act and respond to consultations on this; Consider how FRMA implementation can align well with existing policies and regs (e.g. CAR) and advocate this; Continue to engage with FRM groups and relevant subgroups; Advocate need for research on NFM techniques and benefits of sustainable FRM.	Work underway to review address knowledge gaps on NFM  Flood risk adv. groups set up in way that fully engages s'holders to maximise deliv of natural flood						LINK has a place on the National Flood Management Advisory Group, 1 <sup>st</sup> meeting 21/4/11. TFC taking on with support from others as necessary.  4 Feb TF meeting, a member of the SEPA flooding team (AJ) joined to discuss the outcomes of their 'Planning for floods' consultation. This was a good opportunity to get a recent update from SEPA on how they are setting up the plan areas and advisory groups, for us to voice our concerns about engaging stakeholders and to discuss how this is likely to progress in future. Attended SAIFF flooding meeting 18 Jan

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			mgmt					
<b>Governance Vision:</b> All branches of government should be effective. Structural barriers to sustainability should be removed	Via PSR and rolling manifesto  Profiling and critiquing governance in Scotland as opportunity and capacity allows	Critiquing the role of Scottish Parliament & Government in terms of its scrutiny role, its responsibility to hold Agencies to account.  Press for rigour and sound decision-making, challenging SG for leadership in relation to climate and sustainability, (eg 2ndFRB, Trump, etc)  Media work in relation to issues as these arise	(1) Include full review of governance within a PSR  (2) Include measures to improve governance within the rolling manifesto		Opport-unistic	PF PO TFs MBs		Ongoing via PSRs, our Budget paper (pub autumn), draft Governance paper and expressed publicly at appropriate opportunities. Also covered in Tamsin Bailey's Environment and Law report  Discussion paper on governance issues circulated April 2011
<b>Health / Quality of life Curriculum for Excellence/ Travel school Vision: ??</b>	Take opportunities as part of our advocacy work to promote and flag links between these	Keep in touch with other partners  Encourage Debates in Parliament  Flag issues and links in submissions, and rolling manifesto  Pursue opportunities as resources allow			Opport-unistic	MBs: LS, RS, RSPB, Sustrans, WWFS Staff		We are covering these links via Manifesto, Workshop towards physical activity strategy, ongoing liaison with Healthy Environment Network, and where relevant in consultation submissions other policy outputs.
<b>Landscape TF Vision:</b> to promote the Eu Landscape Convention, and landscape as a priority concern for the Scottish Government - protection, restoration and enhancement of landscapes being integral parts of a sustainable Scotland	A Seek to ensure landscape concerns are integrated into all relevant areas of Scottish Government policy  B Promote positive management of relevant protected areas  C Raise levels of understanding of landscape within LINK  D Exchange information about current landscape-related issues	A1 Promote Euro Landscape Convention A2 Promote adoption and implementation of Scottish Landscape Charter A3 Lead development of future liaison mechanisms following demise of Scottish Landscape Forum B1 Take active part in outcome of National Parks Review, esp Ministerial Str Group B2 Promote development of Management Strategies for National Scenic Areas B3 Encourage Councils to review Areas of Great Landscape Value and to show replacement Special Landscape Areas clearly in next suite of Local Dev't Plans B4 Take active part in SNH Protected Areas Review C1 Seek appropriate opportunities to direct internal advocacy on landscape issues towards other LINK member bodies C2 Ensure landscape concerns integrated into LINK statements, eg re sustainable land use strategy D1 Share information on current landscape-related casework, seeking consensus where possible D2 Share information on development of policies for wild land protection	Under discussion		TFC	ArchScot APRS JMT MCoFS NTS SCNP SWLG Bob Aitken		Scottish Landscape Charter is being promoted in Manifesto work. The TF has been supporting LINK work on Land /Use Strategy Concern over impacts of offshore wind especially scheme sited by Tiree. Wild Land policy work by JMT Permitted Development concerns esp. related to hill tracks & archaeological deposits  Landscape TF is suggesting that LINK Discretionary Fund should be used to commission a piece of research to examine the economic benefit and job creation claims compared with the reality of schemes impacting on the environment on which LINK members had advised against approval but which had subsequently been implemented had not been progressed. Funicular and Glensanda suggested as possible case studies.  This could be discussed at the next Quarterly meeting and is related to proposals to monitor effectiveness of EIA and SEA reports.
<b>Parliamentary Forum :</b> a network for parliamentary and policy	Assess network's political level activity and effort to hold Govt to account Inform strategy for	Convene 2-3 meetings per year  Hold a PF 'Plus' meeting to inform priorities, tactics and timetable		Q2, 3, 4  July	PO	PAO Active members		PF met in Feb - intelligence exchanged about members' plans for elections.  LINK 'hustings calendar' on website from Feb, updated hustings guidance issued.

