




Key Performance Indicators and Annual Targets

LINK Strategic Objective	Key Performance Indicator (KPI)	Annual Target	Quarterly Progress Report
<p><i>Our focus as a facilitating network is around outcomes, such as the numbers of briefings, submissions, meetings, workshops organized through LINK. We will continue to measure these. It is also important to try to measure impact, e.g. how our contributions are valued and seen to affect policy. We will survey perceptions of the impact of these contributions towards the close of the strategy period (2009-12). Results to be reviewed through the KPI reporting cycle.</i></p>			
<p><b>1. A Sustainable Scotland</b></p>	<p>Number and activity level of task forces.</p>	<p>Maintain at least 8 task forces which are actively addressing current policy priorities, each involving at least 3 member bodies and meeting at least 4 times a year</p>	
	<p>Number of collective position statements produced.</p>	<p>Produce at least 15 collective position statements (including policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each</p>	
	<p>Percentage of external stakeholder groups in which we are involved, relating to our key policy priorities, where LINK's opinion is that the group has been valuable.</p>	<p>At least 40</p>	
	<p>Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff.</p>	<p>At least 25 face to face exchanges with MSPs facilitated by LINK core staff</p>	
<p><b>2. A Strong Voice for the Environment</b></p>	<p>Number of internal seminars/workshops/trainings on current issues arranged for members.</p>	<p>At least 3 workshops / seminars/ training days per annum</p>	
	<p>Percentage of member bodies involved annually in either the Board, Task Forces, or contributing to annual Congress.</p>	<p>At least 90% of member bodies involved annually in either the Board, Task Forces and steering groups or contributing to annual congress.</p>	
<p><b>3. An effective, efficient and accountable network</b></p>	<p>Quality of annual reports and accounts and returns in accordance with OSCR and Companies' regulations.</p>	<p>Produce annual Trustees' report and accounts, and annual return, in accordance with OSCR and Companies regulations.</p>	
	<p>Annual Operating Plan of network aspirations (with Member, Taskforce and Board input) is subject to regular review and six-monthly evaluation.</p>	<p>Network's activity and aspiration captured, managed and evaluated with Board overview through annual operating plan, and learning applied.</p>	
	<p><i>The percentage of funding sourced from members for essential services holds steady or rises over the period at the level agreed to be equitable to members whilst maintaining autonomy and achieving objectives.</i></p>	<p><i>New target of £ 76,097 for 2010-11</i></p>	

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
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)		LGSG	Local Government Steering Group
MPAOs	Marine Policy and Advocacy Officers (Alan Wells, Lindsay Roberts)		LTF	Landscape Task Force
MBs	Member Bodies (of LINK)		MTF	Marine Task Force
TFCs	Task Force Convenors		PF	Parliamentary Forum
Reps	The main Representatives appointed to LINK by the member organizations		PTF	Planning Task Force
FSG	Board's Finance Sub Group – overseeing LINK's financial strategy		SEFF	Scottish Environmental Fundraisers Forum
SEW SG	Scottish Environment Week Steering Group		SOATF	Single Outcome Agreement TF
AAR	After Action Reviews		SLU TF	Sustainable Land Use TF
PSR	Political Strategy Report		WNE BT	Wildlife and Natural Environment Bill Team
	Status: On target		WF	Woodland Forum
	Status: Not on target			
	Status: Board discussions required			

STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE								
<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.								
LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support	Status	Progress
<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		
	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		
	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,		
	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		
	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		
		Delegates to EEB and IUCN engage with member input and report back to members			JHughes, SBrooks	PAO, AISO		
		Develop EEB UK communications to serve LINK (and the Links') needs			CO and PO			
	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		
	Update membership fully and regularly on range & scope of LINK activities	Update MBs on LINK activity, via Bulletin, OPlan updates & networking meetings	Reps, Fs get updates on LINK work	Quarterly	AISO	TFCs Staff.		
	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		
Support key areas of work	TFs identify nature/extent staff support required. Networking meetings confirm.		Q1, Q3	TFCs Chair	TF members			
Feed back to MBs/network from events/initiatives at which LINK has been represented	Delegate, staff or designated person report on meetings with Ministers, agencies, externals to inform other relevant parties in LINK and ensure integration	Reports provided on website/ circulated	Ongoing	Identified lead.	AISO, other Staff			
<b>1.2 Build consensus on key policy priorities</b>	Identify areas where consensus will matter at annual planning and quarterly networking meetings (see below for issues identified)	Networking meetings identify issues requiring consensus-building	Consensus exists/in hand on key issues	Each Q	TFCs Reps	TFs		
		Staff support these processes as needed		Ongoing	CO	Staff, TFCs, Trustees		
		MBs contribute to development of LINK positions by participating in relevant TFs / workshops		ongoing		Reps		
<b>1.3 Facilitate good comm'cation between MBs, their supporters &amp; wider public inc. media –</b>	Spokesp'ple communicate positions to media & externals	Adequate briefing provided by policy leader		Ongoing	Designated leads	Staff		
	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			
	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		

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<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		
	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		
		Liaison with 'G6' group to ensure integration of positions and updates to members.		Q1-4	Chair, LWA, CO	NGO heads		
	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,		
	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	PO	CO, DO PAO SEW St Gp, Reps TFs		
				EarlyQ2 Early Q2 Q3 Q4	PO, PAO	CO, DO  Events planners		
	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		
	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		
	Keep UK, EU and other international routes to environmental 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		
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	PO	PF, PAO			
			Aug					
			Aug					
			March					
			2010/11	LGSG	PO			

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<p><b>Agri TF</b></p> <p><b>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</p>	<p>1: Implementation of SRDP which contributes to ATF goals for sustainable agricultural sector delivering max possible environmental &amp; other public benefits.</p> <p>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.</p> <p>3: Continue lobbying for further CAP reform on a European scale and develop thinking on how it could best be tailored for Scottish conditions</p> <p>4: Input into Less Favoured Areas Support scheme reform with the aim to better target funds at High Nature Value farming.</p> <p>5: Scottish Government policies on climate change and agriculture that incorporate LINK views.</p> <p>6: Scottish Biodiversity Strategy Rural Implementation Plan reflects LINK views.</p> <p>7: As part of the wider LINK group, input into the Scottish Land Use Strategy to reflect LINK views</p> <p>8: A Scottish food policy which contains sufficient environmental objectives</p> <p>9: A soil strategy that includes measurable environmental targets</p> <p>10: Input into review of Scottish Organic Action Plan and its replacement.</p>	<p>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</p> <p>2: Submit response to Pack review and follow up with appropriate lobbying. ATF led by convenor</p> <p>3: Develop update to Beyond the CAP vision. ATF led by convenor</p> <p>4: Continue involvement on LFASS technical working group. ATF representative on group</p> <p>5: Continue involvement in Scottish Government Agriculture and climate change stakeholder group. ATF representative on group</p> <p>6: Continue involvement with Farmland and lowland ecosystem group. ATF representatives on group.</p> <p>7: ATF input to LINK document and Scottish Government's development of strategy. ATF lead on SLUS</p> <p>8: Keep check on what SG produce on food policy and ensure that the environment is not forgotten</p> <p>9: Continue involvement with development of framework</p> <p>10: Continue involvement and watching brief</p>	<p>1: No decrease in funds going to axis 2 options or Rural Priorities. Development of new LMOs better targeted at environmental options.</p> <p>2: Movement of SFP away from historical model. Better cross compliance measures.</p> <p>3: Production of vision. Use of it by others</p> <p>5: Production of agricultural measures that stand scrutiny against the targets of the Climate Change delivery plan.</p>		TFC	Arch Scot, Buglife – BBCT, BCS, NTS, Plantlife, RS, RSPB, SWT, WTS, WWFS		
<p><b>BiodTF</b></p> <p><b>Vision:</b> Scotland's natural heritage (land and sea) is complete in its diversity, composed of fully functioning ecosystems and resilient to accelerated environmental change</p>	<p>To secure more committed and effective approach to conserving and enhancing Scotland's biodiversity</p>	<p>Support and encourage LBAP officers in Councils via a workshop</p> <p>Rejuvenate Scottish Biodiversity process via ecosystem groups (chaired by SNH and SG and involving LINK reps)</p>	<p>Starting to see delivery of biodiversity aspirations on the ground</p>	<p>1 June 2010</p> <p>Ongoing</p>	TFC	Members: P'life, SWT, RSPB, B'life, SAGS, SNW, WTS, JMT, But'fly Con, B'bee CT, MCoFS		

