




LINK Strategic Objective	Key Performance Indicator	Annual Target	Progress as at end of September 2009 Covering second quarter, July-Sept 2009
<i>Our focus as a facilitating network is very much around outcomes, e.g., 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. We will survey perceptions of the impact of these contributions during the three years of the Corporate Strategy 2009-12. Results to be reviewed through the KPI reporting cycle.</i>			
1. A Sustainable Scotland	Number and activity level of task forces.	Maintain at least 8 task forces which are actively addressing current policy priorities, each involving at least 3 member bodies and meeting at least 4 times a year	Unlikely that target will be met as the trend continues for 6 active taskforces, plus one which is not currently active on specific taskforce work (Climate TF), plus one LINK Forum (SEFF). Woodland taskforce ceased, April 2009 and Freshwater taskforce has low number of members. Possible new LINK ad hoc group will be formed for the WNE Bill, and cross-cutting groups on land use and health issues.
	Number of collective position statements produced.	Produce at least 15 collective position statements (including policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each	On target. 5 policy outputs during July-September 2009 (Plus 10 policy outputs during April-June 2009) Outputs include Written and Oral Evidence, Briefings and a Press Release
	Percentage of external stakeholder groups in which we are involved, relating to our key policy priorities, where LINK's opinion is that the group has been valuable.	At least 40	On target.
	Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff.	At least 25 face to face exchanges with MSPs facilitated by LINK core staff	On target. 6 meetings achieved July-Sept. Lower than quarterly usual due to the recess.
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	Target exceeded. Parliamentary Training Day, July 2009 Sustainable Land Use Workshop, September 2009 Also, workshops in previous quarter were Health, May 2009 and WNE, July 2009.
	Percentage of member bodies involved annually in either the Board, Task Forces, or contributing to annual Congress.	At least 90% of member bodies involved annually in either the Board, Task Forces and steering groups or contributing to annual congress.	
3. An effective, efficient and accountable network	Quality of annual reports and accounts and returns in accordance with OSCR and Companies' regulations.	Produce annual Trustees' report and accounts, and annual return, in accordance with OSCR and Companies regulations.	On target. 2008-09 process completed successfully on-time.
	Annual Operating Plan of network aspirations (with Member, Taskforce and Board input) is subject to regular review and six-monthly evaluation.	Network's activity and aspiration captured, managed and evaluated with Board overview through annual operating plan, and learning applied.	
	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.	£69.6K subscription income target for 2009-10 (to achieve 48.8% of Essential expenditure)	Currently £500 short of target, with some possible new members in communication. Plantlife and FOLL have problems with 2009-10 payments – this is being actively managed.

CO	Chief Officer (Jen Anderson)		ATF	Agriculture Task Force
DO	Development Officer (Alice Walsh)		BTF	Biodiversity Task Force
PO	Parliamentary Officer (Andy Myles)		CTF	Climate Task Force
AFO	Administration and 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
MRO	Marine Research Officer (Alan Wells)		HTF	Proposed Health Task Force
TFCs	Task Force Convenors		MTF	Marine Task Force
Reps	The main Representatives appointed to LINK by the member organisations		PF	Parliamentary Forum
FSG	Finance Sub Group – Board and member Reps overseeing LINK’s finances		PTF	Planning Task Force
SEW SG	Scottish Environment Week Steering Group		SEFF	Scottish Environmental Fundraisers Forum
AAR	After Action Reviews		SOASG	Proposed Single Outcome Agreement Steering Group
PSR	Political Strategy Report		SLUG	Sustainable Land Use Steering Group
	Status: On target		WNE Group	Wildlife and Natural Environment Bill E-Group
	Status: Not on target			
	Status: Board discussions required			







STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE

KPI 1.1 Number and activity level of task forces. **Target** Maintain at least 8 task forces which are actively addressing current policy priorities, each involving at least 3 member bodies and meeting at least 4 times a year.

KPI 1.2 Number of collective position statements produced. **Target** Produce at least 15 collective position statements (incl. policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each.













KPI 1.3 Percentage of external stakeholder groups in which we are involved, relating to our key policy priorities, where LINK’s opinion is that the group has been valuable. **Target** At least 40.

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

Annual Objective	Tasks	Action needed. Who what, how, when?	Indicator of progress	Time scale	Scale of effort	Respon- sibility/ 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 Networking involves mix of TFs, Reps, Trustees, Hon Fells, to ensure network is alive to opportunities for influencing wider agenda, prioritises with knowledge of resources to hand and required, and addresses gaps.(See Annual 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.		Reports below on follow-up to recs of Oct 08 session. Staff proposal to Oct 09 Board about internal structures in relation to policy work / needs.
	Network’s horizon scanning processes to be informed by intelligence of diverse members.	All players asked to flag up issues in advance of Annual Planning meeting.		Q3	Med	Chair CO	TFs, Trustees, HFs, staff		Members & TFs invited Sept to input their forward plans and other thoughts for next eighteen months. Plans and member priorities will be circulated in advance of Nov planning meeting.
	Network develops and monitors political strategy.	Political Strategy Report developed in consultation across network and reviewed at least twice a year by Board and Networking meetings.				PO	Parly Forum, Trustees, TFCs		2 nd PSR prepared for Board. Approach to Europe reviewed and discussions held with English & Wales Link and with Green Alliance re Westminster elections.
	Provide relevant information on developments of Scottish Parliament and Government.	Weekly report on forthcoming activity in Scottish Parliament (SP) with review of previous week’s action.	Weekly monitoring to Reps, Trustees, task forces.	ong	Med	PAO	PO		Weekly monitoring continues with good feedback.
	Pursue proactive membership of EEB and IUCN.	EEB/IUCN information monitored for monthly report to members with targetted flagging of particular opportunities. Delegates to EEB and IUCN engage with member input and report back to members.	Filter info to members and TFs monthly.		Low	PAO and JHughes (Trustee)	IO		Monthly monitoring has resumed after August break. Discussions held with English Link and Green Alliance in London re EEB-UK / Europe-level engagement.
					low	JHughes, SBrooks	PAO		Ongoing as capacity allows.