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officers advising on political work	elections and party conferences Inform and informed by LINK political strategy report Support parliamentary officers in network	Advise on issues, fringes, materials, and rota for LINK at party conferences  Discuss LINK PSR in draft prior to circulation to Board and Networking		Spring, Autumn  Spring, Autumn				Minimal LINK presence at spring conferences.  Spring PSR circulated on time.  Late spring meeting of reps, TFs and parliamentary forum proposed for 31 May or near, to assess our aims in relation to the approach of the new administration then in place.
<b>Marine TF Vision:</b> healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected, connected and thriving, and coastal communities are sustained.	Marine (Scotland) Act 2010 implementation	Shape development of MPA Guidance and Scottish marine nature conservation strategy and inputs to UK MPA Network strategy, UK Marine Policy Statement and others.  Commission work on MPA management criteria to shape Scottish policy once the network of MPAs is in place.  Input to dev't of National Marine Plan, to include LINK strategic priorities that enable a three-pillared approach to nature conservation to be delivered,  Push for local marine plans in areas that merit them  Input to development of Marine Ecosystem Objectives.	MPA criteria guidelines include full range priority marine features that LINK MTF want. MPA network development built on principles of replication, representativeness and connectivity.  MPA management guidelines include full range of management measures, incl use of inshore fishing and other legislation  National Marine Plan underpinned by MEOs. Local Marine Plans in development for those areas that need them.		TFC	MTF members RSPB, MCS, WWFS, HWDT, NTS, WDCS, SWT. MPAOs, PO		Sarah Archer joined LINK Jan.  TF responded to support SNH's scientific case to designate East Mingulay as a SAC. Also wrote to the Cabinet Sec & Env Min, Marine Scotland, all H&I MSPs MP, and raised our support in discussions with Marine Scotland officials and Government's Special Advisor.  <b>National Marine Plan</b> met Marine Scotland to provide comments on draft of the pre-consultation National Marine Plan, now out for pre-consultation. In last few weeks, Marine Scotland published Scotland's Marine Atlas; Guidelines for designation and selection of MPAs; an offshore wind energy plan; a consultation on the designation of seal haul out sites; and a consultation on development rights for finfish and shellfish developments.  <b>MPA report commissioned</b> - commissioned SAMS to produce a report rec mgt measures for MPAs. In the drive to promote ecologically coherent network, the recs will be key to support the TFs work to ensure suitable measures are put in place - once the correct sites have been designated. LINK event in Parliament to launch with LINK briefing 22/3, both widely circulated. Event well attended by Marine Scotland officials, SNH & MSPs.  TF continuing to work with & challenge Marine Scotland across broad remit. LINK reps sit on Marine Strategy Forum; the Ministerial Group on Aquaculture; sat on the Offshore Wind Energy Habitats Regulation Assessment steering group; on the Marine Litter Strategy project steering group; and are involved in feeding in data to the 3 MPA workshops carried out by Marine Scotland.  <b>MPA Guidelines</b> - Through series of cons responses, letters, formal & informal meetings, MTF achieved significant changes to the selection guidelines for MPAs. Now <b>any</b> feature may become a protected feature inside a Nature Conservation MPA, previously this was restricted to a list of 'search features' with no poss of European Protected Species gaining protection at a national level. Also successful in getting Black Guillemot listed as a 'search feature', the only species of bird not to benefit from European protection.  12/3 <b>Historic MPA workshop:</b> HistScot sought input from stakeholders, at pre-consultation stage, on draft guidelines on the selection and designation of historic MPAs. It is important to be aware of this parallel process, & was able to raise

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							<p>caution about claiming nature conservation benefits for historic MPAs unless they're formally recognised with conservation objectives.</p> <p><b>Climate Change Adaptation Framework</b> - Through cons responses and meetings with Gov &amp; Spl Advisors, achieved substantial changes to the Marine and Fisheries section of Scotland's Climate Change Adaptation Framework. Eg, the action plan now makes specific reference to the need to protect marine and coastal habitats such as salt marsh that act as carbon sinks and natural flood defence systems. Recent reports suggest marine carbon sinks could be more efficient than land based and we are keen to see them gain similar recognition as peatlands in Scotland.</p> <p><b>National Marine Plan</b> - Through a series of formal written comments, and meetings with MarScot, achieved several changes to recently published pre-consultation draft of this Plan. Privy to 3 earlier versions - testament to the relationship established with officials. Importantly, they have removed the suggestion that Scotland's seas are impacted but in aggregate not significantly so; a step towards acknowledging the need for recovery in the marine envt. The envt has been treated as a cross-cutting theme, with sectors envl impacts being considered, &amp; there is consistency in style of each chapter which enables consistency in assessment: fundamental asks from the outset, very pleased to see them addressed in the recent draft.</p>
