

4.2 Quarter 4 Report & Report against KPIs - For discussion

1. Introduction

LINK is the network and umbrella body for Scotland's voluntary sector environment organisations. Our long-term vision is to secure, through the collective efforts of our members and by inspiring others, the sustainable development of Scotland where all aspects of the country's environment are valued to enhance the quality of life for all. Our mission is to be a dynamic network that helps members to achieve their own aims and their collective goals by sharing knowledge, building consensus on key concerns and taking action together. Our corporate strategy runs to 2009 and sets out our strategic objectives – to secure a sustainable Scotland, to be a strong voice for the environment, and an effective, efficient and accountable network. This Operating Plan relates to the third year of that strategy and outlines what we hope to achieve in the year to end March 2009.

The Plan pulls together the network's planned activity (in summary) for the financial year to end March 2009, on the basis of the discussions of members, convenors, board and staff in November 2007 and including action of task forces and projects as well as LINK's statutory commitments. For all players in LINK it should be referred to as our main planning tool. Its assumptions are based on resources available including indications from members of their staff-time commitments to task forces and projects as well as LINK core staff-time; where further funds would be needed to deliver elements, this should be clear and the plan will be amended in relation as the year goes by. This Plan was approved by the Board in June 2008.

Where plans develop and/or change, this will be reported quarterly by the identified leads. When ideas for new areas of work emerge from any forum that may have significant impact on our core resources proposals must first go to the Board for assessment (indicating goals, costs and benefits of new departures). The Board will assess these alongside the current Plan advising the members whether these should go ahead and of the likely impact on existing commitments.

2. Contexts

LINK is a well-established network, with several priorities and fairly consistent demand on for engagement and representation of the environment on various national policy forums and stakeholder groups. Its goal of networking as much as possible with other networks requires investment of time beyond that required to inform and engage its own membership. Its democratic and relatively permissive structures can place additional pressure on the network, its modest core staff and voluntary board. The operating plan is designed to help the network manage progress towards its three objectives of securing a sustainable Scotland, being a strong voice for the environment and an effective, efficient and accountable network.

2008-09 is the first year of the new SNP minority administration in Scotland – uncharted territory for Scotland and as anticipated, demonstrating the importance of building relationships across all parties and parliamentary committees. The year promises several legislative opportunities for the environment with bills on climate, marine and flooding and inquiries into several relevant areas. Aspects of the UK's devolved structure are being tested by the current plans for national and federal climate and marine legislation. People in Scotland are being encouraged to participate in a debate about future needs of devolution.

Besides working on particular policy areas and projects LINK will continue to try to hold Scottish government to account, building on our reports of the last two parliamentary terms; at this stage it is a case of monitoring voting in parliament with a view to either a half-time (2009/10), or end of term (2010/11), report, on how the main political parties and SNP in particular, have lived up to their manifesto commitments, informed by our *Vision to 2011*. European and UK parliamentary elections are approaching in 2009 and member bodies are considering appropriate action to encourage voter interest in environmental issues.

There has been a tight spending review, government encouragement to environmentally-focussed agencies to 'declutter' and integrate their work; there is growing economic pressure on, and tighter funding for, the environment and environmental NGOs.

3. Resources available

LINK's resources are:

- The investment by member bodies through staff-time to LINK task forces, parliamentary forum, congress, SEW, 2020 and other project groups, and in some cases the time of trustees involved on LINK's Board and its subgroups;
- Network's core staff and income. For 2008-2009 income is forecast as follows:

Scottish Government £40,000	Discretionary project funding £7,822
SNH £61,779	Marine project funding £90,000
EFF £25,000	SEW project funding £30,000

Subscriptions £63,452 Other project funding £19,000
 Bank interest, seminars etc £12,000

Staff resources are shown below with an approximate indication of the balance of their time across LINK's strategic objectives. LINK staff represent just part of the overall resources and should be considered alongside membership of task forces and project groups, convenors, trustees, honorary fellows, president and delegates to external forums.

<u>Role</u>	<u>FTEs</u>	<u>% time</u> <u>Sustainable</u> <u>Scotland</u>	<u>% time</u> <u>Strong Voice for</u> <u>Environment</u>	<u>% time</u> <u>Effective, Efficient,</u> <u>Accountable Network</u>
Chief Officer	.88	10%	40%	50%
Development Officer	.60		35%	65%
Parliamentary Officer	1	30%	50%	20%
Finance & Admin Officer (Perth)	.80		10%	90%
Information Officer	.60		30%	70%
Administration Officer (Edin)	.80		30%	70%
Marine Campaigns Officer	1	40%	55%	5%
Marine Research Officer	1	20%	75%	5%
TOTAL	6.68	0.84	2.71	3.13

4. Priorities

Climate change is top of LINK's agenda; membership discussions in autumn 2007 identified various actions including: commissioning **best practice guidance** for organizations in cutting and monitoring GHG emissions; **revising positions** on climate and energy; contributing actively to wider initiatives aimed at **encouraging lifestyle changes**. These areas will be led by the climate task force, working with other task forces as appropriate, and with Stop Climate Chaos Scotland, and by LINK's 2020 steering group.

Marine issues are high priority in the form of a concerted push for quality marine legislation in Scotland, integrated with the upcoming UK legislation. This is the main focus of the marine task force, with dedicated project capacity funded by the Tubney Trust and Esmee Fairbairn Foundation.

Flood legislation was a third priority identified in autumn 2007 with inquiry and legislation anticipated.

In addition, some of the membership wish to continue to profile the **value of Scotland's outdoors** to the nation and its economy – through the landscape task force. And six further task forces focused on **agriculture, biodiversity, deer, planning, woodlands and fundraising** are active on policy development and attentive for parliamentary and other opportunities to profile positions.

LINK members wish to see **economics clearly linked to sustainability** commitments in Scotland, the UK and will take this forward in discussion with decision-makers as opportunities arise, and through other channels including: LINK support for SNH study on economic value of Scotland's natural heritage. There are clear links between **climate change, environmental needs and public health**, which the network is interested in exploring.

LINK members are committed to sustaining Scottish Environment Week as an established project and an annual event in the Scottish parliament with the goal of **encouraging the celebration of Scotland's environment** by all sectors and showcasing sustainability.

In a time of tightened belts and strong competition for funding, as a membership organization the network is committed to **fundraising** for 50% of its essential spend from membership subscriptions; whilst things are more or less on course up to 2011, this will entail revisiting subscriptions policy and banding during 2008-09 to consider appropriate subscription levels for the years beyond 2011.

Enhancing internal communications on the added value of LINK to its members's work in return for their investment, will also be under review.

LINK is keen to maintain a **strong and active membership** and to ensure that its activities **connect and communicate with sectors of society** that we currently do not or cannot reach. During 2008 the network will **review progress and develop its strategy** for the three years 2009 to 2012, with the help of a consultant commissioned by the Board.

Key performance indicators and possible targets 2008-2009 – Report to end March 2009

LINK objective	Key Performance Indicator	Possible Target		Progress as at 31 March 09
1. 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.	Target Exceeded.	9 Active Taskforces. Some TFs meet regularly (e.g. ATF, FWTF, MTF, SEFF). Some may meet less than four times, although active via email (e.g. BTF, DTF, LTF, WTF). LTF Convenor and PTF Convenors replaced in April 2009. During 2008 PTF inactive from April-December 2008 and SSTF was inactive.
	Number of collective position statements produced.	Produce at least 12 collective position statements (incl policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each.	Target Exceeded.	54 during April 2008-March 2009, including: new LINK reports, responses to consultations, briefings, letters to ministers, written evidence to parliamentary committees.
	Number of external stakeholder groups relating to key policy priorities on which LINK is represented.	At least 40.	Target Exceeded.	Represented on 60 groups over the year to June 2008. 2007-08 Evaluation on the members' web pages. 2008-09 Evaluation to be undertaken in May 2009.
	Number of face-to-face exchanges of agreed key policy priorities with MSPs facilitated by LINK core staff.	At least 25 face to face exchanges with MSPs facilitated by LINK core staff	On Target.	70 Exchanges during July 2008-March 2009 including: Ministerial quarterly meetings (3x2 Ministers); ministerial subject meeting (2) Meetings with MSPs (2) (Patrick Harvie, Sarah Boyack) and MP (1) (Hilary Benn) Meetings facilitated within Autumn and Spring Party Conferences incl 8MPs, 1MEP Also, exchanges at various events (National Conversation; Sustainable Development Conference; Parly Questions; Parly Seminar (Marine and MEO); LINK Festive Reception in December; and LINK SEW in February).
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.	On Target.	7 workshops, seminars, training days held during 2008-09: Parliamentary Training Day, July 2008. Soils Workshop, August 2008. Climate/Behaviour Change Workshop, August 2008. Joint UK Links Devolution Seminar, October 2008. National Parks Workshop with BEFS on 23 January 2009. SEFF RDPs members workshop held February 2009. LL&TPA meeting with members February 2009.
	Percentage of member bodies involved annually in either the main 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.	Not on Target.	77% participation in at least one activity or event. 71% participation in more than two activities or events. 5 members not engaged (BSCG, BCT, FOLL, SRGS, WWT). Plus 3 members have very low engagement (CC, NEMT, SCNP). 52% of members participated in more than 8 (30%) of LINK's activities.
3. An Effective, Efficient and Accountable Network	Quality of annual return and accounts in accordance with regulations.	Produce annual trustees' report & accounts, and annual return, in accordance with OSCR and Companies regulations.	On Target.	Submitted in accordance to regulations for 2007-08
	Handling of network activity and aspiration through annual planning	Network's activity and aspiration captured, assessed and managed with Board overview through annual operating plan	On Target.	Prep for 2009 Ops Plan started Sept 2008.
	Percentage of funding sourced from members moving towards 50% of cost of essential services by 2011.	At least 50% of funding for essential services sourced from member subscriptions annually.	On Target.	It is expected that 47% of essential expenditure will be achieved for 2008-09. We are targeting 48.3% in 2009-10.
	Number of after action reviews (AARs) of key policy initiatives/events/campaigns submitted to Board and members.	3 to 4 AARs of key policy initiatives, events, campaigns submitted to Board and members yearly.	On Target.	AAR on SEW 2008, May 2008. AAR on SEW 2009 will be prepared. Evaluation of four TFs (agric, climate, freshwater, biodiversity) at Network Meeting June 2008. Evaluation of two TFs (marine, landscape) at Network Meeting January 2009. AAR on Congress 2008 circulated.