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1.1 Share information amongst members on LINK's agreed key policy priorities to enable members to make informed and effective decisions	Screen incoming info for relevance to network.	Filter incoming material for monthly info bulletin and targetted emails to TFs and others.	Monthly bulletins and targetted alerts to TFs and Reps.		med	IO	CO, DO	☺	Ongoing. Will be hiatus as IO leaves 15 October, and replacement.
	Monthly bulletin Ensure membership is kept fully informed of the range and scope of LNK activities.	Update members on LINK activity, using data from TFs proforma info quarterly and reports from staff (post Board, party confs, events, projects, campaigns, etc).	Reps and TFs are circulated with information on current LINK activity and thinking, quarterly.		Med	IO	TFCs Staff.	☺	Bulletins circulated monthly. May be a gap / temp arrangement til new officer starts.
	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	Reps, Staff	■	Prepared and circulated July.
		TFCs identify where parliamentary and other support is required over next 18 months for autumn planning meetings.		Q4	low	TFCs	TF members	■	Ad hoc
	Ensure staff support to TFs with Parliamentary focus, and that PO feeds relevant TF issues through Parliamentary Forum and PSR for coordination with parliamentary/political activity, integration, advice purposes.	Keep overview of LINK engagement with SP, over range of TF and politically focused activities for integration and organisation of comms, evidence, liaison meetings with parties, researchers, MSPs.	PO takes part in meetings of task forces with parliamentary focus, including parliamentary forum. Minutes available.	ongoing	High	PO	TF and PF members	■	PO has attended and supported TFs as appropriate – together with SLUS, SOAs and other ad hoc groups.
	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		■	September delegation suffered slightly from date change, though several reps met with R Cunningham for good discussion, led by Ian McCall with Andy Myles for staff. Note on website within days.
	Ensure devolution works for benefit of environmental agenda over UK	Contribute LINK views to 'National Conversation' and other key opportunities, to influence impact of devolution on environment		Q1 Ongoing	med	PO	Trustees, Reps	■	Calman Commission given evidence early 09. Trustees and staff met with SG August. Reiterated LINK position. Invited to meet Ministers 12 November.
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.	Reps review the importance of issues to their orgs and commit sufficient resources to deliver if part of that TF.	LINK positions integrated via TFs with each other, and with members' own, via Reps.	ongoing	High	Reps		☺	Staff cannot comment on this action. Staff have flagged benefit of more explicit planning of resources in structures paper to Oct Board.
		Identify issues requiring consensus-building (see below for TFs who have).		Mainly Q4	med	TFCs Reps	TFs	■	Marine renewables may be an area; a Board-level call in Sept proposes some research to prepare an advocacy piece for SG, making the case for strategic planning. Draft in prep for discussion with MTF.
		Annual planning and quarterly networking meetings identify, agree process, leadership. Staff support process.		Q4 and ongoing	med	Chair	CO and Staff, TFCs Trustees	☺	Pro-formas circulated to current TFs in early September for return 19/10.
		Staff keep overview of TF outputs to advise if necessary on LINK protocols. Staff ensure protocols are clear and accessible on members' website.		Ongoing	med	CO, DO, PO, PAO, IO		■	Protocol re co-option to TFs discussed between Trustees September with proposal to bring all such proposals to the Board in future.






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1.2 Build consensus amongst members on key policy priorities	For 09/10 commitment for intertaskforce integration is: ATF: with BTF on SDRP, with CTF on climate and agric; land use consultation, food policy and soils strat with have overlap with other tfs. BTF: hold joint meetings with other TFs as needed. CTF: meet other TFCs and Board DTF: FWTF: HTF: LTF: work with BTF andCTF and others MTF: RAS on coastal access issues WNEgp: PTF: other TFs and members on SPPG, SEA and NPF SEFF: SOAs: WTF:	TFCs to contact relevant others during year. TFCs use network meetings to id issues and progress.		ongoing	high	TFCs	TF members		
1.3 Facilitate better communication between member bodies, their supporters, and the wider Scottish public including via media	Communicate all LINK positions in clear accessible language with short summary.	TF members and main Reps communicate agreed LINK positions within their orgs, communicating to own supporters via inhouse channels and in relation to relevant media work.	Joint policy message communicated to supporters (LINK profile is not sought).	Ongoing	med	Reps		☺	Staff cannot comment on progress
	Spokespeople for LINK to communicate collective positions to media and externals.	Adequate briefing to be provided by policy leader.		Ongoing	low	Designated leads	Staff	■	Ongoing. Good MTF effort and coverage recently of marine report and LINK position.
	Agreed positions are integrated with those of member orgs and communicated with their supporters.	TF members, main Reps communicate back internally, raise problems in good time.	Faultlines foreseen and joint positions clear.	Ongoing	med	Reps, TF members			
	Ensure all LINK positions are integrated with other LINK positions	Task forces to communicate with each other at and between network meetings to ensure complementarity /not contradiction.	Our policies are consistent and complementary	Ongoing	med	TF, Board	staff	■	Networking discussions, and ad hoc comms by convenors and staff tend to identify particular needs.
	Members and TFs regularly review and identify appropriate allies.	Considered at Annual Planning and quarterly Networking meetings.	LINK players engaged in comms activities of SCCS and other allies (eg health) on areas of joint interest.	Ongoing	low	TFCs Reps		■	Up for discussion in November re priorities identified there.
	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 applies to current priority TF and project areas.	Ongoing	low	TFCs	TF member' Comms Staff	■	More good work recently between MTF, LINK staff and member body media staff, in relation to marine.





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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	Maintain political strategy live to contexts and review at least twice yearly via Board and Networking	PO drafts PSR twice yearly for PF, then Board and Networking discussions. This is disseminated across the network.	<i>Strategy reflects sound SWOT at various levels for Scot envt?</i>			PO	Group of Trustees, convs		2 nd PSR written.
	Focus agendas for ministerial meetings on key policy priorities.	Consult network to identify key priority issues for ministerial meetings; identify delegates, arrange pre-meeting, provide supporting information.	Agendas relevant. Turnover of Reps from across network.	Q 1-4	me	Chair CO	TFCs Reps Staff		We try to ensure each agenda is topical and to be clear about the asks of / messages for the Ministers. Delegates etc identified and prepared in advance.
		Liaison with 'G6' group to ensure integration of positions and updates to members.	Both series promote relevant joint positions.	Q1-4	low	Chair, LWA, CO	NGO heads		Liaison with G6 group is loose, but ongoing, so that there is some mutual understanding of each other's agenda.
	Hold regular meetings with party researchers and relevant spokespeople on key priorities.	Meetings with parties on future issues, legislation, communicate LINK positions on key priority areas (vision); and report to members.	Parties understand collective position on key issues, LINK influences theirs.		med	PO	TFCs Reps,		Ongoing.
	Continue to ensure effective 'soft' lobbying opportunities for members focussed mainly on MSPs and researchers.	On basis of 09 outcomes, start planning March 09 for Feb 10 event. Steering group proposes format, sponsors and maintains overview. Liaison with Parliament, sponsors, coordination of events and media work. Parl staff commitment high Sept - Feb.	SEW events supported by increasing number of MSPs.	Qs 3,4,1	High	PO	CO, DO PAO SEW St Gp, Reps TFs		SEW 2010 plans in preparation.
		Individual seminar plans: Midweek Reception: Site visits in constituencies: Exhibition(s): Sponsors (financial and political):		In Q3		Events organiser	PO, PAO		SLUS Seminar held.
	Strategic use of party conference opportunities, to promote key network concerns.	Coordinate LINK presence at party conferences based on agreed function, form and funding. Organise materials, rota of members. Members participate and support costs. TFs lead on fringe events.	Attendance at confs, staging of fringe events on key issues. Member Reps participate.	Spring autumn	med	PO and PAO	Parly Forum members TFs, PAO		Attending SNP and green conferences in Autumn.
	Hold parties to account on manifesto commitments.	LINK strategy devised via PSR process. Monitoring coordinated by PF in conjunction with TFs, Board, Reps. PAO records MSP/parties' voting for monitoring records.	Process, resources, clear, for when needed.		low	PO	TFs, Reps, Parly Forum		Rolling Manifesto proposal developed with paper to board written.
	Keep UK, EU and other international routes to environmental goals on our radar.	Keep Westminster, Europe and international routes on agenda for Annual Planning and Networking meetings.	Dialogue with UK, EU political reps where important	Q4	low	TFCs CO	PAO, EEB/ IUCN delgs		On agenda for November meeting, with background research, and meetings with WCL, Green Alliance, by staff, to inform.
		Election group to pursue Europe 2009 elections re particular issues /opportunities as resources allow.				PO	Election Group		Ongoing – see PSR.
		Election group pursues Westminster (09 or 10) elections re key issues relevant to UK political parties and securing discussion with manifesto writers.				PO	Election Group		Staff visited London for discussion of 2010 election with GA and WCL. Ongoing.
	Monitor Local Authority role in relation to Scotland's environment	Assess delivery of strategic SD /env objectives via Single Outcome Agreements Develop 'ritical indicators. Promote to LGov and SG. Monitor progress against these. Liaison with SSN, SG and CoSLA Consider green star awards LA.				SOA SGp	CO		Draft report circulated September to key influencers. Meetings with CoSLA and SG in pipeline, and requests also out to meet Solace and Improvement Service. Final report to be circulated to wider contacts including those responsible for SOA development in local authorities. Further action by LINK to be proposed.