	Sound marine renewables industry	<p>Launch LINK marine renewables report May 2010</p> <p>Use all opps to promote recs in report to help counter some of the 'asymmetry' in the process to date, with CE leasing areas of seabed prior to completion of SEA.</p>	Extent to which recs incorporated in marine renewables development process	Q1 Thro-out the year			<p><b>Consultation responses</b> - Consenting, EIA and HRA Guidance for Marine Renewable Energy Developments in Scotland; defining boundaries for Scottish Marine Regions; and Securing the Benefits of Scotland's Next Energy Revolution.</p> <p><b>Offshore wind plans</b> - Through its place on the Offshore Wind Plan Habitats Regulation Appraisal Steering Group, MTF gained additions to the offshore wind plan in terms of mitigation measures, which will help to balance the desire to move urgently to a low carbon economy with the need to do so with minimal env impact. Eg a research gap analysis group will now be established under MSF to strategically guide research priorities, helping developers to avoid duplication of effort and benefit from economies of scale whilst ensuring vital baseline and impacts research is carried out. The plan will also be reviewed on a 2 yearly basis to 2017 where it will be reviewed with the National Marine Plan in order to fully assess in-combination &amp; cumulative impacts. This biannual review will allow sites to be assessed in light of the most up to date environmental &amp; technological research.</p>
	Greener aquaculture industry	Influence management of the industry. <i>Delivering Planning Reform for Aquaculture</i> is driven by desire to move offshore to meet demand for farmed salmon that the Chilean industry can no longer fulfil, without concomitant removal of inappropriately sited farms in some	Ministerial Working Group recognises the concerns raised by LINK MTF				23 February – <b>Ministerial Working Group on Aquaculture</b> – the group met for the final time under this administration and received updates from each of the subgroups on their work. LINK has representatives on two subgroups looking at containment and healthier fish.

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		of the more sheltered sea lochs or sites that impede salmon runs, the initial sustainability-focused rationale for moving offshore.						
<b>Marine TF - continued</b>	Fisheries	Encourage Inshore Fisheries Groups to deliver environmentally sustainable inshore fishing industry, linking closely and having regard to local marine plans arising from the Marine (Scotland) Act to help deliver a three-pillared approach to marine nature conservation. Encourage use of inshore fishing legislation to ensure the conservation objectives for existing (e.g. marine SACs) and new MPAs are met.	Inshore Fishing Plans include measures to protect & where approp, enhance marine ecology & productivity, & recognise need to link to upcoming local marine plans arising from the Marine (Scot) Act 2010. IFPs should also take account of existing & poss future MPAs (both Natura & Marine Act)		TFC	MTF members RSPB, MCS, WWFS, HWDT, NTS, WDCS, SWT. MPAOs		Inshore fisheries - MTF representatives met with SNH staff to discuss inshore fisheries and gain a greater understanding about each other's priorities and pressures.
<b>Planning TF Vision:</b> to ensure that the Scottish land use planning system contributes to a more environmentally sustainable society	1- Providing an opportunity for knowledge exchange between key stakeholders  2- By improving effectiveness of environmental assessment at the strategic level, the adverse env effects of activities will be recognised early on and minimised & envl enhancement will be recognised & delivered more readily  3 - By forming the policy framework for delivering sus dev thro' planning system	1 - Provide ongoing forum for discussion of emerging planning issues  2- Consider how the SEA process can be improved to ensure better delivery of environmental benefits, establishing steering group for SEA review work form PTF and other LINK TFs, identifying most effective mechanism for review, carrying out review, assessing findings and making recommendations; advocating implementation of recommendations  3 - Ensure implementation of NPF2 and SPP in line with LINK aims via general transfer of knowledge among PTF members of implementation of SPP and NPF2 - key audience will be local planning authorities	Ongoing TF meetings & effective knowledge exchange  improvements made to current SEA process with env effects more clearly id'ed and PPSs amended accordingly  sus dev taken into account in planning decisions & development plans		TFC	MBs: Woodland Trust Scotland APRS JMT McofS RSPB Scotland SWT  Corresponding: AS, Buglife FoES, Living Streets, NTS, Ramblers, SAGS, BSCG, Scottish Wild Land Group		TF met on 18th of March with David Liddell of Scottish Government Built Environment Directorate to discuss a wide range of current and upcoming planning issues. Agenda included: Planning reform/culture change issues; New development planning system – experience so far, particularly the process of identifying and designating NPF National Developments; Green Infrastructure; CSGN; NSA regulations and consequential work; Wild Land Mapping; Renewable energy; Land Use Strategy  This was a very useful meeting and it was agreed it would be useful to continue to meet with SG regularly – perhaps on an annual basis
<b>SEFF Vision:</b> encourage and facilitate partnership between fundraisers in LINK; allow	Continue to provide a networking forum for environmental fundraisers - helping to raise the money need to do the work to contribute to	Arrange quarterly meetings/venues/guest speakers. Meeting with on average 2 external speakers per meeting - from statutory, lottery, charitable and corporate sources, as well as some who can offer fundraising advice, info and support.		4 x per year	TFC	Varies: incl. SWT, MCS, BCS NTS, CC, RSPB, FoES, SNW, RS WWFS, WTS, JMT, AS, WWT, WDCS, MCoFS, Buglife, BBCT, HWDT,		SEFF met once- on Wednesday 9th March at RSPB HQ in Edinburgh. Dianne Forsyth from HLF gave a presentation on the current consultation and update on changes to funding criteria.  New Deputy convenor is Alison Connelly, RSPB

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them to share information, experience and understanding of sources of funding for Scotland's environment	a sustainable Scotland	<p>Influence eligibility criteria for funding of environment in Scotland.</p> <p>Liaise with BIG to strengthen environmental competence, &amp; to improve access for ENGOS.</p> <p>Share information and news about environmental fundraising in Scotland, to celebrate success &amp; to discuss opportunities to influence &amp; effect positive change.</p>				Sustrans, SAGS, P'life,		LINK Board discussed. Concensus among SEFF, Mike Robinson, Anne McCall (March) is that this is not more to be gained at this stage by further effort, as there is not appropriate funding pot for ENGOS.