KEY to LEAD ACRONYMS and SHADING

CO	Chief Officer (Jen Anderson)		ATF	Agriculture Task Force
DO	Development Officer (Alice Walsh)		BTF	Biodiversity Task Force
PO	Parliamentary Officer (Eilidh Macpherson/Andy Myles)		CTF	Climate Task Force
AFO	Administration & Finance Officer (Hugh Green)		DTF	Deer Task Force
IO	Information Officer (Adean Lutton)		FWTF	Freshwater Task Force
PAO	Parliamentary Administration Officer (Susan Guest)		LTF	Landscape Task Force
MCO	Marine Campaigns Officer (Ylva Haglund)		MTF	Marine Task Force
MRO	Marine Research Officer (Alan Wells)		PTF	Planning Task Force
TFCs	Task Force Convenors		SEFF	Scottish Environmental Fundraisers Forum
Reps	The main representatives appointed by the member organisations to LINK		SSTF	Sustainable Scotland Task Force
SEW St Gp	Scottish Environment Week Steering Group		WTF	Woodland Task Force
2020 Group	Some trustees, CTF Conv, other Reps to overview climate & behaviour change agenda			
AAR	After Action Reviews			
PF	Parliamentary Forum – Member Reps over viewing the parliamentary work.			
FSG	Finance Sub Group – Board and member reps over viewing LINK's finances			
☹	Status: not on target			LINK Staff Areas
☺	Status: on target			Task Forces Areas
☹	Status: LINK Board discussions required			

STRATEGIC THEME 1 : MAKING SCOTLAND SUSTAINABLE									
Objective	Tasks	Action needed. Who what, how, when?	Indicator of progress	Time scale	Scale of effort	Resp/ lead	Support	Status	Comments / Progress
1.1 Share information amongst members on LINK's agreed key policy priorities to enable members to make informed and effective decisions	Ensure a task force or other mechanism is identified and functioning to develop joint position and engage effectively with externals, on issues prioritised by network.	Quarterly planning meetings involve mix of TFs, members, trustees, hon officers, to ensure network is alive to opportunities for influencing wider agenda, prioritises with knowledge of resources to hand and required, and addresses gaps. (See forward planning process at 3).	Autumn annual planning meeting involves representation at 85% of TF and Board and 65% of member bodies.	Q4	med	Chair CO	TFCs, Reps, and specified Staff.	☹	Board goal is for operational plan to be used as a live document by key players. Did merge of forward planning with Congress in 2008 achieve more? 15/31 members represented at Oct Forward Planning Horizon scanning and planning was better; proposals mainly being pursued at April, with good commitment – details below.
	Network's horizon scanning needs informed by the intelligence of diverse members.	All players asked to flag up issues in advance of Forward planning meeting.		Q3	Med	Chair CO	TFs, Reps, Trustees, HFs, staff	☹	31 Oct planning meeting well facilitated & did achieve. Future meetings could build on this by seeking several brief informed presentations.
	Provide relevant info on developments of Scottish Parliament & Govt.	weekly on forthcoming activity in Scottish Parliament (SP) with review of previous week's action.	Weekly monitoring to members, trustees, task forces.	ong	Med	PAO	PO	☺	Monitoring continues to be sent weekly to all LINK contacts, with positive feedback from member bodies. After summer 08 trial sale of monitoring to subscribers & supporters, fresh marketing planned in March/April 09.
	Be proactive members of EEB & IUCN.	EEB/IUCN information monitored for monthly report to members.	filter info to members and TFs monthly.		Med	PAO	IO	☹	Frequency of monitoring declined during SEW planning owing to drop in parliamentary staff cover. Resumed now.
		Delegates to IUCN and EEB engage and report back to members.			low	Dels IUCN, EEB.	PAO/IO	☺	There is engagement though the reporting back should perhaps be to the Board and Networking meetings. Stuart Brooks has taken over IUCN del – he will continue. The Links identify possible scope to influence more at the EEB UK level and are discussing this internally at spring 09.

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	Screen incoming info for relevance to network.	IO filters incoming material for monthly info bulletin and targetted emails to tfs and others.	Monthly bulletins and targetted alerts to TFs and members.		med	IO,	CO, DO	☺	Targetted info sent to relevant TFs and others whenever received.
	Monthly e bulletin Ensure membership is kept fully informed of the range and scope of LNK activities.	Update to members on LINK activity, using TFs' proforma info quarterly and reports from staff (post Board, party confs, on campaigns, etc).	Members and TFs are circulated with information on current LINK activity and thinking, quarterly.		Med	IO	TFCs, Staff.	☺	Bulletins slimmed to essentials; sent early each month. Email utilities such as 'campaign helper' are being investigated.
	Newsletter	newsletter compiled from LINK outputs and input of members/guests. Paper version copied inhouse and circulated. E-version for website, e-group.		Q1,2,4	med	DO	Members Staff	☺	Now a four monthly publication. Was circulated early December to members, Subscribers, Supporters & on website. NL circulated March 09. 1 new supporter!
		TFCs identify where parliamentary and other support is required over next 18 months for autumn planning meetings.		Q4	low	TFCc	TFs members	☹	Achieved to some extent Oct 08, though coinciding with changeover of staff. Priorities to be revisited at networking meeting Jan 09 in terms of legislation, inquiries & general advice and support to TFs and member bodies. Political strategy reporting under development at spring 09 will greatly inform prioritization.
	Ensure staff support to those TFs with SP focus, and that PO networks through Parliamentary Forum for coordination, integration, advice purposes.	Keep overview of LINK engagement with SP, over range of TF and Parliamentary Forum activities for integration and organisation of comms, evidence, liaison meetings with parties, researchers, MSPs.	PO takes part in meetings of TF with party focus, incl party forum. Minutes available.	ongoing	High	PO	TF and PF members.	☺	PO appointed mid Dec aims to have met all TFs (those meeting) by Feb. Actively working on Flooding and supporting work for Climate and Marine. Lead PO for WNE legislation. Developing political strategy report (Issue 1, April). Convening Parliamentary Forum mid Jan 09, March 09.
	Ensure feedback to members/network from events/initiatives at which the network is represented.	Delegate, staff or designated person report on meetings with Ministers, agencies, externals to inform other relevant parties in LINK and ensure integration.	Reports of ministerial meetings provided, put on website/ circulated.	Ongoing	Med	Identified lead. IO, other Staff		☺	Met M Russell Nov on flooding, CAP, NPs, Climate & more. Feb meeting covered landscape & planning, forestry, nat heritage legislation proposals and 'good places, better health' implementation plan. April topics (new Minister) are marine, biodiversity, NPs and Peat/Soils. Dates for Sept and Nov in diary. Other Ministers kept informed by R Cunningham's office. Notes of LINK and G6 meetings on LINK website. Well over half LINK's members have attended these since Jan 08. We continue to liaise with reps to ensure reports are made available.
	Ensure devolution works for benefit of environmental agenda over UK	Hold seminar for members of all LINKs in Oct 08 as part of ongoing commitment for biannual meeting.		Q3,4	med	CO	Trustees, members	☺	Report on website. Climate flagged as area to keep in touch about. Seminar agreed to pin down criteria for 'added value' of joint work. Jan 09 telecon pursuing actions, including proposal for eNGO UK website and media resource for publications and key stories; also possible opportunity for Links to take over from Green Alliance the EEB UK role. March call put website idea to bed, discussed impacts of downturn on Links members, considered other practical issues including data management. EU/EEB on agenda for May call, and criteria for joint work.
1.2 Build consensus amongst members on key policy priorities	Members contribute to development of LINK positions by participating in the relevant TFs or wider workshops.	Members review the importance of issues to their orgs and commit sufficient resources to deliver if part of that TF.	LINK policy positions are integrated via TFs with each other & with memb orgs via reps.	ongoing	High	LINK reps		☺	Members' issues canvassed for Oct 08 planning meeting. Appears to be match between TF participation and members working on those issues.
		Identify issues requiring consensus-building (see below for TFs who have).			med	TFCs	TFs	☺	This is ongoing round TF tables and at Networking meetings. Climate issues need more mainstreamed by members. No problems with outputs over 3 rd Q.
		Forward planning & quarterly networking meetings id, agree process, leadership. Staff support process.		Q4 and ongoing	med	Chair	CO Staff, TFCs, board	☺	Annual planning meeting and quarterly networking meetings aim to achieve this.