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Agri TF Vision: 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	Implementation of an SRDP which contributes to ATF's goals for a sustainable agricultural sector that delivers the maximum possible environmental and other public benefits.	Continue to engage with stakeholder groups. Ensure that funding is not removed from Rural Priorities or environmental objectives (axis 2). Assist Government where possible with promotion of rural priorities. May hold event on CAP vision help with organisation may be required. May require funding	Examination of no.s of land mngrs entering relevant options in RPs and LMOs should give some ind of success.			TFC	ArchScot, B'lfe – Bumblebee CT, Butterfly CS, NTS, P'lfe, RAS, RSPB SWT. WTF. WWFs	☹	There has not been a lot of formal output towards LINK's vision over the summer.
	Input into implementation of health check changes in Scotland to ensure that they are interpreted in a manner best suited to the Scottish environment. Continue lobbying for further CAP reform	Continue work on CAP reform through Scottish Government and European contacts.	Pillar 2 funding increased.			TFC			
	Input to review of cross compliance aiming to make current measures more effective and introduce new measures to replace envi benefits of set-aside.	Ensure place on stakeholder group when convened.	Replacement scheme introduced for set-aside. Better cross compliance measures.			dele			
	A Less Favoured Areas Support scheme from 2010 reformed to meet LINK's objectives of public money for public goods.	Respond to LFASS consultation.	Recs from cons response taken into a/c.			dele			
	Scottish Government policies on climate change and agriculture that incorporate LINK views.	Input views to Scottish Government.				TFC			
	Scottish Biodiversity Strategy Rural Implementation Plan reflects LINK views.	Place on relevant working group.				dele			
	A land use strategy for Scotland that reflects LINK's views	Input to consultation. April Network meeting agreed to hold workshop in summer 09 to prep input .				A Myles	SLUS SG. TFs	■	ATF has represented LINK on the Scottish Government's Land Use study (11 August) and has been planning work on the Land Use Strategy.
	A Scottish food policy which contains sufficient environmental objectives	Input to consultation. Contact with environmental "champion" for food policy development.				TFC			
	A soil strategy that includes measurable environmental targets	??				TFC		■	ATF rep at RSE/Soil Association climate change seminar. (Sept 1 st) Invitation received to first meeting of the Soils Focus Group.










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BiodTF Vision: Scotland's natural heritage, on land and sea, is complete in its diversity, composed of fully functioning ecosystems and resilient to accelerated envi change.	Raise the profile of eNGO biodiversity conservation delivery in Scotland through the published report and continued presence at policy tables	maintain a presence through LINK reps at all relevant meetings. Parliamentary support will be required timescale to be clarified.	publication and continued presence on new biodiversity groups		high	TFCs deles	Members: P'life, SWT, RSPB, B'life, SAGS, SNW, WTS, JMT, But'fly Con, B'bee CT, MCoFS	☹	No report received
	Ensure the new biodiversity delivery structures in Scotland are fit for purpose and delivering for Scotland's biodiversity.	Continue to push for effective action at SBC and ACG	Cont presence. Diff to measure effectiveness of any resulting action		high	deles		☹	
	Demonstrate effective use of the ecosystem approach, alongside species and habitat conservation, on the ground to inspire others	Continue to provide examples of eNGO work on the ground that uses the full suite of approaches available for effective conservation	Number of case studies publicised		med	BTF member		☹	No report received
	Work with Agri TF to influence SRDP so it delivers for biodiversity conservation effectively and efficiently	Joint lobbying with ATF to influence the SRDP as it rolls out: .	No. of reps made to all relv cttees and resulting changes in SRDP (if any)		high	TFC		☹	No report received
	Maintain overview of biodiversity delivery at UK level and continue input to its coordination through BRIG	Continue to sit on BRIG and report back to BTF	Maintained presence at meetings		low	dele		☹	No report received
	Work with Joint Links to inspire govts to continue working to 2010 target and successor	Engage with BTfs in England & Wales to influence the post 2010 targets: mechanism not yet agreed.	UK has a new post 2010 target that everyone across UK is working towards			TFC		☹	No report received
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.	Ensure strong climate change targets and sustainable approach duty within Climate Change Bill	Submit written evidence to Bill. Feb 09. PO to support progress of CC Bill in Parl early 2009	LINK priorities identified in Stage 1 report	Q1	high	Clifton Bain	members RSPB, WWF WTS, RAS, JMT, NTS, MCS, P'life Sustrans LINK PO	■	Much good work to influence final outcome of Bill by LINK members, working through SCCS. NB - Other TFs' attention should be drawn to the implications and to possible crossover between their agendas and the SG delivery plan for the CC Bill. Esp if CTF fades out at this stage – see below.
	Develop LINK positions on: Energy (efficiency and effectiveness, demand management), Transport and Heat	Finalise positions. Mini-campaign on chosen topic Q2and3 Possible £££ demands for publication and dissemination of any materials.	Finalised position statements Decide on TF focus for Q2and3	Q1	Med	TFC		☹	Recently limited feedback to three distinct efforts to convene the LINK CTF indicates little appetite to identify collective issues or added value of joint work. Therefore unlikely this CTF will continue, though some issues will be addressed by other TFs (ATF, BTF, MTF for example) and our work on SLUS. This leave gaps such as Energy Efficiency Action Plan and SG's delivery plan for CC Act (though some follow-up likely via other elements of LINK work).
	Consultations	Ongoing work to engage with and respond to consultations			Med	TFC			
	Copenhagen Comms	Letter from LINK member body Chairs to Gordon Brown.	Letter drafted and sign off secured.	Q2	med	TFC			Work on building pressure for Copenhagen and follow through on the CCA pursued – mainly through SCCS.