<p><b>Single Outcome Agreements</b></p> <p><b>TF Vision:</b></p> <p>Next round SOA works for sustainability, incorporates LINK priorities for env't</p>	Influence delivery of national objectives via SOA process, encouraging national and local government to remain attentive to key environmental issues	<p>Promote LINK priorities widely</p> <p>Participate in SDC assessments of SOA</p> <p>Liaise with Improvement Service and SG on future SOA local indicators</p> <p>Assess annual reporting on SOA progress</p> <p>Assess delivery of SD &amp; env objectives through SOAs by commissioning an audit</p>	Next round SOA and national overview includes better recognition of environment and SD	2010-11	TFC	WWFS SWT, SCRA, RS, B'life, RSPB, LS, AS, SAGS, NTS, FoES, CO, PO		<p>The TF took on board CPP feedback in their Feb 2011 publication of LINK's SOA audit (by CAG Consultants). The TF helped organise and co-hosted a national seminar on good practice with Improvement Service (IS), SSN, SDC, SNH, SEPA and Scottish Government. It evidenced a lot of shared concerns and general desire to see the process work better. The seminar report, by Tim Birley, was published early April and widely disseminated.</p> <p>The SOATF March meeting evaluated recent work, agreeing this has been influential, and agreed to continue with a wider focus on governance of local communities, having taken stock of the intentions of the new administration, in wake of the Holyrood elections. The TF will explore secondment / support options for its watchdog role. Convenorship passed from WWFS (Elizabeth Leighton) to SWT (Maggie Keegan) in March. Meantime, the TF is exploring outcomes of audit &amp; seminar with SG and IS and continuing to liaise with SNH over development of a framework of environmental indicators in the development of which other members and task forces may be interested.</p>
<p><b>Sustainable Land Use TF Vision:</b></p> <p>SLUS is parent of all strategies with implications for, or guiding, land use</p>	<p>Influence development of the first SLUS which SG has to produce by March 2011 to ensure it contributes to sustainable land use and sustainable development more broadly, as well as helping to combat and adapt to climate change.</p> <p>Ensure cross-cutting approach through strategic discussion within LINK twice yearly</p>	<p>1. influence production of draft LUS via regional stakeholder meetings, meetings with Scottish Government in 2010.</p> <p>2. organise stakeholder conference on LUS. Secure funding, venue and speakers.</p> <p>3. respond public consultation on dft LUS. Respond to consultation questions and highlight key issues.</p> <p>4) call for &amp; influence Parliamentary debate on LUS. Lobby for debate and brief MSPs.</p> <p>5) raise awareness of LUS and relevant issues with Ministers, MSPs, other NGOs and stakeholders. Produce briefings, press releases and approach journos.</p>	<p>Draft LUS contains LINK themes, issues</p> <p>conference runs with good stakeholder engagement</p> <p>final LUS reflects TF asks</p> <p>Debate happens and MSPs briefed raise TF issues</p> <p>LUS, related issues in media</p>	<p>2010</p> <p>Autumn 2010</p> <p>Autumn 2010</p> <p>June 2010 or Autumn</p> <p>Through 2010</p>	TFC	RSPB SWT NTS APRS Living Streets, WTS ArchScot JMT SAGS PO		<p>The TF met in January and agreed to following action:</p> <ul style="list-style-type: none"> <li>- VS to meet ScotGov to discuss progress on LUS</li> <li>- Letters to be sent to rural affairs leads of all main parties asking how their party would take forward LUS after election, whether in power or opposition</li> <li>- Analysis of final LUS to be undertaken once laid before Parliament and short briefing prepared</li> <li>- Develop ideas of how a National Stakeholder Forum could operate</li> <li>- Consider meetings with key agency staff in April</li> <li>- Consider future of TF at next meeting and consider how to take work forward depending on what the LUS says and any stakeholder processes established.</li> </ul> <p>The first two actions have been completed and awaiting replies from rural affairs leads. LUS published, initial reaction is that there has been some improvement from the earlier draft but it still lacks detail. However, SG has made a commitment to produce an Action Plan by the end 2011. Convenor provided quote to ScotGov press release. TF will need to hold new Government to account on this and press for proper engagement with stakeholders. Analysis of LUS and briefing in</p>

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		6) comment on final LUS laid before Parliament by 31 March 2011. produce assessment of final LUS identifying gaps	Assessment produced	March/April 2011				prep. A TF member has started to develop ideas for a Forum. The next meeting is scheduled for 8/4.