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Objective	Tasks	Action needed. Who what, how, when?	Indicator of progress	Time scale	Scale of effort	Responsibility/lead	Support	Status	Comments / Progress
		Staff keep overview of TF outputs to advise if necessary on LINK protocols. Staff ensure protocols are clear & accessible on members' website.		On-going	med	CO, DO, PO, PAO, IO			Protocols & stylesheets available on website. Protocols to be revised during 09.
	ATF: Integration required on agricultural land use and climate change, esp biofuels. GM issues. BTF: Currently working with climate TF and woodland TF on climate change, ecosystem approach & biofuels. FWTF: SWMIs consultation – woodland TF, agriculture TF, RBMP consultation - wider input may be desirable. LTF: Awareness within LINK that landscape is not automatically protected if biodiversity and habitats are; that this is an issue which the public care passionately about and that landscape needs to be explicitly embedded in policy documents.			ong	high	TFCs	TF members		Climate and Woodlands – working on SG proposal to lease 25% of Forest estate for funding climate initiatives. Ag and Biodiversity TFs held joint meetings over quarter relating to SRDP. Joint letter to Minister.
1.3 Facilitate better communication between member bodies, their supporters, and the wider Scottish public	LINK positions to be communicated in clear accessible language with short summary.	TF members and main reps communicate the agreed LINK positions fully within their orgs, communicating this with their own supporters via comms and media.	Joint policy message communicated to supporters (LINK profile is not sought).	On-going	med	Members' reps			Difficult to assess, except where problems occur. Recently concerns expressed by some members re other member statements in respect of renewables, though it appears that members are holding the shared LINK position - as far as that goes.
	Spokespeople for LINK to communicate collective positions to media and externals.	Adequate briefing to be provided by policy leader.		On-going	low	Designated leads	Staff		Ongoing eg at party conferences, briefing meetings with MSPs and party spokespeople, researchers, agencies, etc.
	Agreed positions are integrated with those of member orgs and communicated with their supporters.	TF members, main reps to communicate back internally, raise problems in good time.	Faultlines forseen and joint positions clear.	On-going	med	Reps, TF members			No problems reported
	Members and TFs regularly review and identify appropriate allies.	Considered at Forward Planning and quarterly networking meetings.	LINK players engaged in comms activities of SCCS & oher allies on areas of joint interest.	On-going	low	TFCs, Reps			TFs consider allies as part of forward planning. Planning meeting Oct 08 noted crossover with eg SCVO and SCCS.
	Communications staff from relevant organizations coordinate media strategy where level of interest/benefit is appropriate.	Where relevant, TF members ensure comms coordination happens.	Staff support not possible, except for marine (during current project), and some parliamentary outputs.	On-going	low	TFCs	TF members comms staff of members		SWT and Plantlife coordinated the press work round the launch of <i>Delivering the Goods</i> (biodiversity report) for 17 December. Not info we gather routinely,

Objective	Tasks	Action	Indicator of progress	Times cale	Scale	Resp lead	Support	Status	Comments/Progress
1.4 Advocate LINK's agreed key policy priorities to opinion formers and decision makers by identifying and acting on key opportunities to influence them	Focus agendas for ministerial meetings on key policy priorities.	Chair /CO to consult network quarterly to identify key priority issues for ministerial meeting; identify delegates, arrange pre-meeting and supporting information.	Agendas relevant. Turnover of reps attending from range of orgs.	Q 1-4	me	Chair CO	TFCs, members Staff		Some duplication of discussions with G6 inevitable though we take opportunities to explore different angles of issues and continue to seek alternate reps for LINK liaison than those for the G6 orgs.
		Liaison with 'G6' group to ensure integration of positions & updates to members.	Both sets of meetings promoting joint positions where these exist.	Q1-4	low	Chair, CO	NGO heads		Liaison continues between both sets of meetings. LINK tries to disseminate information on G6 discussions usually through the LINK player at these meetings. G6 April meeting postponed by Minister.
	Hold regular meetings with party researchers and relevant spokespeople on key priorities.	Meetings with pol parties on future issues, legis, to comm LINK positions on key priority areas (vision); and reports to members.	parties understand collective position on key issues, LINK influences theirs.		med	PO	TFCs, reps,		Autumn Party conferences attended and regular Parliamentary contacts kept. Introductory meetings for new PO in Jan/Feb.
	Hold Scottish Environment Week annually in Parliament.	Planning started for February 09 - liaison with SP, sponsors. St gp to agree structure, provide overview. Liaison with SP, media, sponsors, coordination of events. Parl staff commitment v high from Sept - Feb;	SEW events supported by increasing number of MSPs.	Qs 3,4,1	High	PAO (this year only)	PAO, SEW St Gp, Hon Offs, TFs, reps, other Staff.		SEW09 with very good soft lobbying opportunity has passed, evaluation very favourable and report in prep. Earlier planning for 2010 has begun.
		Once St Group idens structure there will be a row for each event: (prep of materials, invitees, speakers, hosts, catering, publicity, reporting).				Event organiser	PO, PAO		Steering group renewed early 09. Meets late April to consider staff proposals and potential for sponsorship (political and financial). Orgs involved are WTS, CSA, RSPB, SCRA, RAS.
		Climate event					Clifton		Event now completed. Juliet co-ordinated organisation.
		Marine event					Ylva		Maureen Watt MSP (SNP), newly appointed convener of the Rural Affairs and Environment Committee and John Mayhew, spoke. 10 MSPs, representing all parties, attended, which provided good networking opportunities with parliamentarians, as well as other stakeholders. Around 55 people attended in total. Our 5 exhibition panels, highlighting the economic value of marine biodiversity, were well-received. The quiz was won by John Campbell from COAST, who will be enjoying £50 towards food and drink at Loch Fyne Restaurant, Edinburgh.
		Health event					PAO		Successful event held with member body support - NHS's organisation was good; this was a busy event.
		SRDP event					Angus Y		Event now completed. 3 MSPs and some other stakeholders in attendance.
		SEFF exhibition					Dianne Laine/Sue Watt		Did not happen. SEFF had to pull out in early 2009, due to capacity issues.
	Strategic use of party conference opportunities, to promote key network concerns.	PO/PAO coordinates LINK presence at party confs; materials, coverage. Members participate in rotas. TFs lead on fringe events.	Attendance at confs, staging of fringe events on key issues. Mem reps help cover stand.	Spring autumn	med	PO	Parly Forum members TFs, PAO		Review of costs/benefits carried out with P Forum; some autumn confs attended without costs of stand. Jan 09 PF meeting considering spring conferences with view to similar spend per party, and shared funding between LINK and those members wishing to take part.