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Deer TF Vision: sustainable populations of native species deer, playing positive roles in Scott ecosystems, contributing to rural economy	Lobby for new deer legislation. One opp is potential WNE Bill We are looking for new structures to deliver deer management planning with greater public engagement/interest.	Will need support of PO.		Ongoing to 2010		TF C	Active mem RSPB, NTS, SWT, JMT, SNW LINK PO		Meeting with SGov officials to discuss LINK response to Wildlife and Natural Env't Bill, where deer legislation reforms are one of most significant issues. Completion of response to WNE Bill consultation Produced Parly briefing on WNE Bill response Produced draft proposals of measures to be included in proposed code for sustainable deer management Deer issues discussed at Ministerial bi-lateral September.
	Input to DCS/SNH merger process via established Reference Group. Seek to maintain progress with joint working and priority sites process to meet SG favourable condition of SSSI targets. Input to sustainable deer mgmt pilots	Maintain 2-3 bi-lateral meetings with DCS. Attend DCS Deer Management Round Table. Meet with ADMG 1-2 times.				TFC			Engagement with DCS/SNH merger process as part of reference group and through giving of oral and written evidence to Environment Cttee in the Scottish Parliament. Bi-lateral meeting with DCS. WNE Bill, replacing lead bullets with copper alternatives etc. discussed. Contribution to DCS forward work programme Meeting of DCS Deer Round Table attended by several LINK members.
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	Influence the contents and the implementation of river basin management plans - RBMPs, if written and implemented properly, can make a significant contribution to the sustainable management of Scotland's water resources and the well being of all aquatic environments.	Continue engagement with the National Advisory group and Area Advisory groups; Comprehensive response to the draft RBMPs (on consultation from Dec 08); Close engagement and dialogue with other relevant orgs and SEPA	RBMPs seeking to achieve good ecol status by 2015; Derogations used in approp manner only where req'd; Restoration of water env high on agenda for RBMPs		high	TFC, (SWT)			TF now not active / No capacity
	Engage with /influence other WFD related research, strategies, policies - all relevant WFD research and policies (such as diffuse pollution regulations and environmental standards) can directly influence the implementation of WFD, and so make a significant contribution to SD	Engage with WFD research project as appropriate; Respond to SG consultation on WFD related policies Close liaison with SG and other relevant orgs.	All 'gaps' in legislation solved in time for 1st RBMP		med				No capacity / TF inactive
	Influence the Flood Risk Management (Scotland) Bill - FRM (Scotland) Bill will introduce a new framework for the management of flood risk, concentrating on sustainable methods of flood management, making Scotland more sustainable.	Continue engage with FRM adv grp and rel sub-groups. Advocate sustainable FRM, w' emphasis on nat flood mgt to Gov, MSPs and others. Respond to call for written evidence FRM Bill; Engage w' parly contacts throughout Bill process; Promote and advocate main asks of LINK leaflet: <i>FRM bill A vital step for Scotland</i> and the findings of LINK report on Natural Flood Mgt. Where poss, promote site visits.	LINK leaflet on Bill says the delivery of 'sustainable' approach to flood risk management Natural Flood Mgt recognised as a priority measure in flood mgt; Duty on all responsible to deliver measures on the ground.	Q1	high	TFC			Very successful engagement over FRM Bill and in relation to these actions Bill has royal assent
	Ensure adequate controls of Diffuse Pollution and other damaging activities. Complex problem, needs addressed via multiple approach, such as regulation, support and advice. One of most damaging activities; if addressed well can make Scotland more sustainable.	Engage with SG, SEPA, SNH and others in promoting appropriate measures to address DP Advocate a package of measures to address DP with SG and others; Engage with SEPA's work on priority catchments.	SG strategy on DP for long term options for mgt. Strat to incl. reg & vol measures, spprt & advice (cchmt officers)		high				No capacity / TF inactive









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Health TF Vision:	Identify whether there are ways in which LINK and members can help promote the links between health and environment.	Consult with LINK members, meet PfA, BTCV & others to develop thinking. Meet with agencies again. Determine appropriate action. Active involvement in relevant HEN and SG stakeholder groups				CO Helen Zealley, Ian McCall,	several member bodies		Members met with PfA summer. Members' work 'mapped' to inform discussion. November meeting with SNH, PfA, Health Scot, BTCV will discuss and consider possible supportive action.
Landscape TF Vision: to promote the European Landscape Convention through Scottish Land scape Forum and other methods to promote landscape as a priority concern for the Scottish Government	LTF has worked with the Scottish Landscape Forum towards developing Scotland's Landscape Charter. Need to make sure the principles and objectives of it are embedded in the thinking and policies of all arms of government.	The LTF will need to contribute to consultations, be proactive in seeking meeting with government official and other stakeholders, including working with other LINK TFs such Biodiversity and Climate					mems JMT Arch Scot, Buglife NTS RAS, MCoFS SWLG, APRS Bob Aitken Dororthy Breckenridge, Lorna Main (Co-optees)		Contributed to the LINK submission on the Wildlife & Natural Environment Bill relating to permitted development rights and bulldozed tracks in the uplands Contributed to Landscape section of SOA report being prepared for LINK by Helen Todd. Met August. Change of convenor from Helen McDade to John Mayhew.
	By adopting a landscape-scale approach bods and gov insts in Scot will achieve a more holistic view of the env, rather than sectoral view, leading to better decisions on making S a sust economy. A High Qual landscape has benefits to economics, the Q of Life and well-being of communities.								
Marine TF Vision: healthy, productive seas that can sustain thriving coastal communities in perpetuity	Influence the content of the Scottish Marine Bill, ensuring that it includes good environmental measures to protect the marine environment and making possible a sustainable economy and clean, healthy and productive Scottish seas.	Series of 4 fringe events on the SMB at spring party confs 09 to influence and gain political allies, reinforce our messages ahead of the draft Bill being introduced to parl . Subject to funding from Fighting Fund) Meetings with MSPs, researchers, - primary target group. A LINK Marine campaign doc – comprehensive accessible guide to our views on the SMB, for fringe events, meetings with MSPs, researchers, etc. Will reinforce messages, be important tool in influencing attitudes and later votes and amendments. (Subject to MBFF funding)	Table of policy positions and tools No. of attendees and quality of discussion at events, political allies gained No. of meetings and outcomes Awareness of LINK's views on SMB, amendments lodged, ultimately qual of leg		high	TFC	MTF member s RSPB, MCS, WWFS, HWDT, NTS, WDCS, SWT. MRO, MCO, PO		Discussions with parties continue. Stage 2 amendments written and ready. Bill – Alan busy with MTF input, legal expertise from Lloyd Austin, drafting amendments. Frances McCartney provided subsequent legal advice. Andy Myles providing parliamentary input. RAE Committee evidence-session with Env Sec Sept encouraging; included questioning based on LINK evidence e.g. on MPAs. Scottish Association for Marine Science commissioned to produce report 'Restoring Scotland's Marine environment '. Launched with coverage Oct. Involved in SG meetings on MPA guidance, Marine Strategy Forum, marine socio economic objectives workshop, EU moderation issues, SMB, SSMEI. Discussed met Minister to discuss key issues.
	Influence content of the UK Bill with regards to overlap and effect on Scottish legislation – ensuring that together both Bills can deliver effective protection for all UK seas.	Liaison with Links, UK NGOS, W'minister, agencies.				MRO, TFC	TF		Ongoing
	Fundraise for project continuation ensuring that LINK has adequate resources to continue to campaign for a strong Scottish Marine Bill.	Liaison with trusts.				MTFC	TF		Calum coordinating our bid for phase 4 funding to 2013, as part of Links' bid to CTs in Nov. If successful we will recruit new Advocacy&Policy Officer, alongside Alan, from early 2010.





STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE									
Annual 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 ensure that the Scottish land use planning system contributes to a more environmentally sustainable society	Respond to Scottish Government consultation on new Scottish Planning Policy and associated Environmental Report	LINK response required by June 2009 – may be requirement for ongoing lobbying work with ScotGov, Parliament and other groups til final SPP produced late 2009. Staff help generating publicity on key issues, engagement with media, Govt and parliament may be required. Comms with BEFS, community groups, other NGOs, RTPI, Cosla	Response submitted, changes made to final SPP in line with LINK aims			TFC & Deputy	Member: AS, APRS, B'lfe,FOES, JMT, NTS, RAS, RSPB, MCoS, SAGS, SWT,WTS		LINK response submitted June. This has continued to be the main focus. The TF had a number of concerns with the proposed draft – particularly the sustainable development section. TF members, with invaluable support from the LINK parliamentary officer, effectively lobbied govt officials and Ministers over the summer/early autumn, such that revised proposals are a significant improvement. This has been a major success for the TF. Without our engagement, there is a real possibility that sustainable development policy in particular would have been much weaker in national planning policy.
	Ensure implementation of NPF2 in line with LINK aims	Assess final published version of NPF2. Input from other TFs required . Help generating publicity on key issues, engagement with media, Govt and parliament may be required. Comms with BEFS, community groups, other NGOs, RTPI, Cosla,	NPF2 implemented in line with LINK aims			TFC & Dep	Other Link TFs & members		
	Consider how the effectiveness of SEA in delivering environmental benefits can be improved	PTF, other TFs to identify what output could be most effective – e.g. briefing document, etc. Help may be required to produce output material, briefing, etc. Input from other TFs required. Comms with SNH, SEPA, HS, community groups, RTPI, SEA practitioners.	Production of appropriate output, noticeable improvement in quality of SEAs			TFC & dep			
Wildlife and Natural Environment Leg E-Group aim:	Influence development of proposed Wildlife and Natural Environment legislation by Holyrood for 2010/11 programme	Comms; Keeping members and TFs informed. Members input to stakeholder forum.				NH EGroup LAustin	Members RSPB, JMT, WTS, MCoS, BCS, SNW, SWLG, NTS. PO		Response submitted for September deadline, following workshop for interested members, and coordination (thanks to Lloyd) of input from various including BTF, DTF. Ongoing watching brief by WNE e-group, in prep for legislation.
SEFF Vision: to encourage and facilitate partnership work between fundraisers in LINK; and 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	Arrange quarterly meetings/venues/guest speakers. 4 meetings per year with an average of 2 external speakers per meeting.				TFC	SWT, RSPB, NTS, SNW, RAS, WWFS, WTS, JMT, AS, WWT, WDCC, MCoS, B'lfe, BBCT, BC, HWDT, CC, Sustrans, SAGS, FoES, P'lfe, MCS		During this period the results of the Big Lottery Fund consultation were published - SEFF had input into this consultation with a joint SEFF submission as well as individual SEFF member organisations and individuals submitting responses and attending consultation events. The work put in by SEFF was rewarded as the consultation results reported that the environment was often top or second top in responsor's answers/concerns in Scotland.
Parliamentary Forum : a network for parliamentary and policy officers	Networking for support as well as coordination of network's holding government to account, election-specific activity, party conferences. Informed by and informing LINK political strategy report.	LINK parliamentary staff participate /convene. LINK PSR discussed in draft by PF prior to Board and Networking discussions.		Ongoing	Med	PO	PAO Active members:		Sept PF discussed draft PSR.















STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE									
Annual Objective	Tasks	Action	Indicator of progress	Timescale	Scale	Responsibility	Support	Status	Comments / Progress
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 is still actively involved in around 60 stakeholder forums, some of which are fairly recent. Analysis should go to November planning meeting. This will be partial because of lack of returns.
		For wider issues IO facilitates process of delegate election and feedback with interested members/TFs.	As above	Ongoing	med	IO	Staff, Trustees.		Ongoing
	Pursue Climate Bill work in conjunction with SCCS Bill Team as far as possible	Climate TF promotes shared asks with and via SCCS TF complements with back-up on key env issues. PO involvement in SCCS Bill Team 2009.	LINK climate positions, comms and SCCS positions are joint or complementary	Ongoing	med	Climate TFC PO	CTF members in SCCS PO,		CTF worked hard to protect asks. Bill received royal assent.
	Include non-LINK interests in seminars, workshops, congress, SEW, festive reception.	Networking meetings identify potential allies for work areas. TFCs ensure liaison with identified allies. Staff ensure inclusion in wider LINK events.	LINK TFs work with others on wider joint positions.	Ongoing	med	Events Organisers	Staff, TFs		Group of trustees, staff met to discuss means of involving the non citizen led NGO sector in LINK. Summary and proposals for discussion at Board.
		Some actions to be followed up after Access to Justice workshop in May.					CO, PO		Ongoing.
	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, SGovt, SEPA, CoSLA. Ad hoc requests from others (eg Parks) are pursued. Coordinated by staff with input from TFs, Board and members.			low	Chair, CO	Staff		Useful meeting held with SEPA chair & senior staff 28 September. Involved trustees, HZealley, D McLaren, A Harrison. Requests out to meet with CoSLA, SG & others. Will pursue annual SNH meeting Nov onward.
	The other Links	Maintain regular Joint Links liaison by telecon, for info-exchange and to identify areas where joint work useful.		Ongoing	low	CO	IO, PO		Ongoing. Meeting on elections & Euro issues September. Telecon on generics + updates late October.
		TFs exchange plans with those of other Links. TFs watch for joint work opportunities (eg Climate, Bio, Marine, EEB UK liaison) for 2009 onward.				TFCs JHughes	MRO, MCO		Staff cannot comment, though do not see much evidence recently, except in marine where some interface is required for Bills and for project funding.
	SCVO	Participate in Intermediaries Network if issues in common. Rejoin SCVO Pol Cttee at 2009 SCVO Green Officer liaises with LINK on SD related areas Liaison over SOAs work?				CO & PO			Regular meetings of SCVO PON and Policy committee attended. Intermediaries agendas are fairly broad and so less of a priority. Green Officer in regular contact with LINK, drawing on our carbon accounting for SCVO. Liaison over SOAs probably not so useful as SCVO are not involved at same level.















STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE									
Annual Objective	Tasks	Action	Indicator of progress	Timescale	Scale	Responsibility	Support	Status	Comments / Progress
	Other Bodies	TFs hold liaison meetings with as needed. TFs to regularly liaise with SNH contacts for info and mutual support in approaches.	Other orgs understand, and may support, LINK positions			TFCs	CO, DO, PO, IO		
1.5 Build partnerships with relevant organisations to promote agreed key policy priorities more widely	Agriculture TF	Existing partnership working well, incl SNH, SCF, FWAG, SAC, NFUS, HIE, SCVO. Likely to progress through joint working on CAP Health Check issues, RDC imp, and LFA reform.			Ongoing	ATF C and delegates to stakeholder groups	ATF members.		
	Deer TF	Close working with SNH and DCS Board members, liaison with ADMG, MoorlandForum, SRPBA			Ongoing	DTF C			Good liaison, ongoing.
	Freshwater	TF has contacts with various orgs and individuals. Close liaison with SNH on all fronts. Works with EEB, other Links			Ongoing	FTFC			
	Health	Participation in HEN Meet SNH, FC and other agencies Sept			Ongoing Q2				2 delegates to HEN.
	Landscape	Considering clear need for some wider network to impl Scot Landscape Charter and implement the Eu Landscape Convention even if Ministerial support will not fund secretariat of a forum				LTF			
	Marine					MCO	PO		Lot of activity – see report above
	Planning	SNH, SEPA, HS, community groups, RTPI, CoSLA, SEA practitioners				PTF			
	WNE group								
	SEFF	close liaison with SNH				SEFF con			ongoing
	Hold annual festive reception for all LINK players and contacts for networking.	Staff book venue, catering, speakers, circulate invites, with input from TFs and others.	Event well attended.	Q3	med	PAO	Staff, TFCs		Venue booked for Wed 16 th December – look out for draft guestlist for comments soon.