<b>Wildlife and Natural Environment Bill Team</b>	Influence Wildlife and Natural Environment Bill delivery by Holyrood in 2010/11 in terms of sustainable deer management, effective control of INNS	Influence the Bill as it progresses through Parliament (Stage 1 likely June)	Secure LINK 'asks' via constructive discussions with others	Stage 1 June S2 & S3 Autumn	LAustin	RSPB JMT WTS SNW SWLG MCoS SWT NTS SRSG NEMT BSCG PAO		The Wildlife and Natural Environment (Scotland) Bill was passed unanimously by MSPs on March 2nd. In the second stage LINK members worked individually on aspects of the legislation with LINK co-ordinating efforts. Whilst there were missed opportunities there were also good results on non-native invasive species and wildlife crime.
<b>1.5 Build partnerships with relevant organisations to promote agreed key policy priorities more widely</b>	Ensure mutual awareness of concerns and intended approaches with SNH	Better comms between the two Boards Liaison between senior staff of SNH and trustees / convenors LINK	2 orgs better informed of mutual stances	Twice yearly	Trustees, TFCs, CO			Continue to pursue autumn discussions in prep for May 2011 meeting with Andrew Thin. Trustees and staff met Kenneth Fowler (Hd of Comms) and colleagues in March to discuss relationship between LINK and SNH in relation to grant targets. Chair met with CNH CEO late March to identify how best LINK should connect with SNH senior staff group.
	Ensure mutual awareness of concerns and intended approaches with SEPA	Liaison between senior staff of SEPA and trustees / convenors LINK, facilitating follow-up	2 orgs better informed of mutual stances	Up to twice yearly	Trustees, TFCs, DO			SEPA-LINK boards level meeting planned for May/June on strategic issues, with technical discussions reserved for policy level meetings which members can make as needed with SEPA staff.
	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. Website updated
		For wider issues AISO facilitates delegate election Delegates feed back via Bulletin	As above	Ongoing	AISO	Staff, Trustees.		Cross-cutting delegates canvassed for feedback, sporadic responses from delegates
	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 rcpns	LINK TFs work with others on wider joint positions.	Ongoing	Events Organisers	Staff		Happening.
	Roll out Organisational Supporter affiliation for non-eligible environment sector to broaden scope and funding base	Update Memo & Articles List benefits. Chair's letter Trustee personal approaches to target organisations	Some take-up by end 2010	June By end 2010	Trustees, Staff	Staff TFCs Reps		KSB and Paths for All have taken out OS affiliation. Promotion continues. The Board will review how the 'pilot' has gone in June. If appropriate, proposals to extend the promotion will be brought to members in the summer.
	Links (the other Links)	Regular liaison by telecon on policy and operations, identifying joint opportunities		Ongoing	CO	PO, TFCs		Exchanged budget/CSR papers, information on policy areas such as SLU. Useful garnering of LINKs information in relation to respective grant bids. Links have secured WWFUK funds again for liaison and will talk as secretariats in April.
		TFs exchange plans with Links		Annual	TFCs	CO		TFs in the Links can access each other's websites for this information exists, and/or be as proactive as they deem appropriate.
Joint Links Seminar post UK election explores impact on environment			Sept	CO, PO, Reps	AISO, PAO		Happened with notes and action plans shared amongst Links and on websites.	

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<b>STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE</b>								
<b>KPI 1.1</b> Number and activity level of task forces. <b>Target</b> Maintain at least 8 task forces which are actively addressing current policy priorities, each involving at least 3 member bodies and meeting at least 4 times a year.								
<b>KPI 1.2</b> Number of collective position statements produced. <b>Target</b> Produce at least 15 collective position statements (inc policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each.								
<b>KPI 1.3</b> Percentage of external stakeholder groups in which we are involved, relating to our key policy priorities, where LINK's opinion is that the group has been valuable. <b>Target</b> At least 40.								
<b>KPI 1.4</b> Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff. <b>Target</b> At least 25 face to face exchanges with MSPs facilitated by LINK core staff.								
<b>LINK Objective</b>	<b>Annual Goal</b>	<b>Action to reach goal</b>	<b>Indicator of Progress</b>	<b>When</b>	<b>Lead</b>	<b>Support</b>	<b>Status</b>	<b>Progress</b>
	SCVO	Participate in SCVO Green Ref Gp & Pol Ctte. Review membership of / engagement in SCVO			CO & PO Trustees			SCVO GRG abolished and staff resource cut at 31/3. SCVO engagement continues through PO membership of SCVO Policy Ctte. Issue of NGO independent voices pursued actively.