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<b>Climate TF Vision :</b>					TFC			
<b>Deer TF 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.	Input to WNE Bill process	Delivery of statutory deer management planning or similar	Ongoing to 2011	TFC	Active MBs: RSPB, NTS, SWT, JMT, SNW LINK PO		
	Seek system of statutory deer management planning.	Via WNE	Removal of close season for male deer					
	Seek to influence proposed Code of Sustainable Deer Management Contribute to delivery of joint agency Strategy for Wild Deer.	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						
	Maintain overview on the efficacy of the SNH/DCS merger.		Green tourism initiatives for showing deer on estates		TFC			
	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>Economics Vision:</b> Measurements of social wellbeing and environmental sustainability are added to GDP as a measure of success	Influencing measures away from GDP and 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 the standards of measurement for social happiness and environmental sustainability.	LINK thinking on changed measurements of success is published		Group of FoES, RSPB, SWT and WWFS	LINK PO, CO		
<b>Environment &amp; Health / Quality of life Vision:</b> explicit policy and spending links made by Govt	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 links in submissions & manifesto			Eg via TFs' submissions; SOA TF; Via HEN.	Staff		

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<b>Freshwater TF Vision:</b> Sustainable use of water	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 being implemented to restore water env Derogations		TFC	Buglife, NTS, RAFTS, RSPB, RZSS, SWT, WWT		



### Operating Plan 2010/2011

<p>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.</p>		<p>measures in Area Mgmt Plans through AAGs</p> <p>Respond to SG consultations on WFD related policies and regulations</p> <p>Maintain engagement and dialogue with other relevant orgs and SEPA</p> <p>Ensure and encourage take up and spend of available WFD Restoration Fund monies on projects delivering environmental improvements</p>	<p>being used appropriately</p> <p>'Gaps' in leg'n to protect water env't are filled</p> <p>Adeq enforcem't of regs that protect water env (esp application of CAR to new licences &amp; licence review processes)</p> <p>Individ &amp; ptrn'shp projects delivering restoration are brought forward &amp; delivered to use WFD Restoration Fund</p> <p>Fund efficiently delivered &amp; administered with comp. reg. measures for max benefit</p>			<p>Corresp: RS, WWFS</p>		
	<p>Ensure adequate controls of rural diffuse pollution</p>	<p>Engage with the work of the Diffuse Pollution Management Advisory Group.</p>	<p>SEPA's diffuse pollution strategy is effective with evidence from the DP priority catchment work that compliance with regs is increasing</p>					
	<p>Influence the implementation of the Flood Risk Management (Scotland) Act</p>	<p>Influence development of secondary regulations and policies as required by the Act and respond to consultations on this;</p> <p>Consider how FRMA implementation can align well with existing policies and regs (e.g. CAR) and advocate this;</p> <p>Continue to engage with FRM groups and relevant subgroups;</p> <p>Advocate need for research on NFM techniques and benefits of sustainable FRM.</p>	<p>Work underway to review address knowledge gaps on NFM</p> <p>Flood risk adv. groups set up in way that fully engages s'holders to maximise deliv of natural flood mgmt</p>					