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	Hold parties to account on manifesto commitments.	Parly Forum to devise process with PO assistance. PAO records MSP/parties' voting for P monitoring .	Process, resources, clear, for when needed.		low	Parly forum (incs PO, PAO)	TFs, reps		Jan 09 PF meeting to develop plans.
	Bear UK and EU routes to goals in mind.	Keep Westminster, Europe and international routes on agenda for forward planning meetings, quarterlies.	Dialogue with UK, EU political representatives where important		low	TFCs	PAO, EEB/ IUCN delgs		
Agri TF Vision: Sustainable agricultural systems that provide 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	Desired outcome: An SRDP that contributes to ATF's goals for a sustainable agricultural sector that delivers the maximum possible environmental and other public benefits.	To have LINK involvement in SRDP monitoring committee. Summer 08, and implementation group Spring 08, regional involvement summer 08, awareness raising of RDC opportunities Winter 08/Spring09	At least 1 LINK place on SRDP PMC; 2 places on SDRP imp grp; 4 LINK reps on RPAC regional groups	On-going		ATF convenor	Archaeology Scotland, Buglife, Bumblebee CT Butterfly CS, NTS, PLife, RAS, RSPB, SWT, WTS, WWFS		Over Q4 : Taken an active part in the SRDP first stage review. Wrote to the Cabinet Secretary outlining ATF & BTF's views following the announcement of the review. ATF convenors met Peter Cook (the external consultant carrying out the SRDP review), put our views to him. We submitted formal, written response to the review. We are hopeful it could provide an opportunity to improve delivery of environmental goods through the SRDP but it also presents risks, eg that funds could be diverted from the more targeted agri-environment scheme. We also promoted our views on SRDP funding through an event at SEW where the importance of the SRDP for delivering benefits to biodiversity was emphasised.
	Desired outcome: Scottish input to the CAP 'Health Check' that reflects LINK's objectives for the future of the CAP.	LINK involvement in CAP Health Check stakeholder group. Spring 08	At least 1 LINK place on any CAP stakeholder group;			ATF c			ATF has also been engaging with the implementation of Health Check changes in Scotland. We were represented on the Scottish Governments groups on set-aside and GAEC and hope that these could provide some opportunity of improving environmental delivery through the first pillar of the CAP.
	Desired outcome: Arrangements put in place for retaining the environmental benefits of set-aside.	Ensure ScotGov is aware of environmental impacts of set-aside loss in Scotland. Spring 08. Engage with UK Links to input views to EU debate on setaside loss, summer 08	Ongoing involvement in Scotgov set-aside working group			ATF c			
	Desired outcome: A Less Favoured Areas Support scheme from 2010 that is reformed to meet LINK's objectives of public money for public goods.	Input LINK views to Scot Gov. ongoing. Develop ideas to link LFA and HNV farming and crofting Autumn 08. Liaise with links on LFA reform Autumn 08. Meeting or telecom to discuss initial shared positions	At least 1 place on LFA stakeholder group			ATF c			LINK represented on the LFASS-CAP stakeholder group where means to tackle the rapid loss of livestock from Scotland's hills were discussed.
BiodTF Vision: Scotland's natural heritage, on land and sea, is complete in its diversity, composed of fully functioning ecosystems & resilient to accelerated envi change.	Desired outcome: Higher profile for ngo biodiversity delivery	Publication of case study report to demonstrate value for money in NGO delivery of biodiversity and illustrate NGO partnerships delivery in new UKBAP and new Scottish biodiversity structures	Timing not confirmed but possibly end May for Scottish biodiversity week	Q2	med	BTF convenor	Active mem are P'life, Buglife, BC SWT, RSPB, WTS, MCS.		Launched Dec 08. Circulated.
		Letter to Minister on non native species communications	Joint letter to all 3 country ministers				BTF c		

STRATEGIC THEME 1 : MAKING SCOTLAND SUSTAINABLE									
Objective	Tasks	Action needed. Who what, how, when?	Indicator of progress	Time scale	Scale of effort	Responsibility/lead	Support	Status	Comments / Progress
Climate TF Vision : For global climate change to be limited to 2 degrees through reductions in greenhouse gas emissions of at least 3% per year.	Desired outcome: Environmental safeguards in Scottish climate Change Bill	Input to CC Bill consultation.	Environmental safeguard and adaptation clauses included in the Final Bill	Q4	high	CTF convenor Sam Gardner, depute Corinne Evans.	Active RSPB WWFS, FoES, Su strans, RAS, JMT ,WTS NTS, MCS, P'life		TF met Jan, good range of members, developed work plan for year. Submitted written evidence to the SG consultation on the consenting process for thermal power stations, with particular reference to an Emissions Performance Standard for new coal power. Submitted written evidence to the Transport, Infrastructure and Climate Change Committee on the Climate Change (Scotland) Bill. Letter to RAE Cttee on muirburn facilitated by PO.
	Production of LINK revised climate position by summer 08	CTF oversees process, with convenor input aided by PO and CO.		Q3	high	CTFc	CO, PO, TFs, reps	☺	Done.
	Desired outcome: Climate Bill enacted with necessary carbon reduction targets in place.	Engaging with SCCS campaigning. March to Nov 08	Draft bill and final act with key recs included	Q2,3,4	High	CTF convenor	TF members		TF met December to begin planning for 09. LINK PO involved with SCCS bill team. Broad TF participation in SCCS policy & advocacy team overseeing this.
Deer TF Vision: sustainable populations of native species deer, playing positive roles in Scott ecosystems & contributing to rural economy	Desired outcome: merger with SNH does not halt momentum of good work of DCS	Deer TF to monitor situation. meetings , public comments, monitoring		On-going to 2010	med	DTF convenor	Active mem RSPB, NTS, SWT, JMT, RAS, SNW		Met SGov to discuss Natural Heritage Bill Met SNH to discuss deer issues Met DCS on 11 March Meeting with SNH/DCS Merger Reference Group on 10 March
	Desired outcome: new deer legislation in 2010 programme of Gov	DTF to press case. to produce position statement from members, hold meetings, do advocacy.		ditto	med	DTFc			Parl. Briefing on deer legislation asks circulated.
Freshwater TF Vision: Securing the achievement of WFD's good ecological status by 2015 will ensure sustainable use of water resources and land management that enhances the status of the water environment	Desired outcome: Flooding Bill (Act) to deliver sustainable flood management (SFM)	Link response to the Flooding Bill – April 2008, poss site visit to Insh marches; briefings/meetings MSPs, researchers, ctte clerks, spice; close liaison with SG bill team; other stakeholders; LINK report on natural flood mgt in UK and abroad (mountain environments). Bill expected June 08. Parly process to start Oct to April 09		Q2,3,4	High	FTF con	Active members are RSPB, WWFS, SWT, Buglife,		Full engagement with SG and Parl during Stage 1 and 2 (completed March). Stage 3 expected May. Future of TF is uncertain (Andrea considering) following M Donaghy's departure from WWFS.
	Desired outcome: Diff poll regulations and diffuse pollution strategy	Working with the Scottish Government, SEPA & others to deliver DP strategy (in place by end of 2008). Support, and actively contribute to the work of the DP implementation group. Publish and implement DP strategy and regulations, including catchment officers.		On-going	med	FTF con			
	Desired outcome: Influence the outcome of other WFD policies	Respond to consultation on 'Promoting Integrated Approach (by 25/4)		Q1,2	med	FTF con			Continuous involvement in the implementation of WFD in Scotland, as members of the National Advisory Group engaged in drafting of River Basin Management Plans, due for consultation early 2009.

STRATEGIC THEME 1 : MAKING SCOTLAND SUSTAINABLE									
Objective	Tasks	Action needed. Who what, how, when?	Indicator of progress	Time scale	Scale of effort	Responsibility/lead	Support	Status	Comments / Progress
Landscape TF Vision: to promote the European Landscape Convention through Scottish Landscape Forum & other methods and landscape as a priority concern for Scottish Government	Integrate landscape concerns into LINK and government environmental policies	Input to Link and Government policy documents ensuring that landscape is explicitly considered and referred to.		On-going	?med	LTF con	JMT Arch Scot, Buglife NTS RAS, MCofS		LTF continued to support development of Scottish Landscape Charter & Placebook Scotland. Delays were disappointing but TF hope for positive outcome soon. LTF active in promoting discussion by wider LINK network on Scotland's National Parks. LTF has continued concern over impact of renewable energy developments in Scotland's landscapes, esp but not exclusively in areas of 'wild land'. Several LTF member bodies also active through PTF expressing concern over impacts of proposed National Developments on Scotland's landscapes. Meeting with Env Minister held. Helen McDade stands down as convenor at April meeting.
	Counteract the threat of major industrialisation of Scotland's landscapes	Increase awareness of the scale of threats which exist and the remedies which need to be adopted.		On-going	med		SWLG, APRS Bob Aitken CND0 (Co-optee) ARIA		
Marine TF Vision: healthy, productive seas that can sustain thriving coastal communities in perpetuity	Influence content of the UK bill wrt overlap and effect on Scottish legislation.	MTF to work closely with UK colleagues to lobby W'minister. Commission legal analysis of the draft bill. Lobby SGov to press for measures. Regular meetings with SGov.		ongoing		MTFC	MTF MRO, MCO, PO		Much detailed policy work to produce briefings, respond to several consultations & provide input to WCL amendments to UK Marine Bill. UK Bill debated in House of Lords needed detailed work to track WCL amendments and input from devolved perspective eg highlighting lack of enforcement powers in offshore zone within UKMB as drafted. TF submitted written evidence to Scottish RAE cttee, Legislative Consent Motion, UK Marine and Coastal Access Bill, 28/1 & some major concerns: eg differences in approach to marine planning and management in different UK countries, planning of reserved matters in Scottish inshore region and lack of enforcement powers in offshore zone were raised by MSPs – agreed these would be amended. TF represented at Marine Strategy Framework Directive meeting, Reading, Defra January.
	Campaign for good environmental measures in Scottish marine bill	Ensure SSTF recs carried over to draft bill. Meetings with SGov, SNH, etc.		Q3	high	MTFC MRO	MTF		Busy period for campaigning with an exciting and informative exhibition on 'Healthy Seas – Priceless' developed for SEW & Party Conferences developed. Lib Dem & Lab attended. The period was very successful due to success of exhibition at SEW and party conferences, degree to which LINK and member bodies were referenced during Parliamentary debate on the Scottish Marine Bill & fact that LINK evidence to the RAE Committee highlighted an important gap in the UK Marine Bill that no other consultee had noted. Parly briefing circulated before the debate on 27/2. Met with the Scottish Government and SNH on Marine Protected Areas in the Marine Bill, Jan. Meeting with Marine Ecosystem Objectives steering group, 13 Jan. Meeting with SNH on fisheries and the Marine Bill, 10 Feb
	Monitor other relevant initiatives								TF wrote to Env minister, encouraging him to move swiftly to proposing Mingulay and the Sound of Barra in Western Isles, as SAC under the Habitats Directive. A reply received from his successor on 8/03/09. MTF PR issued after announcement 9/2/09 of Marine Scotland. Calum quoted in S'man. LINK offered places on upcoming Marine Strategic Studies Forum, to consider SEA, marine spatial plan and other strategic studies which come from Marine Energy Spatial Planning Group project.
	Fundraise for project continuation for 09-10	To be discussed within MTF and other LINKs.			Q3	med	MTFC		MTF