STRATEGIC OBJECTIVE 2: A STRONG VOICE FOR SCOTLAND'S ENVIRONMENT MOVEMENT									
KPI 2.1 Number of internal seminars/workshops/trainings on current issues arranged for members. Target At least 3 workshops / seminars/ training days per annum. KPI 2.2 Percentage of member bodies involved annually in either the Board, Task Forces, or contributing to annual Congress. Target At least 90% of member bodies involved annually in either the Board, Task Forces (and steering groups) or contributing to annual Congress.									
Annual Objective	Tasks	Action	Indicator of progress	Timescale	Scale	Respons-ibility	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 member Reps to cover all engagement opportunities.	New member bodies join at least one work area.	Ongoing	low	Chair, CO	TFs, Reps Staff	■	Living streets inducted 7 October.
		Send timely reminders to members of upcoming opportunities to engage. Update website.	All member bodies involved in some area of LINK work over a year.	Ongoing	low	CO	IO and other Staff	■	Ongoing via bulletin and email alerts as well as web updates.
		Outreach to member bodies whose engagement in TFs and at core meetings is rare.	Non-engagers engage and/or better understand opportunities.			CO	Other staff	■	Time has not allowed for much proactive outreach. Staff provide such organizations with as much phone / email feedback as possible, eg WWT. Parly staff do mini trainings eg WDCS, MCoS.
	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. Provision of at least 1 or 2 workshops pa: <i>1. Access to Justice (May 2009)</i>	Ongoing	med	Chair Staff	TFs and Staff	■	July WNE session, September SLUS workshop, achieved these ambitions and Congress prep is aiming to do so.
		Active members of TFs share the representation at external events and on forums.		Ongoing	low	TFCs	TF members		
	Hold training events for members to build capacity in key areas (eg media, campaigns, parliamentary).	Board/TFs identify training needs. Staff organise and assist process.	Members take part and find trainings useful. <i>Convenor session 2009?</i>			Chair, CO	Staff, Reps	■ ☺	Successful parly training held in July. Idea of convenor training has been dropped. Hard to get members to attend policy focused events, let alone those on process!
	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.	Ongoing		TFCs	TF members	☺	Evidence suggests this is not always the case and busy Convenors seem stretched..... Worth checking as annual planning comes up
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 has considered mix of Trustees/skills; encourages turnover for good balance of organizational and professional experience. Staff ensure Reps know of opps. TFs appoint conv, dep, deles to share load and opportunity.	80% of members to be involved in some leadership capacity over 3 year period. <i>turnover in Board, Convenor and Depute representation</i>	Q2	Med	Chair and CO at 2009 esp	TFCs Trustees Staff	☹	Worth sustained effort by Board for (a) work areas identified at November planning meeting, and (b) Board and its subgroups in coming year






STRATEGIC OBJECTIVE 2: A STRONG VOICE FOR SCOTLAND'S ENVIRONMENT MOVEMENT									
Annual Objective	Tasks	Action	Indicator of progress	Timescale	Scale	resp lead	Support	Status	Comments / Progress
2.2 Facilitate active involvement of member bodies in LINK's activities	Member bodies recognise that time spent on LINK activities is value for resources expended.	Trustees liaise with NGO heads to promote benefits of joint working and acknowledge contributions. Planning meetings rigorous in identifying resources and responsibilities for delivering these.	LINK TF work is given person time by member bodies	Ongoing	med	Trustees	Heads of members bodies		No formal liaison with NGO heads – should we address this? Could be valuable in relation to various issues including financial, policy priorities, integration of LINK and members' agendas. Staff propose that planning is more rigorous in future in identifying resources and leads, but also in prioritizing.
		Ensure LINK comms to members highlight achievements and acknowledge diverse inputs (annual review, bulletins, PSR, newsletter, website).		Ongoing, Q2, 4,	med	DO	Staff		Staff very mindful of this and investing as much time as they can in ensuring this through ongoing comms and new website.
	Use annual members congress to build community within the network	Steering group develops theme for autumn Congress by late spring. DO to organise and publicise with members. 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, Repts		SGroup includes Mike Robinson, J Hughes, D McLaren. Congress programme out with members and invitees. Review of year now in prep.
	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. Outreach promotes cycle and the opportunities input offers to influence network plans.	Increased member Reps at annual planning meetings	Ongoing	low	CO IO CO	Staff		Members asked in early Sept, for priorities in prep for November forward planning meeting
	Influence development of conducive funding environment for eNGOS.	SEFF and other advocacy.	SEFF meets range of funders (see SEFF reports).	Ongoing	low	Chair, SEFF TFC	Trustees, eNGO heads		
2.3 Use targetted campaigning to encourage wider public support where important	Develop effective campaigns 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		high	TFs, PF, Repts			Ongoing in the context of steering group and TF and political / policy discussions
		If outwith planning cycle Board and network to endorse.				Chair			
	Marine campaign underway until Scottish legislation through and begins to be implemented	MTFC line manages MCO and MRO who are supporting work of the MTF. MTF-wide effort around 3-year re-application at spring 09		Ongoing	High	MTF C	MTF, MRO, MCO, CO, PO, AFO		Ongoing, good progress, with planning in hand for a phase 4, bid in prep, full cost recovery included. Recruitment for a second project officer could go ahead Dec/Jan.
		CO, AFO provide support liaising with funders, reporting, HR, financials and project development.		Ongoing	low	CO, AFO	MTF C		Ongoing support in place
		LINK PO supports MCO wrt partly advocacy.		Ongoing	med	MTFC	PO		Ongoing.

STRATEGIC OBJECTIVE 2: A STRONG VOICE FOR SCOTLAND'S ENVIRONMENT MOVEMENT									
Annual Objective	Tasks	Action	Indicator of progress	Timescale	Scale	resp lead	Support	Status	Comments / Progress
2.3 Use targetted campaigning to encourage wider public support where important	Encourage behaviour change in relation to the climate challenge – via resonant, achievable messaging suitable to the range of members on issues with significant carbon emissions	Members develop behaviour change comms with memberships, monitor for reactions.	May comms meeting to develop messages with experts. Promote messages with members and offer 1:1 discussions.	Q1 Q1,2 Q1,2	Med Med med	DBarlow SG Reps Climate policy officers, SGroup	CO , St Grp Board		Still outstanding: Workshop, with experts, last discussed a year ago. Lack of leadership, shortage of staff time and changes in members personnel have all conspired to hold up progress. What does the Board advise?
		LINK inputs to Climate Alliance and Fund via delegates.			med	Deles	Board		Very loose input. Staff uncertain as to what members know / don't know, whether opportunities are being missed.
		LINK recce of good eNGO organizational practice and results promoted through network.			med	Board / CO			Board decided against this in spring and favoured instead promotion of our carbon accounting spreadsheets.
		LINK revises environmental policy			med	Board/ CO			No progress on this fairly important area. What does the Board feel?