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<p><b>Governance Vision:</b> All branches govt effective. Structl barriers to sust'ability removed. Informed, participative decision-making in all parts of government</p>	<p>Via PSR and rolling manifesto.</p> <p>Profiling and critiquing governance in Scotland as opportunity and capacity allows.</p> <p>Raise environmental governance up political and policy agendas. Establish LINK views on the best structure of government for sustainability and parliamentary accountability.</p>	<p>Critique role of Scottish Parliament &amp; Govt re scrutiny role and responsibility to hold Agencies to account.</p> <p>Press for rigour in decision-making, challenging SG for leadership re climate and sustainability</p> <p>Media work re issues as they arise</p> <p>Monitor and contribute to reviews of the Scottish and UK FOI regimes.</p> <p>Campaign on access2justice issues in Holyrood, raise awareness of Aarhus commitments.</p> <p>Include policy for the improved structure of government and parliamentary accountability in the rolling manifesto.</p>	<p>Include full review of governance within a PSR</p> <p>Give measures to improve governance in our manifesto</p> <p>Holyrood Parlt debates Access to Justice</p> <p>Govt and accountability debated in media</p>		<p>Opport- unistic</p> <p>FoES, RSPB,</p>	<p>PF PO TFs MBs</p> <p>LINK PO</p>		
<p><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</p>	<p>A Seek to ensure landscape concerns are integrated into all relevant areas of Scottish Government policy</p> <p>B Promote positive management of relevant protected areas</p> <p>C Raise levels of understanding of landscape within LINK</p> <p>D Exchange information about current landscape-related issues</p>	<p>A1 Promote Euro Landscape Convention</p> <p>A2 Promote adoption and implementation of Scottish Landscape Charter</p> <p>A3 Lead development of future liaison mechanisms following demise of Scottish Landscape Forum</p> <p>B1 Take active part in outcome of National Parks Review, esp Ministerial Str Group</p> <p>B2 Promote development of Management Strategies for National Scenic Areas</p> <p>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</p> <p>B4 Take active part in SNH Protected Areas Review</p> <p>C1 Seek appropriate opportunities to direct internal advocacy on landscape issues towards other LINK member bodies</p> <p>C2 Ensure landscape concerns integrated into LINK statements, eg re sustainable land use strategy</p> <p>D1 Share information on current landscape-related casework, seeking consensus where possible</p> <p>D2 Share information on development of policies for wild land protection</p>	<p>Under discussion</p>		TFC	<p>ArchScot</p> <p>APRS</p> <p>JMT</p> <p>MCofS</p> <p>NTS</p> <p>SCNP</p> <p>SWLG</p> <p>Bob Aitken</p>		
<p><b>Parliamentary Forum :</b> a network for parliamentary and policy officers advising on political work</p>	<p>Assess network's political level activity and efforts to hold Govt to account</p> <p>Inform strategy for elections and party conferences</p> <p>Inform and informed by LINK political strategy report</p> <p>Support POs in network</p>	<p>Convene 2-3 meetings per year</p> <p>Hold a PF 'Plus' meeting to inform priorities, tactics and timetable</p> <p>Advise on issues, fringes, materials, and rota for LINK at party conferences</p> <p>Discuss LINK PSR in draft prior to circulation to Board and Networking</p>		<p>Q2, 3, 4 July</p> <p>Spring, Autumn Spring, Autumn</p>	PO	<p>PAO</p> <p>Active members</p>		

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<b>Marine TF</b> <b>Vision:</b> healthy, productive seas that can sustain thriving coastal communities in perpetuity	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		
	Sound marine renewables industry	Launch LINK marine renewables report May 2010  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.	Extent to which recs incorporated in marine renewables development process	Q1 Thro-out the year				
	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 of the more sheltered sea lochs or sites that impede salmon runs, the initial sustainability-focused rationale for moving offshore.	Ministerial Working Group recognises the concerns raised by LINK MTF					

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Marine TF - continued	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 and, where appropriate, enhance marine ecology and productivity, and recognise the need to link to upcoming local marine plans arising from the Marine (Scotland) Act 2010. IFPs should also take account of existing and possible future MPAs (both Natura and Marine Act)		TFC	MTF members RSPB, MCS, WWFS, HWDT, NTS, WDGS, SWT. MPAOs		
<p><b>Planning TF Vision:</b> to ensure that the Scottish land use planning system contributes to a more environmentally sustainable society</p>	<p>1- Providing an opportunity for knowledge exchange between key stakeholders</p> <p>2- By improving effectiveness of environmental assessment at the strategic level, the adverse environmental effects of activities will be recognised early on and minimised and environmental enhancement will be recognised and delivered more readily</p> <p>3 - By forming the policy framework for delivering sustainable development through the planning system</p>	<p>1 – Provide ongoing forum for discussion of emerging planning issues</p> <p>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</p> <p>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</p>	<p>Ongoing TF meetings and effective knowledge exchange</p> <p>improvements made to current SEA process with environmental effects more clearly identified and PPSs amended accordingly</p> <p>sustainable development taken into account in planning decisions and development plans</p>		TFC	<p>MBs: Woodland Trust Scotland APRS JMT McofS RSPB Scotland SWT</p> <p>Corresponding: AS, Buglife FoES, Living Streets, NTS, Ramblers, SAGS, BSCG, Scottish Wild Land Group</p>		