STRATEGIC THEME 1 : MAKING SCOTLAND SUSTAINABLE									
Objective	Tasks	Action needed. Who what, how, when?	Indicator of progress	Time scale	Scale of effort	Responsibility/lead	Support	Status	Comments / Progress
Planning TF Vision: To encourage the development of a planning system which seeks to deliver sus dev't	No forward plans currently, TF met December 08 with Richard Hills (JMT) elected convenor.					PTFC	JMT, RSPB, SWT, APRS, MCoS, FoES, SAGS, RAS, WTS		Work plan on agenda for next meeting on 2 April. Richard Hill stepping down as TFC moving on from JMT. New Convener to be elected. National Planning Framework 2 & associated amendment of the Scottish Planning Policy (SPP) have occupied the TF over Q4. Consultation issued Dec with evidence responses to parly committees required Jan. TF did response to the Local Government and Communities Committee of the SP, & circulated to other relevant committees. Members attended a meeting with Civil Servants in Edinburgh on 6/2 to discuss the "consolidation but not review" of the Scottish Planning Policy documents. Following submission of evidence, the TF has compiled list of SPP policies that members want retained in the new version of the SPP. It is expected new SPP will be issued late March for consultation. The TF will review it against our list.
SEFF Vision: to encourage & facilitate part'ship between n'work fundraisers; share info, experience, understanding of sources for Scot env't.	Continue to provide a networking forum for environmental fundraisers	4 meetings per year with an average of 2 external speakers per meeting.				SEFF TFC	Active members are SWT, RSPB, SNW, RAS, WWFS, ++		SEFF met 18 th February and Finalised SEFF response to the BIG consultation and had a presentation from HLF. A meeting was organised by Pauline Jewett (NTS) to address SRDP funding, it was very well attended, and contributed to the SRDP review meeting. Will follow up in July.
SSTF Vision: A sustainable Scotland	A. Measures of progress reflect need to move beyond GDP as economic indicator and to incorporate footprint. B. Contribute to development of Government thinking on sustainable consumption/production C. Improved Parliamentary SD audit mechanisms/functions	A. Follow up/respond to letter to FM. Follow up progress of working group tasked to look at alternative measures of progress. B. Collate ideas – scope. Meet with Gov't SD tea. C. Follow up member bodies approaches to Parliamentary Bureau members about this.							Inactive throughout the Plan year. As no plan submitted for further work, this TF will not appear in the Plan for 09/10.
WTF Vision: For all woodlands and associated habitats in Scot to be mgd to the highest standards to maximise their potential in the delivery of environmental and social benefits	Input to Review Group for Planning Circular 9/1999 on Indicative Forestry Strategies	TF invited to join FCS & SG officials on this review group. Angus Yarwood, Jonathan Wordsworth and Mike Wood representing WTF. expect to run to end 2008					Active members WTS, SNW, Arch Scot, SWT, RSPB,		Angus Yarwood gave oral evidence on forestry aspects of Climate Change Bill to RAE Cttee in Feb – instrumental in influencing decision to drop proposal to lease 25% of Estate for 75 years. WTF meeting to agree forward work plan postponed in March due to lack of attendance. AY will pursue by email.

Objective	Tasks	Action	Indicator of progress	Timescale	Scale	Responsibility	Support	Status	Comments / Progress
	Ongoing review of Scottish Forest Strategy Implementation Plans	Following launch of Scottish Forest Strategy in 2006 FCS have produced a one year Implementation Plan which is followed by three three-year Implementation Plans. These to be monitored and adapted annual according to need. We wish to monitor progress and be involved in discussion with the FCS on their direction, on an annual basis.	No of recs that are accepted by FCS & subsequent amendments to Implementation Plans.						No update
	Request to re-instigating an annual meeting with Bob McIntosh, Simon Hodge and Hugh Insley and FCS.	Intention to have annual meeting to discuss current issues and ongoing concerns. Meeting in March 08 established format. Aim to have commitment by end of Q3 2008. TFC to organize							
Parliamentary Forum : a networking forum for parliamentary and policy officers in LINK	Networking of POs/equivalents for mutual informing, planning for party conferences, manifesto work and LINK visions, holding parties to account.	LINK PO participates for integration purposes and contributes.		On-going	Low	PO	Active members are RSPB, WWFS, FOES, WTS, NT, RS.		PF meeting Jan 09 will consider conferencing, elections, manifestos, current legislation and more. March meeting considered first PSR.
1.5 Build partnerships with relevant organisations to promote agreed key policy priorities more widely	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 responsible for comms with members via e-groups or TFs.	LINK rep articulates /negotiates case for LINK positions	Ongoing	med	Delegates	TFs, constituencies of interest within LINK,		LINK raised with John Mason Nov broad concern about variance of the SG groups. JM indicated that submission of views would be useful in relation to SG review of their participation standards. LINK was to submit a view based on collected experience from stakeholder work This action needs moved forward.
		For wider issues IO facilitates process of delegate election and feedback with interested members/TFs.	As above	Ongoing	med	IO	Staff, trustees.		Continues. Highlands & Islands Forum place on offer from HIC. Updated list on website. New HEN del is Ian McCall
	Take forward climate work through SCCS as far as possible	Climate TF to promote agreed LINK positions with others in SCCS, keeping wider LINK membership on board with developing SCCS positions. PO involvement in SCCS meetings assists integration and liaison.	LINK climate positions, comms and SCCS positions are joint or complementary	Ongoing	medium	Climate TFC	CTF members in SCCS PO,		Relationship working well, reclarified recently wrt Bill. PO participates to support env input.

Objective	Tasks	Action	Indicator of progress	Timescale	Scale	Responsibility	Support	Status	Comments / Progress
	Include non-LINK interests in seminars, workshops, congress, SEW, festive reception.	Forward planning meeting identifies allies and potential allies for each area of work. TFCs ensure liaison with identified allies; staff ensure inclusion in wider LINK events.	LINK TFs work with others on wider joint positions.	On-going	med	event organisers	Staff, TFs		Workshop on NP review held with BEFS in Jan to inform member responses. Good attendance from externals at SEW reception.
	Liaise with national organisations (of any sector, including other Links) which have overlapping agendas, to build case for environmental sustainability.	Annual high level meetings held with SNH, ERAD normally led by Chair; coordinated by staff. Ad hoc requests by eg CoSLA, SEPA coordinated by staff with input from TFs, Board and members.			low	Chair, CO	Staff		Hi-level meeting with SNH held Jan. Notes on website. Other meetings stem – health (held March), agriculture (April), planning (?), SNH policy development (April). Hi-level meeting with SEPA scheduled for 27 May. Further meeting with CoSLA anticipated shortly.
		Joint Links liaison via telecons held regularly, for info-exchange and sometimes joint initiatives (seminars).		On-going	low	CO	IO, PO		Links telecom Jan 09 to pursue Birmingham discussions. Agreed action re EU work and re potential eNGO media resource website. Note on website along with other Links' quarterly reports. Links annual work plans are circulated to members and TFs of each Link for information. Other Links' quarterly reports given in monthly members' ebulletin in Scotland.
		TFs work with other Links groups on marine, biodiversity, agriculture.				TFCs	MRO, MCO		Plans for UK-level biodiversity meeting on the post-2010 situation. Marine dialogue continues via projects. Climate to be monitored for UK opportunities. EU is an area where all four Links interested in sharing workload and raising their game.
		CO occasionally participates in SCVO Intermediaries Network on issues common to sector.				CO			Andy Myles was co-opted to SCVO Policy Committee at Jan 09. LINK staff met new SCVO Green Agenda officer in April. Her role relates very much to climate / sustainability action which the sector can take to green itself.
		TFs hold liaison meetings as relevant. TFs to regularly liaise with SNH equivalents for info & support of approach.	Other organisations understand and may support LINK positions			TFCs	CO, DO, PO, IO		Good relations generally with SNH. Meetings on planning and agriculture to be progressed by TFCs Deer and Marine TFs met with SNH staff.
Agriculture TF		ATF will liaise with NFUS, SRPBA, SCU, SNH, FWAG, HIE, SCVO to build support for LINK position/ dev common perspecs.	Liaison likely to progress through joint working on CAP Health check issues, RDC implementation and LFA reform.	Common areas highlighted in media coverage.	On-going		ATF convener and delegates to stakeholder groups		Meeting with Peter Cook to discuss SRDP first stage review (17/02/09) SGov Cross compliance working group (23/02/09) SGSet-aside working group (23/02/09) SRDP application process stakeholder meeting (23/02/09) CAP-LFASS stakeholder meeting (6/03/09)
Deer TF		Close working with SNH and DCS Board members, liaison with ADMG, Moorland Forum, SRPBA			On-going		DTF convener		Meeting with ScotGov to discuss Natural Heritage Bill Meeting with SNH to discuss deer issues Meeting with DCS on 11 March Meeting with SNH/DCS Merger Reference Group on 10 March