	Other Bodies –  Partnership approaches where beneficial are pursued by TFs	TFs liaise as needed with range of interests  TFs regularly liaise with SNH contacts for info and mutual support in approaches	Other orgs understand, and may support, LINK positions		TFCs	CO, DO,  PO, AISO		SOATF Feb seminar in conjunction with SG, CPPs, IS, SDC (before its demise), SSN, SNH, SEPA. Considered useful by those who participated. Report to go on web.  Good relations with SNH reported from TFs this.
	New Fred Edwards Trust commemorates and champions his values	With steering group representing other sectors, develop legal entity, prepare materials, identify trustees, explore funding, plan launch in Oct 2010.	FETrust is well supported	Ongoing  25 Oct	LWA, HZ, SJG	CO		Trust preparing business plan for May, against which to fundraise, pursuing action learning with help of temp. coordinator. LINK's support to service FET Board is likely to be needed over the next few months anyway.

STRATEGIC OBJECTIVE 2: A STRONG VOICE FOR SCOTLAND'S ENVIRONMENT MOVEMENT								
<p><b>KPI 2.1</b> Number of internal seminars/workshops/trainings on current issues arranged for members. <b>Target</b> At least 3 workshops / seminars/ training days per annum.</p> <p><b>KPI 2.2</b> Percentage of member bodies involved annually in either the Board, Task Forces, or contributing to annual Congress. <b>Target</b> At least 90% of member bodies involved annually in either the Board, Task Forces (and steering groups) or contributing to annual Congress.</p>								
LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support	Status	Progress
<b>2.1 Build capacity and effectiveness of MBs working together as LINK</b>	Encourage member bodies to sign up for areas of LINK work relevant to their interests	Induction for new Reps covers engagement opportunities	New MBs join at least one work area.	Ongoing	Chair, CO	TFs, Reps Staff		No inductions this quarter
		Timely reminders to members of upcoming opportunities to engage Website up to date	All MBs involved in some area of LINK work over a year	Ongoing	CO	AISO and other Staff		Happens
	Strengthen capacity and confidence of members to engage in public policy development through information exchange, trainings and policy workshops	Ensure meetings, seminars, TFs open to all members, with briefings pitched at appropriate level and contributions sought to inform positions.  Staff support the coordination for work areas which are outwith TFs.	Members take part and find useful.  Provision of workshops: 1. Advocacy 2. Media	Ongoing  13 July Pstpon'd	Organisers  PO, PAO PO	TFs Staff Reps		Staff support this Q for SOATF. No workshops this Q
<b>2.2 Facilitate active involvement of member bodies in LINK's activities</b>	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.	80% of members to be involved in some leadership capacity over 3 year period.	April May May Ongoing	Chair  Reps	TFs Trustees Staff		Board reviewing skills needs at April meeting. Member engagement is encouraged and will be invited. AGM likely to be Augs/Sept 2011. SWT has taken on SOATF convenorship from WWFS at March. New/different work areas proposed at November strategic planning would need leadership.
	Member bodies recognise that time spent on LINK activities is value for resources expended.	Trustees promote benefits of joint work and acknowledge contributions. Planning meetings rigorously identify resources and responsibilities	LINK TF work is given person time by member bodies	Ongoing	Trustees	Reps		Operating Plan for 2011-12 is for discussion
		Comms to members highlight achievements and acknowledge diverse inputs		Ongoing, Q2, 4,	DO	Staff		Ongoing, review of year circulated to members in Jan, with NLetter.
	Use annual members congress to build community within the network	Congress SG develops theme by summer Organises and 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		Theme for 2011 and steering group members to be identified. For discussion.
	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		Happens,
<b>2.3 Use targeted campaigning to encourage wider public support where important</b>	Campaign where appropriate	Needs and opps considered by all players for annual planning meeting, identifying resources and leadership If these emerge outwith planning cycle Board & Network to endorse (eg LGSG)	Annual planning identifies achievable campaigns in good time	Nov	TFs, PF, Reps  Chair			All known plans contained in OP for 2011-12.
		Identify issues for campaign treatment for Holyrood elections in good time		June	Chair	CO, PO		Biodiversity orgs wildlife pledge planned

**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
	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		Reporting to Tubney and EFF ongoing in March and April.
		Support advocacy work		Ongoing	MTFC	PO		Ongoing, assisted with MPAs report event on 22/3
	TFs use public facing campaigns as one of various tools	TFs to flag at Networking any plans they have for campaigns						BTF members planning joint wildlife campaign for Holyrood elections.