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<b>SEFF Vision:</b> encourage and facilitate partnership between fundraisers in LINK; allow them to share information, experience and understanding of sources of funding for Scotland's environment	Continue to provide a networking forum for environmental fundraisers - helping to raise the money need to do the work to contribute to a sustainable Scotland	<p>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.</p> <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>		4 x per year	TFC	Varies: incl. SWT, MCS, BCS, NTS, CC, RSPB, FoES, SNW, RS, WWFS, WTS, JMT, AS, WWT, WDCS, MCoS, Buglife, BBCT, HWDT, Sustrans, SAGS, P'life,		
<b>Single Outcome</b> <b>Agreements</b> <b>TF Vision:</b> Next round SOA works for sustainability, incorporates LINK priorities for env't	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		
<b>Sustainable Land Use TF</b> <b>Vision:</b> SLUS is parent of all strategies with implications for, or guiding, land use	<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>	<ol style="list-style-type: none"> <li>influence production of draft LUS via regional stakeholder meetings, meetings with Scottish Government in 2010.</li> <li>organise stakeholder conference on LUS. Secure funding, venue and speakers.</li> <li>respond public consultation on dft LUS. Respond to consultation questions and highlight key issues.</li> <li>call for &amp; influence Parliamentary debate on LUS. Lobby for debate and brief MSPs.</li> <li>raise awareness of LUS and relevant issues with Ministers, MSPs, other NGOs and stakeholders. Produce briefings, press releases and approach journo.</li> <li>comment on final LUS laid before Parliament by 31 March 2011. produce assessment of final LUS identifying gaps</li> </ol>	<p>Draft LUS contains LINK themes, issues</p> <p>Confce has good stke'hldr engagement</p> <p>final LUS reflects TF asks</p> <p>Debate, MSPs briefed &amp; raise TF issues</p> <p>LUS, related issues in media</p> <p>Assessment produced</p>	<p>2010</p> <p>Autumn 2010</p> <p>Autumn 2010</p> <p>Autumn</p> <p>Thro 10</p> <p>March/April 2011</p>	TFC	RSPB, SWT, NTS, APRS, Living Streets, WTS, ArchScot, JMT, SAGS, PO		
<b>Wildlife and Natural Environment Bill Team</b> <b>Vision: ?</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	<p>Stage 1 June</p> <p>S2 &amp; S3 Autumn</p>	LAustin	RSPB, JMT, WTS, SNW, SWLG, MCoS, SWT, NTS, SRSG, NEMT, BSCG, PAO		

**STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE**

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**KPI 1.3** Percentage of external stakeholder groups in which we are involved, relating to our key policy priorities, where LINK's opinion is that the group has been valuable. **Target** At least 40.  
**KPI 1.4** Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff. **Target** At least 25 face to face exchanges with MSPs facilitated

LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support	Status	Progress	
<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				
	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				
	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		
		For wider issues AISO facilitates delegate election Delegates feed back via Bulletin	As above		Ongoing	AISO	Staff, Trustees.		
	Include non-LINK interests in seminars, workshops, where important	Networking meetings identify potential allies TFCs ensure liaison Staff ensure their inclusion in wider LINK events eg congress, festive, SEW rcpsns	LINK TFs work with others on wider joint positions.		Ongoing	Events Organisers	Staff		
	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		
	Links (the other Links)	Regular liaison by telecon on policy and operations, identifying joint opportunities			Ongoing	CO	PO, TFCs		
		TFs exchange plans with Links			Annual	TFCs	CO		
		Joint Links Seminar post UK election explores impact on environment			Sept	CO, PO, Reps	AISO, PAO		
	SCVO	Participate in SCVO Green Ref Gp & Pol Ctte. Review membership of / engagement in SCVO				CO & PO Trustees			
	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		
	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	CO	AISO		