Objective	Tasks	Action	Indicator of progress	Timescale	Scale	Responsibility	Support	Status	Comments / Progress
Freshwater		Liaise with SEPA, FC, SNH, insurance ind, LAs, FWAGs, SW, Spice, SAC			On-going		FTFC		
Landscape		Will continue to work closely with the Scottish Landscape forum. Discussions about setting up a Scottish Landscape Trust to facilitate raising public awareness ongoing.					LTFc,		
Marine		In process of building alliances with partners summer 08 to help raise awareness about Marine Bill campaign and public action (marine related organisations - distributing leaflets etc)					MCO		Meetings detailed in report above. Good cooperation with SNH.
SEFF		close liaison with SNH							Ongoing
	Hold annual festive reception for all LINK players and contacts for networking.	Staff book venue, catering, organize speakers, circulate invites, with input from TFs and other players.	Event well attended.	Q4	med	PAO	Staff, TFCs		Venue booked for Dec 2010.

STRATEGIC THEME 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 per annum.									
KPI 2.2.1 - Percentage of member bodies involved annually in either the main Board, Task Forces, or contributing to annual congress. Target: at least 90% of member bodies involved annually in either the main board, Task Forces (and steering groups) or contributing to annual congress.									
Objective	Tasks	Action	Indicator of progress	Timescale	Scale	Responsibility	Support	Status	Comments / Progress
2.1 Build capacity within the network to increase the effectiveness of member bodies working together as LINK	Encourage member bodies to take part in relevant areas of LINK work to reflect their interests.	Induction for new members to cover all engagement opportunities.	New member bodies join at least one work area.	On-going	low	Chair, CO	TFs, reps and Staff		Good turnout of members at Jan Network meeting. All reps, Convenors & Board encouraged to April meeting.
		Staff send timely reminders to members of upcoming opportunities to engage; staff update website.	All member bodies involved in some area of LINK work over a year.	On-going	low	CO	IO and other Staff		Staff are making efforts to advise members in good time of opportunities and to encourage them to engage via main rep and/or others. Comms review resulting in revisions to website being organised with regular staff input . Members being encouraged to pass on relevant information to others in their organizations.
	Strengthen capacity and confidence of members to engage in public policy development through information exchange and policy workshops	Organisers ensure meetings, seminars, TF discussions are open to all members, with briefings pitched at appropriate level and contributions sought for overall positions. Staff assist comms for work outwith TF areas.	Use of Congress for mutual briefing, and provision of at least 1 or 2 workshops per annum	On-going	med	Chair	TFs and Staff		All members encouraged over last quarter in relation to Congress, Forward planning, Jan and April networking, devolution workshop, LL&T liaison, Forest Estate meeting, Nat Parks workshop, SOAs proposals , Health work , Access to Justice workshop and new WNE steering group.
		Active members of TFs share the representation at external events and on forums.		On-going	low	TFCs	TF members		No problems reported However, a number of Convenors indicate they are stretched for time and find it hard to get volunteers from the wider TFs.
	Hold training events for members to build capacity in key areas (eg media, campaigns, parliamentary).	Board and/or TFs identify training needs (eg charity law, parliamentary / media engagement, diversity training). Staff to organise sessions, assist process.	Members take part and find trainings useful.			Chair, CO	Staff, members		P Jewett (NTS rep on SEFF) planning workshop on accessing SRDP funds. Convenors training rescheduled for spring 09. No update on SEFF fundraiser training
	Experienced TF members encourage others to take on responsibility for convening, representation.	All members of TFs need to commit adequate time towards the TFs' work.	Effort well spread amongst all members in TFs.	On-going	med	TFCs	TF members		Evaluation of TFs will continue to inform. JMT has taken on convenorship of Planning TF.
2.2 Facilitate active involvement of member bodies in LINK's activities	Encourage wide involvement of members as trustees, convenors or deputies, delegates to external forums, participants in steering groups for SEW, Congress and other areas.	By each April Board considers mix of trustees; encourages turnover for good balance of organizational and professional experience. Staff ensure reps know of opportunities. TFs appoint convenors, deputies, delegates to share load and opportunity widely.	80% of members to be involved in some leadership capacity over 3 year period.	Q2	Medium	Chair	TFCs, trustees Staff		Office bearers and CO scoping options for succession for chair and treasurer roles for Board discussion April and AGM prep. Call for nominations from the membership circulated mid April.

Objective	Tasks	Action	Indicator of progress	Time scale	Scale	Resp lead	Support	Status	Comments / Progress
	Member bodies recognise that time spent on LINK activities is value for resources expended.	Honorary fellows and trustees liaise with NGO heads to promote benefits of joint working and acknowledge contributions. Planning meetings are rigorous in identifying resources necessary and responsibilities for delivering these.	LINK TF work is given person time by member bodies	On-going	medium	reps	Heads of members bodies		Not able to report on extent of liaison. Is this happening? Networking meetings often don't reach that level of planning.
		LINK staff ensure comms to members highlight achievements and acknowledge diverse inputs (annual review, bulletins, website).		On-going, Q2, 4,	medium	DO	Staff		Happening.
	Use annual members congress to build community within the network	Steering group to develop theme for autumn Congress starting early summer. DO to organise and publicise with members. AFO deal with financial aspects. Review of year's highlights to be prepared.	70% of members participate in Congress annually, with involvement of all over 3 years	Q3,4	med	Congress St.Grp, DO	Staff, main reps		Members asked to suggest themes, invited to feedback on summary and volunteer for steering group. Steering meeting planned for spring 09.
	Ensure members know of annual cycle (4 meetings) and wider opportunities to engage in the network.	Notice and agenda to be circulated and on website.	Increased member reps at annual planning meetings	On-going	low	CO	Staff		On website, bulletins and email notice to all. Jan networking meeting – members as well as TFs attended.
	Influence development of conducive funding environment for eNGOS.	SEFF members to monitor funding sources and advocate for funds for networks aims through representation on external forums and agreed action at SEFF meetings.	Discuss funding at ministerial meeting pa. SEFF meets range of funders (see SEFF reports).	On-going	low	Chair, SEFF TFC	Trustees, eNGO heads		SEFF pursues as it sees fit.
2.3 Use targetted campaigning to encourage wider public support where important	Develop effective campaigns where appropriate		Planning identifies achievable campaigns in good time			Lead to be specified by board			Members canvassed 08. UK date unclear. For EU June 09, documents sent to manifesto writers and other action will be an Edinburgh hustings. For UK (09/10) an election group is being established.
	Marine campaign underway until Scottish legislation finished	MTFC line manages MCO and MRO who are supporting work of the MTF.		On-going	High	MTF convenor	MTF MRO, MCO, CO,PO, AFO, Staff		Michael Scott represented LINK at high level meeting with charitable trusts early April to make the case for continued funding. Result : modest hope of extended funding (devolved countries) to March 2010. Decision due May. Longer-term coordinated joint Links bid to be submitted by end 2009, which may need other supporting funding.
		LINK CO, FO provide support for liaison with funders, reporting, HR, and project development.		On-going	low	CO, AFO	MTF convenor		Ongoing in relation mainly to extended funding discussions, financial reporting and HR.
		LINK PO, PAO assisting with events over Summer 09.		Q3,4	medium	MCO	PO PAO		During summer 08 PO, PAO, DO and IO supported several events.
		LINK PO working closely with MTF wrt party advocacy.		On-going	medium	MTFC	PO		To be reprised in Jan
	Determine extent of network ambitions vis-à-vis action to promote lifestyle changes in relation to the climate challenge	A LINK steering group was advising, researching and recommending to LINK in 08 with CO support. Subsequent steering group advising on messaging.	MS report finished Reps on Climate alliance, grants panel	On-going	medium	CO	CO, st Grp Staff		Group met March. Plan to meet May with experts to develop messages.

STRATEGIC THEME 3: AN EFFECTIVE, EFFICIENT, ACCOUNTABLE NETWORK

KPI: 3.1.1 - Quality of annual return and accounts in accordance with regulations. Target – Produce annual trustees’ report & accounts, and annual return, in accordance with OSCR and Companies regulations.

KPI 3.1.2 - Overview of network’s activity and aspiration maintained and monitored through annual operating plan. Target - ???

KPI 3.2.1 - Percentage of funding sourced from members moving towards 50% of cost of essential services by 2011. Target – At least 50% of funding for essential services sourced from member subscriptions annually.