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**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	Progress	
<b>3.1 Ensure LINK well governed and managed in line with good practice</b>	Board overviews progress against corporate strategy and operating plan	Identified leads provide data. Staff collate and post on website. OP & KPI progress reviewed by Board.	Quarterly Board meetings held	each quarter	Chair / Board / CO	Trustees, CO, DO, AISO and other Staff	Discussion at board meeting.	
	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,	Since Autumn, BTF standing down, some changes to other FWTF plans, potentially WTF activating?	
	Network regularly reassesses contexts and priorities	Board & Networking check integration, consensus needs, tactics, resources. TFs each evaluate progress to Network. 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		Ongoing. Relevant to April Networking and agreement on an Operating Plan for 2011/12.	
	Administer LINK's finances, overview financial strategy, report to OSCR and Companies House		Timely management of ledger for expenditure, invoicing, banking, PAYE & pensions, projects. Liaison with accountant, Treasurer, FSG.	Accounts pass Audit. Projects end in budget	Ongoing	FITO	FSG Staff Proj Mgers	Ongoing
			Budget outturn and forecast prep to month end precede Board meetings (ex June: email July), checked with Acct.	Outturns ratified by acctnts, Treas and Board	Each quarter	FITO	Treasurer for Board	Ongoing
			Close accounts 31/3, sign off with Auditor, send MBs for AGM. Draft narrative for Trustees to sign off. Submit to OSCR and Co House.	KPI 3.1 app by OSCR & Co House.	Q1	FITO CO FITO	Chair, Treasurer, Staff.	Timetable in place for this year end.
<b>3.1 Ensure LINK well governed and managed in line with good practice - continued</b>	Regular FSG meetings review LINK's financial and fundraising needs and advise on strategy	Re-assess budget scenarios to 2014 in light of available information on sources	Meetings happen;	Spring	FITO, Treasurer	CO, DO, FSG	Scenarios revisited March 2011 in light of available information.	
		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 commissions job evaluation and salary review in context of Scottish voluntary sector good practice	Advice on good practice applied as far as possible	Ongoing	CO, ESG	Trustees	LINK plan was to commission fresh evaluation of salary scales in early 2011 to inform next few years. ESG agreed autumn 2010 on 2% inflationary rise for all staff and increments for staff on salaries below £20,000. At this stage the instinct of ESG members is to await confirmation from of core funding and then to assess what would be appropriate action.	
	Plans of TFs/projects, match resources available and MBs' commitment to deliver	Board to request members to commit £s person-time at annual planning time.  Board to maintain overview.		Q4	Chair/CO		Relates to discussion of draft OP for 2011/12 – at January and April networking meetings - as indicated elsewhere in this report.	
LINK is flexible to new developments, opportunities	Board evaluates new ideas incorporating into OP if arising outwith planning cycle		Ongoing	Chair/CO	Idea generator	Ditto.		
Audit of Trustees' skills is maintained; Trustees share load.	Trustees complete skills chart. Chair leads review to address gaps, share tasks, plan for succession.	Trustees cover nec. range of expertise	Ongoing	CO  Chair	Trustees	For discussion April Board		

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

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LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support	Progress	
	MBs share management of LINK	Annual turnover on Board					ON Board agenda for April with a view to the years beyond 2011	
	Trustee reviews	Chair holds 1:1s with Trustees identifying training / dev needed		Spring	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		CO	Trustees, Staff, TFCs Delegates	Maintained. Reviewed and updated last summer.	
	Induct Trustees and MB Reps properly	CO and Chair organise induction for trustees, with others as needed Staff arrange induction for new MBs, new Reps of existing MBs	Trustees /Reps inducted within 2 months		Chair	Staff	No need this Q	
	TFs understand how to work under LINK name	Staff keep overview of TFs advising on LINK protocols, reporting outputs. Protocols kept clear and accessible on members' website.		Ongoing	CO, DO, PO, PAO, AISO		No breaches this quarter!	
<b>3.1 Ensure LINK well governed and managed in line with good practice</b> - continued	Support LINK Chair & President	Provide briefings; support as required.		Ongoing	CO, PO, DO	Staff, Trustees	Ongoing	
		Plan Chair succession for June 2010			Chair		Happened	
		Plan President succession for June 2011				Chair		Happening though endpoint unknown
	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	There is an intention to review LINK's policy. Meantime there are efforts to ensure best choices in each circumstance. Policy might be criticize-able in some respects.
		LINK monitors and reports on emissions on core business	Overall emissions reduce			Chair	all Staff FITO	On Board agenda for LINK's own operations.
		Member bodies ensure own 'house' in order' w.r.t.	Practising as we preach			Chair	CO, Board	LINK survey afoot from Dec 2010 to assess how well members feel they are addressing this, with intention to provide further guidance and support if necessary. Reporting to Board in April
	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 and useful, additional short regular meetings of LINK staff re-instituted recently.