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
2.1 Build capacity and effectiveness of MBs working together as LINK	Encourage member bodies to sign up for areas of LINK work relevant to their interests	Induction for new Reps covers engagement opportunities	New MBs join at least one work area.	Ongoing	Chair, CO	TFs, Reps Staff		
		Timely reminders to members of upcoming opportunities to engage Website up to date	All MBs involved in some area of LINK work over a year	Ongoing	CO	AISO and other Staff		
	Strengthen capacity 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 3.	Ongoing  13 July 17 Aug	Organisers  Chair, PO, PAO	TFs Staff Reps		
2.2 Facilitate active involvement of member bodies in LINK's activities	Encourage wide involvement of members in LILNK management eg as Convenors, Deputies, Delegates, on steering groups for SEW, Congress, and for tenure on the Board	Board reviews skills gaps	80% of members to be involved in some leadership capacity over 3 year period. Or Healthy turnover in Board, Convenor and Depute and in Delegates	April	Chair  Reps	TFCs Trustees Staff		
		Board encourages turnover, balance		May				
		Staff ensure Reps know of opps.		May				
		TFs appoint C, D & Deles to share work and opps.		Ongoing				
	Member bodies recognise that time spent on LINK activities is value for resources expended.	Trustees promote benefits of joint working and acknowledge contributions. Planning meetings rigorous in identifying resources and responsibilities for delivering	LINK TF work is given person time by member bodies	Ongoing	Trustees	Reps		
	Comms to members highlight achievements and acknowledge diverse inputs		Ongoing, Q2, 4,	DO	Staff			
Use annual members congress to build community within the network	Congress 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			
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			

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LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support	Status	Progress
2.3 Use targeted campaigning to encourage wider public support where important	Campaign where appropriate	Needs and opps considered by all players for annual planning meeting, identifying resources and leadership	Annual planning identifies achievable campaigns in good time	Nov	TFs, PF, Repts  Chair			
		If these emerge outwith planning cycle Board & Network to endorse (eg LGSG)						
		Identify issues for campaign treatment for Holyrood elections in good time		June	Chair	CO, PO		
	Marine project continues, focussed on implementation of Scottish and UK legislation	MTFConvenor line manages project staff supporting work		Ongoing	MTF C	MTF, MPAOs, CO, FITO		
		Support fund application and reporting, HR and development		Ongoing	CO, FITO	MTFC		
	Support advocacy work		Ongoing	MTFC	PO			
	TFs use public facing campaigns as one of various tools	TFs to flag at Networking any plans they have for campaigns						

**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** *The percentage of funding sourced from members for essential services holds steady or rises over the period at the level agreed to be equitable to members whilst maintaining autonomy and achieving objectives. Target tbc*

LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support	Status	Progress	
3.1 Ensure LINK well governed and managed in line with good practice	Board overviews progress against corpte strategy and oprtg 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			
	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)	Repts, DO, AISO, PO,			
	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, Repts Staff				
	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		
		Budget outturn and forecast prep to month end precede Board meetings (ex June: email July), checked with AcCnt.	Outturns ratified by acCntts, Treasr and Board		Each quarter	FITO	Treasurer for Board		
	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.			

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LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support	Status	Progress
3.1 Ensure LINK well governed and managed in line with good practice - continued	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  Propose subs schedule for 2011/14 to Board  Propose subs schedule for 2011/14 to members	Meetings happen;  KPI 3.3 achieved	Spring  Oct  Nov	FITO, Treasurer	CO, DO, FSG		
	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		
	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			
	LINK is flexible to new developments, opportunities	Board evaluates new ideas incorporating into OP if arising outwith planning cycle		Ongoing	Chair/CO	Idea generator		
	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		
	MBs share management of LINK	Annual turnover on Board						
	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		
	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		
	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			