KPI 3.3 - No of after action reviews of key policy initiatives, events, campaigns submitted to Board and members. Target 3-4 AARs of key policy initiatives, events, campaigns submitted to Board and members yearly.

Objective	Tasks	Action needed	Indicator	Time scale	Scale	Respo-ns-ibility	Support	Sta-tus	Comments / Progress
3.1 Ensure LINK is well governed and managed in line with good practice	Board overview maintained of corporate strategy and operational plan.	Operating plan produced annually, reported against quarterly and reviewed at each Board meeting. Identified leads provide data for monitoring - staff collate. Evaluation of TF delivery against network strategic objectives annually (at half-yearly meetings with Board in June, Jan).			med	Chair,	Trustees, CO, DO and other Staff		Revised corporate strategy with members for comment March. Little feedback - all positive. To be 'signed off' April. OP reports prepared as far as information allows for Board meeting April. Evaluation by last 2 TFs anticipated then. Draft OP for 09/10 ready for April circulation.
		KPI performance assessed quarterly for Board meetings.		On-going	med	Chair/CO	IO, DO, PO, PAO, id'd leads	☉	IO leads on data collection. KPIs for 09-12 CS will need some surveying of external and internal perceptions of our impact. Mechanics to be discussed spring 09.
	Hold annual autumn forward planning meeting to plan next 18 months' network activity, ensuring an integrated approach to key strategic priorities.	Members and task force reps, other identified project leaders to attend and contribute	High Level of partici from members.	Q3/4	med	Chair (CO)	Reps, DO, IO, PO,		n/a Political strategy report, introduced spring 09, will support.
		TFCs and identified leads to ensure discussion of workplan happens and is returned to staff end Sept.		Q3	low	TFCs and other id'd leads	Staff		Planning and Woodlands TFs yet to provide workplans for 09-10.
		Staff to arrange venue, prep agenda, papers, action points		Q3/4	low	CO	DO, IO,		n/a
		Staff to facilitate integration /workshops arising from the meeting		Q4/1	med	CO	Staff, TFs, Trustees		NPs workshop held Jan 09. SOAs meeting held March Access to Justice workshop planned early May Health event for LINK later May
	Hold 4 Board meetings/ year for trustees to maintain strategic overview of direction & advise on operations, resources as required.	Trustees to attend, contribute and follow up actions as necessary. CO, AFO, DO (PO) to attend, note and follow up actions as necessary.	all board meetings held quorte	Q1,2 ,3,4	low	Chair	trustees, Staff		One Board meeting per year (October) is full day to enable larger agenda to be covered. All other Board's coincide with Networking meetings.
		CO prepares agenda & papers, (in consultation with chair) with input from other staff inc sub-groups as necessary.		ditto	medium	CO	Chair, PO, DO, AFO		Rolling forward.
	Administer LINK's day-to-day finances	AFO manages financial ledger, for expenditure, invoicing, banking, payroll and pensions. Accountants / Treasurer / FSG advise.	Accounts process passes Annual Audit	On-going	High	AFO	FSG	☉	Year-end 2008-09 financials completed. Board out-turn validated by Accountants. Audit will be completed prior to Board meeting.
	Administer LINK project Restricted and Designated funds	AFO maintains project finance reports. Staff & Project Managers submit required information on time.	Projects complete within budget; & Audit successful	On-going	Medium	AFO	Staff Proj Mgers		Project financials as per Board out-turn validated and agreed with Accountants.

Objective	Tasks	Action needed	Indicator	Time scale	Scale	Responsibility	Support	Status	Comments / Progress	
	Regular financial overview of network operations	Budget outturn and forecast update prepped by AFO to month end preceding Board meeting (except June where outturn to end July is circ'd to Trustees later for email disc), examined by accountants & Treasurer before circ to Trustees.	Outturns ratified by accountants, Treasurer & Board	Q1,2,3,4	High	AFO	Treasurer	⊙	FY 2008-09 Board out-turn completed, ratified by accountants and ready for distribution on time.	
	Produce trustees annual report and accounts for submission to OSCR and companies return for Companies House.	AFO closes off accounts 31/3, liaising with auditor to sign off and circulate to members 3 weeks before AGM (June). CO drafts narrative for Trustees to sign off. AFO submits to OSCR, accountants to Co House.	KPI 3.1.1 approved by OSCR & Co Ho.	Q1	High	AFO, CO	Chair, Treasurer, Staff.	⊙	On schedule versus 2008-09 year-end schedule	
3.1 continued - Ensure LINK is well governed and managed in line with good practice	Board funding subgroup overviews funding/financial issues.	FO facilitates regular FSG contact to review all aspects of LINK's funding, coordinating 3-4 annual FSG meetings (trustees, CO and DO).	Meetings happen; KPI 3.1.3	Q1,2,3,4	Medium	AFO, Treasurer	CO, DO, FSG	⊙	FSG met November 08 mainly on medium term funding needs re SG grant application. FSG reconsidered subs early 09 re economic downturn recommending tight budget revisions so as to pass savings on to members. FSG to plan for future subs during 2009.	
	Standing Board employment subgroup overviews HR issues.	CO or ESG prompt discussion as needed in relation to HR issues (policy, salary, grievance) and recruitment issues (where necessary)		On-going	low	CO, ESG	Trustees	⊙	Discussed Parly post p/t hrs request spring 08. Autumn call reassessed Parly function prior to recruitment, and other issues including pensions. Approved salary adjustment from Oct 08. Consulting on general practice with HR consultant Jan/Feb 09. Met March to reconsider downturn impacts.	
	Board Communications Subgroup advises on internal comms at 2008.	DO coordinates review and follow-up action: survey of members and follow-up, improvements to website,			Q/3/4	med	DO	IO, PAO, Comms gp	⊙	Comms group stood down. IO has liaised with GS over development of new website. Work ahead to populate it and transfer files. Early version of webpages and web admin pages reviewed in a staff call in March.
	Standing Board resource planning group advises on production of OpPlan and issues for Board discussion, annually (winter).	CO prompts meeting of group following congress/forward planning each autumn			Q4		CO	Staff, Trustees	⊙	OP 09/10 drafted by March and with OPSG for comment. Further input from TFs and others required at April.
	Ensure match between LINK plans (ie TFs/projects), resources and commitment from members to drive	Board to request members to commit £s persontime at forward planning time. Board to maintain overview.			Q4		Chair/CO		⊙	Needs to be addressed by Board and OP Subgroup for OP 09/10 in April.
	Retain flexibility to react to new events, seize new opportunities	Board to evaluate new ideas, incorporating into Op Plan (if not at forward planning time)			On-going	low	Chair/CO	Idea generator	⊙	Of the issues flagged at Oct 08 (financial debate, Planning, Environmental performance / SOAs; Europe-level engagement; political strategy; climate and behaviour change our progress is: Health - met SNH, LINK event May, liaison with voluntary sector health bodies also proposed. LINK 'asks' of SOAs in prep with member input, to promote to councils & SG summer 09. Climate messages to be developed May with experts for members to use with memberships. Wildlife & Natural Environment e-group inputs to development legislation with good overlap on the SG stakeholder group for same. Political strategy reporting ongoing. Active travel is an area which several members would like to address proactively.
	Audit of trustees' skills maintained; trustees share Board workload.	CO prompts trustees to complete skills chart annually. Chair leads annual review to address significant gaps, share tasks ahead and plan for succession.		trustees areas of expertise cover areas of need		low	CO	Trustees	⊙	Updated Summer 08. Focus at spring 09 is on chair and treasurer succession as well as encouragement of members to volunteer for the Board.