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		CO completed very useful 1-year ACOSVO leadership/management training in March 2011 All staff have had customized IT training in 2010 Staff are encouraged to discuss training needs with their managers Perth and Marine staff anticipate advocacy training in 2011	

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LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support		Progress
	Hold AGM, elect Trustees and office bearers, appoint president.	Members advised of vacancies in April. Papers reach members in good time.	Quorum of MBs participate, elections held, healthy rotation		Chair	CO, Staff		Timing will change for AGM 30th August.
	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)		Ongoing. Some frustrations because of limited resources SCVO has to administer its service.
		Interface between LINK and IT suppliers		Ongoing	FITO	Suppliers		Continues to be managed by Hugh Green. Is complex and there are challenges to do with the provider.
		IT planning and improvement (incl project mgmt and implementations)	IT systems sufficient and cost-effective	Ongoing	FITO	Suppliers		Reviewed IT support Nov 2010 with staff Will revise the spec for our IT support in spring 2011 and review providers
<b>3.1 Ensure LINK well governed and managed in line with good practice - continued</b>	Dynamic accessible website	Updated regularly. Carries general information as well as outputs. Used by all as a key resource.		ongoing	AISO Reps	DO, PAO		Updates done.
	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		Well used this quarter
		External use is billed			FITO, AISO			happens
		Meeting space available and drop-in encouraged at Edinburgh office			PO, PAO			Used by several members.
	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			Happens.
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, PAO FITO	Staff, TFCs		ongoing	
Network's funding needs identified in advance of each financial year, with leverage from range of funders.  Fundraising capacity in place.		FSG considers future year's funding need each autumn, towards new grant bids. Re- confirms band threshold annually. Calculates subs rate to reach % goal and recommends to Board.	Budgetted subs income received within time period;	Q3/4	Treasurer, FITO, CO, DO	Funding sub-group		SNH grant confirmed for 2011-12, with indicative £s for 2012-14. AW/AF meeting Gannochy Trust April.
	Subscription income generated from MPs maintains autonomy.	Members advised of new rate and offered dialogue before AGM.		Q1/2	FITO	CO, Treasurer,		Letter to members in January
		FITO generates invoices after AGM & manages prompt payments.	No bad debt by year-end	Q3	FITO			RZSS bad debt written off - no intention of paying
Generate core grants from SNH, SG, EFF and administer grant internally.	Core grant applications submitted. 6-monthly & annual reports to funders. Core grant conditions explained and understood internally. Grant conditions met by all including	Grantors continue to core fund			DO	CO, IO, FITO, FSG, PO		Grant offer letter received end March, some new conditions for members/TFs to note. EFF grant report submitted early in Jan as requested. EFF discussion for non-marine support positive for developmental aspect, EFF advice to apply after election, could hear by

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		project managers.			Proj Mngrs			August.
		Quarterly claims submitted (SNH, SG).	Grants received	Q1-4	FITO			Done on time
		Regular meetings held with SNH (involving DO, PO; 1 with Chair).	Funders are satisfied	Q2,4	DO	PO, CO, Chair		Staff/trustees met SNH re grant and more 16/3 May 2011 for next meeting of chairs.
		Six monthly meeting with SNH grant contact by PO.		Q1-4	PO			Grant contact will be Kat Jones for this level of liaison, in future twice yearly
		Trustees meet core funders as needed.		Ad hoc	DO	Trustees		Trustees met EFF in March. Staff and trustee to meet Gannochy on 18 April
		Annual meeting with SG on grant						Yet to hear who new grant contact will be at SG.
	Generate income for established projects.	SEW sponsorship approaches made Spring for following year	Funding repeats	Q2	DO	PO, CO, Treasurer		HS and Calor are in line for 2012
		Congress approaches when plans allow.	New funders in	Q1 and ad hoc	PO, DO	Id'ed leads		
		Report on SEW, Congress, other projects		Ad hoc	DO	CO, FITO		
		Approaches to other sources for made as openings are seen		Ad hoc	DO	CO, FITO		
<b>3.3 Ensure LINK evaluates key activities and the network applies learning to improve corporate performance</b>	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 once x year	Network reviews and learns from experience	Q1,2	TFCs	TF members		Several TFs lined up for April networking
		After action reviews for projects by project manager to Networking meetings		Q4,1	Rel Staff, Project managers	St groups		AARs of work funded by LINK DPF invited for April 2011 networking meeting.
		Information for OP and KPIs sought and Engagement table maintained		Ongoing	CO	DO, AISO, staff designated leads.		Ongoing Ongoing
	Assess value over 3 years of LINK contributions. Apply lessons to planning of network activity.	Survey opinion formers and decision makers about LINK's impact in 2011-12 for new strategy	External perceptions of LINK's impact are gathered in advance of new strategy from 2012		CO	Board/PO		Plans made for a degree of evaluation and review during 2011. This 'project' needs managed from Spring 2011
	Survey members in parallel.			CO	Board/staff			
	Consider survey feedback with Reps, TFs and Board at network meetings. Determine how to change practice.			Chair	All actors			