STRATEGIC OBJECTIVE 3: AN EFFECTIVE, EFFICIENT, ACCOUNTABLE NETWORK									
<p>KPI 3.1 Quality of annual reports and accounts and returns in accordance with OSCR and Companies' regulations. Target Produce annual Trustees' report and accounts, and annual return, in accordance with OSCR and Companies regulations.</p> <p>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.</p> <p>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 Funding subgroup's spring 09 target of £67306 for subscription funding achieved by financial year end.</p>									
Annual Objective	Tasks	Action needed	Indicator	Timescale	Scale	Responsibility	Support	Status	Comments / Progress
3.1 Ensure LINK is well governed and managed in line with good practice	Board overview maintained of progress against LINK corporate strategy and annual operating plan.	Live operating plan reported on and reviewed by Board each quarter. Identified leads provide data for monitoring - staff collate, and post on website quarterly. Board use to check integration and consensus –tactics resources New proposals assessed in this context by Board. Decisions between relative priorities by Board & Networking. OP updated as agreed.			med	Chair Chair Chair	Trustees, CO, DO and other Staff		Maintenance ongoing. Signs of over-stretch in TFs and member bodies. Staff propose Board lead in stronger balancing and prioritizing will be important.
		KPI performance assessed quarterly by Board.		Ongoing	med	Chair/CO	DO, IO, PO, PAO, id'd leads		Ongoing
	Hold annual autumn planning meeting to plan next 18 months' network activity, ensuring an integrated approach to key strategic priorities.	Members and task force representatives and other identified project leaders to attend and contribute	High level of member ptcpn.	Q3/4	med	Chair (CO)	Reps, DO, IO, PO,		Already advertised, with plans invited from TFs.
		Needs of environment and opportunities analysed, fresh approaches considered, by good horizon scanning process.		ongoing	high	Chair, CO	PO, PF, TFCs, Reps, Board, HFs		This kind of scanning is proposed for November
		TFCs and identified leads to ensure discussion of workplan Jul or Aug to return to staff end Sept.		Jul or Aug	med	TFCs and identified leads	Staff		In an ideal world.....
		Staff arrange venue, agenda, papers, action points		Q3/4	low	CO	DO, IO,		20 November in Dunblane, Day 2 of Congress
		Staff facilitate integration /workshops arising from the meeting TFCs pursue particular integration points		Q4/1	med	CO TFCs	Staff, TFs, Trustees Staff		
	Hold 4 Board meetings a year for Trustees to maintain strategic overview of LINK's direction and advise on operations, resources as required.	Trustees to attend, contribute and follow up actions as necessary. CO and other staff attend, note and follow up actions as necessary.	all board meetings held quarterly	Q1,2,3,4	low	Chair	Trustees, Staff		Ongoing – on track
		CO prepares agenda in consultation with Chair with input from others as necessary.		ditto	med	CO	Chair, PO, DO, AFO		
	Hold 3 Network meetings & annual planning meeting	Prepare agendas, invite input, representation. Report of meeting disseminated (web). Follow up agreed actions.		Orly Orly Ong'g	Low Low Med	CO O/DO TFCs, Reps Staff			Ongoing – on track
	Administer LINK's day-to-day finances, including Restricted and Designated funds Regular financial overview of network operations Produce Trustees' report and accounts for OSCR and companies return for Companies House.	Manage financial ledger, for expenditure, invoicing, banking, payroll and pensions, project finance reports and supporting spreadsheets. Appropriate liaison with accountant, Treasurer, FSG. Submit required information on time.	Accounts pass Audit. Projects end in budget and Pos've Audit	Ongoing Ongoing	High Med	AFO AFO	FSG Staff Proj Mgers	 	Ongoing – on track Ongoing – on track
		Budget outturn and forecast prep to month end preceding Board meeting (except June where outturn to end June emailed to Trustees July), where appropriate checked with accountants and Treasurer before circulation to Trustees.	Outturns ratified by accountants, Treasurer and Board	Q1,2,3,4	High	AFO	Treasurer for Board		Ongoing – on track
		Close off accounts 31/3, liaise with auditor to sign off and circulate to members 3 weeks before AGM. Draft narrative for Trustees to sign off. Submit to OSCR, accountants to Co House.	KPI 3.1 app by OSCR & Co House.	Q1	High	AFO CO AFO	Chair, Treasurer, Staff.		2008-09 closed off successfully. 2009-10 on track

STRATEGIC OBJECTIVE 3: AN EFFECTIVE, EFFICIENT, ACCOUNTABLE NETWORK									
Annual Objective	Tasks	Action needed	Indicator	Timescale	Scale	Responsibility	Support	Status	Comments / Progress
3.1 continued - Ensure LINK is well governed and managed in line with good practice	Board funding subgroup overviews financial issues.	AFO facilitates regular FSG contact to review all aspects of LINK's financial and fundraising needs, coordinating 3-4 annual FSG meetings (Trustees, CO and DO).	Meetings happen; KPI 3.3	Q1,2,3,4	Med	AFO, Treasurer	CO, DO, FSG	 	Last FSG meeting 7 th Sept. Actively managing 2 payment issues for KPI 3.3
	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)		Ongoing	low	CO, ESG	Trustees		Job description for IO's replacement in prep
	Standing Operating Plan subgroup advises on production / reporting / analysis of OpPlan	CO prompts meeting of group during drafting of each annual plan		Q4		CO	Staff, Trustees		Ahead, autumn/winter
	Ensure match between LINK plans (ie TFs/projects), the resources required, and commitment from members to deliver these	Board to request members to commit £s person-time at annual planning time. Board to maintain overview.		Q4		Chair/CO			Staff propose LINK ensures more explicit discussion and this kind of commitment made, to avoid over-stretch.
	Retain flexibility to react to new events, seize new opportunities	Board to evaluate new ideas, incorporating into Op Plan (if not at Annual planning time)		Ongoing	low	Chair/CO	Idea generator		Board level 'eye' will be required on 20 November and thereafter
	Audit of Trustees' skills maintained; Trustees share Board workload.	Trustees complete skills chart annually. Chair leads annual review to address significant gaps, share tasks ahead and plan for succession.	Trustees' expertise cover areas of need		low	CO Chair	Trustees		Forms are with trustees for completion. Board to review at January meeting.
	Trustees have 1:1 with Chair annually	Chair holds 1:1s with all Trustees annually, identifying if training or development needed.				Chair	Trustees		Ahead
	Risk analysis maintained to assess threats to optimum operation of network.	Chair/CO to prompt staff and 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		CO reviewing and will flag issues for discussion at January Board.
	Induct new Trustees and member Reps to LINK	CO and Chair organise induction process and identify who takes part.	Trustees /Reps inducted within 2 months		low	Chair	Staff		JA and John Mayhew arranged induction for Vicky Junik in July John Mayhew and JA met Ian McCall July for induction to chair role.
	Support for Chair	CO, Trustees, TFCs and other staff provide briefings, drafts, back up for chair as required.		Ongoing	med	CO	Staff, Trustees		Ongoing. CO & PO met Ian September.
	Support for President	Chair, CO, staff, Trustees, TFCs etc to provide briefings, drafts, back up as required			med	Chair/CO	TFCs Staff, Trustees		Ongoing – mainly by email, phone
	Ensure LINK operations are carried out in an environmentally sustainable way	LINK Board policy to be revised spring 2009, 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	CO, all Staff, Trustees, TFCs		No progress
		LINK monitors own emissions on core business.	Emissions reduce			AFO	staff		2008-09 data published. Increased level of detail tracked for 2009-10