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3.1 Ensure LINK well governed and managed in line with good practice - continued	Support LINK Chair & President	Provide briefings; support as required.		Ongoing	CO, PO, DO	Staff, Trustees		
		Plan Chair succession for June 2010			Chair			
		Plan President succession for June 2011			Chair			
	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, Trustees, TFCs		
		LINK monitors and reports on emissions on core business	Overall emissions reduce		Chair	all Staff FITO		
		Member bodies ensure own 'house' in order' w.r.t.	Practising as we preach		Chair	CO, Board		
	Staff are supported and well informed	6-weekly team meetings. Regular one-to-ones (staff / managers). Regular office 'musters'. Notes & actions exchanged for all.	Staff are informed and comfortable with their role		CO lead. VC, CO, PO, DO. All staff.			
	Ensure staff training	Staff are encouraged to consider and pursue training/ development needed to carry out roles in agreement with their managers and via SCVO, ACOSVO, and other routes identified			Staff member			
	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		
	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)		
	Interface between LINK and IT suppliers		Ongoing	FITO	Suppliers			
	IT planning and improvement (incl project mgmt and implementations)	IT systems sufficient and cost-effective	Ongoing	FITO	Suppliers			

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<b>3.1 Ensure LINK well governed and managed in line with good practice</b> - continued	Dynamic accessible website	Updated regularly. Carries general information as well as outputs. Used by all as a key resource.		ongoing	AISO Reps	DO, PAO			
	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			
		External use is billed			FITO, AISO				
		Meeting space available and drop-in encouraged at Edinburgh office			PO, PAO				
	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				
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				
<b>3.2 Ensure LINK's activities are adequately resourced from a diverse range of sources</b>	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			
	Subscription income generated from MPs maintains autonomy.	Members advised of new rate and offered dialogue before AGM.		Q1/2	FITO	CO, Treasurer,			
		FITO generates invoices after AGM & manages prompt payments.	No bad debt by year-end	Q3	FITO				
	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 project managers.	Grantors continue to core fund			DO Proj Mngrs	CO, IO, FITO, FSG, PO		
		Quarterly claims submitted (SNH, SG).	Grants received	Q1-4	FITO				
		Regular meetings held with SNH (involving DO, PO; 1 with Chair).	Funders are satisfied	Q2,4	DO	PO, CO, Chair			
		Quarterly meeting with SNH grant contact by PO.		Q1-4	PO				
		Trustees meet core funders as needed.		Ad hoc	DO	Trustees			
	Annual meeting with SG on grant								
	Generate income for established projects.	SEW sponsorship approaches made Spring for following year	Funding repeats	Q2	DO	PO, CO, Treasurer			
Congress approaches when plans allow. Report on SEW, Congress, other projects		New funders in	Q1 and ad hoc	PO, DO Id'ed leads					
Approaches to other sources for made as openings are seen			Ad hoc	DO	CO, FITO				

<b>STRATEGIC OBJECTIVE 3: AN EFFECTIVE, EFFICIENT, ACCOUNTABLE NETWORK</b> <b>KPI 3.1</b> Quality of annual reports and accounts and returns in accordance with OSCR and Companies' regulations. <b>Target</b> Produce annual Trustees' report and accounts, and annual return, in accordance with OSCR and Companies regulations. <b>KPI 3.2</b> Annual Operating Plan of network aspirations (with Member, Taskforce and Board input) is subject to regular review and six-monthly evaluation. <b>Target</b> Network's activity and aspiration captured, managed and evaluated with Board overview through annual operating plan, and learning applied. <b>KPI 3.3</b> <i>The percentage of funding sourced from members for essential services holds steady or rises over the period at the level agreed to be equitable to members whilst maintaining autonomy and achieving objectives. Target tbc</i>								
LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support	Status	Progress
<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		
		After action reviews for projects by project manager to Networking meetings		Q4,1	Rel Staff, Project managers	St groups		
		Information for OP and KPIs sought and Engagement table maintained		Ongoing	CO	DO, AISO, staff designated leads.		
	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  Survey members in parallel.  Consider survey feedback with Reps, TFs and Board at network meetings. Determine how to change practice.	External perceptions of LINK's impact are gathered in advance of new strategy from 2012			CO  CO  Chair	Board/PO  Board/staff  All actors	