Objective	Tasks	Action	Indicator of progress	Time scale	Scale	Responsibility	Support	Status	Comments / Progress
	Trustees have 1:1 with Chair annually	Chair holds 1:1s with all trustees annually, identifying if training or development needed.				Chair	Trustees		JHM to meet trustees between now and April. Has had no time to pursue further.
	Risk analysis maintained to assess threats to optimum operation of network.	Chair/CO to prompt staff & trustees to contribute to annual RA process. Chair to facilitate discussion of appropriate contingencies. Annual.	Trustees aware of potential threats and actions needed		low	CO	trustees, Staff, TFCs, Delegates		Register reviewed and updated autumn 09 by Board. Specific points require CO and Treasurer action.
	Induct new trustees and member reps to LINK	CO and Chair organise induction process and identify who takes part.	Trustees inducted within 2 months		low	Chair	Staff		SWLG and FoLL (?) reps to be inducted.
	Support for Chair	CO, trustees, TFCs and other staff provide briefings, drafts, back up for chair as required.		On-going	med	CO	Staff, trustees		Ongoing
	Support for President	Chair, CO, staff, trustees, TFCs etc to provide briefings, drafts, back up as required			med	Chair/CO	TFCs, Staff, trustees		Ongoing by email and phone in relation to pursuing objectives, participation in events and meetings. Besides participating in LINK core events such as Congress, speaking at festive and SEW receptions, attending number of Board and Networking and TF meetings, Helen has helped scope approaches to the health agenda, contributed to development of SOAs work, represented us at various events.
	Ensure LINK operations are carried out in an environmentally sustainable way	Board policy to inform staff, convenors and others responsible for action under LINK name. All organising LINK events follow policy wrt transport, procurement, venue choice, catering. Network's procurement of services and goods to prioritise local, recycled, fairtrade, renewable.			low	Chair CO AFO CO Staff	CO, all Staff, trustees, TFCs.		Board agreed autumn 08 to commission collation of good practice among NGOs for wider dissemination, annually (spring 09). Not pursued yet at April 09. Emissions auditing guidance for members published May 2008. Stylesheet for LINK players published April 2008. LINK's auditing of own emissions afoot from early 2009, with trends and savings to report. Network level environment policy to be revisited 09 by CO & Trustee. Operating principles to be updated with environmental policy in mind during 09
3.1 continued - Ensure LINK is well governed and managed in line with good practice		Staff workplans are notified to members and TFs via website.				CO, IO			Individual workplans and objectives will be put on new website.
		Full team meetings organised at least 6-weekly. Chaired and minuted in rotation.				CO, Staff			Ongoing more or less every 6 weeks. Some involve marine project staff. Chairing and venue rotate.
		One-to-one meetings are held at least monthly between staff and managers - notes exchanged.				Line managers in regular 1:1s			Ongoing.
		Monthly catch-ups held amongst Perth staff – notes exchanged.							Ongoing.
	Corporate strategy for 2009 -12 onwards to be prepared during 2008	CO prepares brief for consultant (BB) with input from staff and trustees. Workshop for members to be organized over summer/autumn. Corporate strategy to be renewed for 2009 with aim to be signed off at Congress					CO	Trustees, Staff	

Objective	Tasks	Action needed	Indicator	Time scale	Scale	Responsibility	Support	Status	Comments / Progress
	Provide training as appropriate.	Trainings and development needed to carry out the jobs agreed in discussion between staff and managers and provided mainly out of house (via SCVO, ACOSVO, etc).			low	Staff member			Training needs kept under review between staff and line managers. Recent trainings in advocacy, data protection, freedom of information and LGBT. First aid for some staff due (both offices). Discussion at early 09 about need for a training workshop for Convenors.
	Ensure TFs work comfortably to annual operational plan.	TFs report progress against plan to Board quarterly for review flagging slippage, change of direction, concern.			medium	Chair	Staff		This is 'work in progress'
	Hold AGM, elect trustees and office bearers, appoint president.	Members to be advised of vacancies for Board with first notice. CO prepared and circulates papers to members three weeks advance. DO arranges field visits (unless AGM is tied to additional event).	Quorum of members participate, elections held, healthy rotation of board.		low	Chair	CO, Staff		Preparations are in hand for AGM on 25 June (Perth).
	Maintain LINK's IT systems to enable efficient network communications.	IT support & training to LINK staff and day-to-day maintenance and backups	No IT impediment to LINK network communications	On-going	High	AFO		☉	LINK outsourced IT support Sept 09. Email migrated to new LINK server Jan 09. Staff met SCVO to review arrangements Jan. Impact on staff/staff-time being monitored. DB and data management under review at spring 09 with research on needs / others' approaches proposed.
Interface between LINK office and IT suppliers			On-going	Low	AFO	Suppliers	☉	Partly SCVO's responsibility, with some areas still remaining in LINK's court.	
IT planning and improvement (incl project mgmt & implementations)		IT systems sufficient & cost-effective	On-going	Medium	AFO	Suppliers	☉	Plan to replace Parliamentary laptop in 2009	
	Maintain Meeting room in Perth office.	Meeting room is a free resource for members and task forces and available to other organizations for a fee. Staff maintain diary, buy supplies, clean and set up room as needed. External users are invoiced.		ongoing	low	IO, AFO	Perth staff		Use of room is frequent. By TFs, Members, and some (paying) external parties. Staff reviewed procedures – completed booking forms essential before confirmation in diary. TFS and LINK to be given priority. WTS and MCoS can offer backup rooms.
	LINK outputs and reports are archived.	Master copies of LINK's reports are kept on e-folder, website, and hard copy in print room, and sent to the Scottish and British national libraries.		ongoing	low	IO			Ongoing. Time needs to be set aside for strategic overview/haul of files and archives.
	Maintain LINK's database and lists to ensure info up to date and members are receiving everything relevant	IO and PAO share responsibility for upkeep. All staff contribute where possible. TFCs /members regularly asked for changes.				IO, PAO	Staff, TFCs		Some 'bugs' with db currently, may necessitate further work / rebuilding spring 09. New Db reports needed for new website. Together with AFO data management questionnaire to be prepared for other NGOS/members to identify best products and practice
	Working within the operational plan, each TF to elect convenor, deputy convenor to share responsibilities of TF governance, including reporting to LINK for required updates.	Reports from TFs required Q'ly with info for members, funders, and update of Operational Plan, KPIs etc. TF presence and prep (evaluation, forward plans) needed 2/ 4 meetings pa, Ensure all public outputs in line with standards (style sheet, operating principles) and updates on DPF spend as required.				TFC	Depute, members		Variable reporting achieved. LTF and PTF convenors standing down end March. WTF not met to agree workplan. FWTF may not continue as a LINK TF.

Objective	Tasks	Action needed	Indicator	Time scale	Scale	Responsibility	Support	Status	Comments / Progress	
3.2 Ensure LINK's activities are adequately resourced from a diverse range of sources	Identify the network's funding needs in advance of each financial year. Ensure fundraising capacity is in place. Generate subscription income from member bodies.	AFO to confirm band threshold annually. AFO supports FSG in calculating subs rate to keep on track to 50% goal by 2011 and recommends to Board (KPI 3.1.3)	Budgetted subs income received from members within time period	Q3/4	medium	Treasurer, AFO	Funding sub-group		On course to meet KPI 3.1.3. – 47.3% of Essential in Subs in 2008-09, and targeting 48.3% in 2009-10. Risk is loss of Members due to the recession. FSG prompted review of budget and subs for 09/10 and is aware that subs income may be impacted by downturn. Assessment of subs for 2010 onwards to be taken forward during 2009.	
		Members advised of following year's rate and asked for comment to resolve issues before AGM. Meetings/calls offered for members with issues.		Q1/2	low	AFO	CO, Treasurer,	☺	No issues raised at June 08 Rates under review re downturn at April 09.	
		AFO generates invoices after AGM and manages prompt payments.	No bad debt by year-end	Q3	low	AFO		☺	All members paid subs for 08-09 paid bar one member who will pay part of the sub late.	
	Generate core grants from SNH, SG, EFF and administer grant internally.	DO submits core grant applications (1 per year, timing varies). DO reports six-monthly or annually to funders. DO ensures core grant conditions understood internally. Project managers responsible for abiding by project grant conditions.	Grantors continue to core fund			medium	DO,	CO, IO, AFO, FSG, PO		DO and Treasurer had positive meeting with SG re grant application which FSG agreed should be 25% higher. Outcome awaited. April reports to funders are on course.
		AFO submits quarterly claims (SNH, SG).	Grant payments received	Q1-4			AFO		☺	No grant payment issues 07/08 or so far in 08/09.
		DO arranges six-monthly meetings with SNH (involving CO, PO usually and 1 with Chair).		Q2,4	low	DO	PO, CO, Chair			CO/PO had meeting Feb with SNH grant contact – all well Annual chairs meeting held.
		PO quarterly meeting with SNH HoG.		Q1-4	low	PO				See above
		DO arranges for trustees to meet core funders as needed.		Ad hoc	low	DO	trustees			Met SG Feb (with DD)
		Generate income for established projects.	SEW sponsorship approaches made April/May. Reporting on SEW and other projects (various relevant staff/project managers). Approaches to Lottery, charitable trusts, councils for other projects made as openings are seen	Funders fund again	Q2/3	low	Treasurer	DO, CO, PAO		SEW 2010 framework being developed for approach to funders April/May. SEW Report in progress. All invoices are in.
	3.3 Ensure LINK evaluates key activities and applies the results to improve corporate performance	Encourage TFs and project steering group to evaluate via AARs, peer review, interviews with Board, and reporting via pro-formas provided.	TFs to evaluate work at Jan and June Board and networking meetings		Q1,2	low	TFCs	TF members		MTF and LTF evaluation in Jan 09. Deer & WTF TF invited for April.
			After action reviews for projects; staff member to arrange and report to board		Q4,1	low	Rel Staff	St groups		AAR for Congress 08 circulated. AAR for SEW 09 in hand.
			TFCs to hold peer to peer meetings and transmit helpful findings.		On-going		TFCs			Not happening outwith networking meetings
			Information for operational plan upkeep and KPIs to be sought and collated, log maintained		On-going	med	Chair/CO	DO, IO, designated leads.		Ongoing
Stakeholder evaluation undertaken annually facilitated by IO				Q2	med	IO	Delegates to forums		Findings discussed at June meeting. Narrative Summary being collated for early Feb 2009. Only 1 response received even with reminders and not further pursued.	