STRATEGIC OBJECTIVE 3: AN EFFECTIVE, EFFICIENT, ACCOUNTABLE NETWORK									
Annual Objective	Tasks	Action needed	Indicator	Time scale	Scale	Respons-ibility	Support	Status	Comments / Progress
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		■	Staff feel members unlikely to read this level of detail. New site will list staff's key responsibilities. Staff PDRs mainly completed at Sept 09
		Full team meetings organised by CO at least 6-weekly; chairing and notes by rotation.				CO, Staff		■	Yes, ongoing every 6-7 weeks, with notes exchanged. Also useful database training day to be repeated annually as an IT day.
		One-to-one meetings are held at least monthly between staff and managers - notes exchanged.				Line mgers reg1:1s		■	Ongoing with notes exchanged
		Monthly catch-ups held amongst Perth staff – notes exchanged.						■	Being re-established now after gaps for various reasons at both offices.
	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		■	Borne in mind. No recent requests. Training budget also reduced in budget reviews.
	Ensure TFs work comfortably to annual Operating plan.	TFs report progress against plan to Board quarterly for review flagging slippage, change of direction, concern.			med	Chair	Staff	😊	Still issues getting feedback – how does Board advise?
	Hold AGM, elect Trustees and office bearers, appoint president.	Members to be advised of vacancies for Board in April / with first notice. CO prepares, circulates papers to members at least three weeks in 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		Ahead
	Maintain LINK's IT systems to enable efficient network communications.	IT support and training to LINK staff and day-to-day maintenance and backups	No IT impediment to network comms.	Ongoing	High	AFO	Suppliers (SCVO)	■	Support from SCVO adequate and cost-effective. Next bi-annual support meeting w/ SCVO on Oct 19 th .
		Interface between LINK office and IT suppliers		Ongoing	Low	AFO	Suppliers	■	Ongoing
		IT planning and improvement (incl project mgmt and implementations)	IT systems sufficient and cost-effective	Ongoing	Med	AFO	Suppliers	■	Next IT planning session Oct 19 th w/ SCVO
	Finish revamp of LINK website and maintain.	New website due for completion April. Content to be transferred across during Q1 (IO, DO, PAO). Updated generally by IO and PAO		ongoing	med	IO	DO, PAO	■	Still ongoing, iterative process mainly between IO and consultant GS. Aiming for transfer to new site within weeks, once descriptions of outputs are edited, and once final checks over the whole new website are completed.
	Maintain Meeting room in Perth office.	Meeting room is free resource for members and TFs, available to other bodies for a fee. Staff maintain diary, supplies, clean, set up as needed. Externals invoiced.		ongoing	low	IO, AFO	Perth staff	■	Bookings for and maintenance of Meeting Room co-ordinated by IO and other staff.
		Create meeting space and encourage drop-in use of Edinburgh office.				PO, PAO		■	Drop in usage continues.
	LINK outputs and reports are archived.	Master copies LINK's 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	low	IO IO / Parly staff		■	On-going on a weekly basis to SNH and monthly to others, although no outputs during August and few during July and September.
	Maintain LINK's database & lists to ensure info in-date and members receive all relevant	AFO and IO coordinate review of needs 2009. IO and PAO share responsibility for upkeep. All staff contribute where possible. TFCs/Reps regularly asked for changes.				AFO, IO IO, PAO	Staff, TFCs	■	Database improvements working well
TF example:	Working within operating plan, each TF elects Convenor and Depute to share TF leadership, planning and reporting to LINK.	TF reports quarterly for Reps, Funders, op plan and KPIs. TF presence and prep (evaluation, plans, spend) at 2 of 4 meetings pa. Outputs to meet standards (styles, operating principles).				TFCs	Deputes Reps		
STRATEGIC OBJECTIVE 3: AN EFFECTIVE, EFFICIENT, ACCOUNTABLE NETWORK									

Annual Objective	Tasks	Action needed	Indicator	Time scale	Scale	Respons-ibility	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, maintaining leverage to range of funders. Ensure fundraising capacity is in place. Generate subscription income from member bodies to maintain autonomy.	FSG meets to consider future year's funding need each autumn, towards new grant bids. AFO to confirm band threshold annually. AFO supports FSG in calculating subs rate to keep on track to agreed % goal and recommends to Board.	Budgetted subs income received within time period;	Q3/4	med	CO/AFO Treasurer, AFO	Funding sub-group		Proposals from FSG for 2010-11 subs to be considered by Board on Oct 22 nd .
		Members advised of following year's rate and asked for comment to resolve issues before AGM. Dialogue offered for members with issues.		Q1/2	low	AFO	CO, Treasurer,		Ongoing communication w/ 2 members who have payment issues for 2009-10
		AFO generates invoices after AGM and manages prompt payments.	No bad debt by year-end	Q3	low	AFO			Two outstanding issues to be resolved for 2009-10
	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 and annually to funders. DO ensures core grant conditions understood internally. Project managers meet grant conditions.	Grantors continue to core fund		med	DO,	CO, IO, AFO, FSG, PO		Application to SNH done by end Aug. Expect reduction on bid of £62k.
		AFO submits quarterly claims (SNH, SG).	Grants received	Q1-4		AFO			On track
		DO arranges six-monthly meetings with SNH (involving CO, PO usually and 1 with Chair).		Q2,4	low	DO	PO, CO, Chair		On track with request going to SNH in November for the annual meeting.
		PO quarterly meeting with SNH grant contact.		Q1-4	low	PO			Next meeting arranged.
		DO arranges for Trustees to meet core funders as needed.		Ad hoc	low	DO	Trustees		New annual liaison with SG almost running, first meeting November.
	Generate income for established projects.	SEW sponsorship approaches made late April.	Funding repeats/ New funders in.	Q2/3	low	DO	PO, CO, Treasurer		Await outcome of this years approach to HS and SEPA (others unsuccessful). Applied for 3 years funding to HS fund.
		Congress sponsorship approaches made May.							
		Reporting on SEW, Congress and other projects by relevant staff/project managers.		Q1 and ad hoc	low	PO, DO Id'ed leads			Ahead
		Approaches to Lottery, charitable trusts, councils for other projects made as openings are seen		Ad hoc	low	DO	CO, AFO		Bid to Craginsh for SLUS successful (£5k) Bid to P&K for Biodiversity conference outstanding.
3.3 Ensure LINK evaluates key activities and the network applies learning to improve corporate performance	Encourage TFs and project steering group to evaluate via AARs and peer review / Board interview at Network meetings, and evaluative reporting via pro-formas quarterly.	TFs to evaluate progress against strategic objectives at networking meetings once x year		Q1,2	low	TFCs	TF members		Usually spring and summer, though annual meeting in November aspires to do a 'quick and dirty' analysis of achievements and lessons
		After action reviews for projects; staff member or project manager to arrange and report to board and networking meetings		Q4,1	low	Rel Staff, Project managers	St groups		Ahead
		Information for Operating plan upkeep and KPIs to be sought and collated, log maintained		Ongoing	med	CO	DO, IO, designated leads.		Staff on track with this
	Assess value over 3 years of LINK contributions.	Stakeholder evaluation undertaken annually facilitated by IO. Communicate views to SGovt.		Q2	med	IO Chair	Delegates to forums		Feedback poor for June meeting. Reminders sent by IO this Quarter.
		Carry out survey with opinion formers and decision makers in Spring 2009. (to repeat early 2012).				CO	Board/PO		No progress – should we / shouldn't we? Poll? How does Board advise?
	Apply lessons to planning of network activity.	Survey members in parallel during 2009 (to repeat during 2010 and 2011).				CO	Board/staff		ditto
		Consider survey feedback with Reps, TFs and Board at network meetings. Determine how to change practice.				Chair	All actors		