

LINK Strategic Plan 2012 - 2015

Objective 1 – Working towards a Sustainable Scotland	Desired outcomes of refreshed strategy	Action to achieve / by whom / timing	Status
	<i>KPI 1 – Scotland always scrutinises delivery of environmental commitments</i> <i>KPI 2 – Government expects to deliver cross-compliance consistently across departments in ways that respect the needs and importance of environment</i>		
	To increase understanding of SD, convey its importance persuasively, create opportunities to influence decision makers on SD and hold them to account for commitments	TFs ensure SD underpins all outputs written and verbal and develop advocacy strategies which hold to account. NWMs review / identify new areas. Board's strategic liaison makes strong case. TFs and wider advocacy consistently promotes linkages. PO with TFs & reps via rolling manifesto and election work.	Aide-memoire to TFs e March reminded. April network meeting to review.
	To deliver a compelling narrative linking environment persuasively to wider contexts affecting decisions and enlisting the support of high-level contacts in communicating narrative 'abroad'.	Set up board led T&F group to develop & promote narrative with partners. Establish relationships with people who would carry message into other circles where they operate.	Capacity / momentum are issues and this ambition needs reviewed with the network – April? August?
	<i>KPI 3 – Environmental input is sought via LINK to contribute to a wide range of high-level stakeholder groups/discussions (eg NatPerfFmwk, MPF3, Energy, Marine Planning)</i>		
	To nurture relationships of respect, be strategically critical where others need held to account or where SD expertise is disrespected.	Fora for robust discussion are used to agree ways forward on a regular basis, using 'shared pool of understanding'.	April network meeting to consider.
	To develop dialogue & alliance with players across Scotland and beyond about SD principles and to build wider voice on issues in common.	Board, TF & NWMs maintain plan & prioritise relationships to build / sustain Staff/Delegates engage in EEB & IUCN for LINK & identify relevant opportunities to TFs. LTF engages in Civilscape for LINK. PO engages in SCVO Policy Ctte. Staff and MBs are conduits to SCCS, BEFS and other orgs.	Jan meetings considered wrt. 2012 outcomes. Aide memoire e March reminded. Policy mapping under review spring 2013. April Board & network meetings to review. 2013 NWM planned with EEB. Those responsible maintain brief and report to LINK.
	To demonstrate by example	Maintain LINK carbon accounting and encourage practice among MBs. Ensure all LINK work respects environmental & travel policies.	LINK staff, each spring, via website. TFs, MBs, Trustees, Staff follow good practice.

LINK Strategic Plan 2012 - 2015

Objective 2 - Being a strong voice for the environment	Desired outcomes of refreshed strategy	Action to achieve / by whom / timing	Status
	KPI 4 - LINK positions are understood and influence national policy, with environmental governance in Scotland improving as a result. KPI 5 - LINK continues to have good access to decision makers including Ministers who want (or know they need) to know LINK views on range of issues.		
	To hone our negotiation skills so as to gain ground and win arguments	TFs develop robust advocacy strategies reviewing tools and tactics taking advice from peers, Board, staff. Ensure ministerial meetings (and equivalents) achieve action through tight agendas, strong advocacy and good follow-up comms. Negotiation training is offered. Advocacy training continues.	Aide memoire to TFs e March reminded. April network encourages review. Board sbgrp tbc April 2013. PF confirm date.
	To make optimum use of events as a key way of promoting messages.	TF advocacy strategies identify goals of events . Staff support with these and annual events.	April meetings to agree Congress theme. SEF 2014 theme tbc May/June. Landfill, Wildlife, SEW held Jan-Feb 2013. LINK presence at party confs March 2013.
	KPI 6 - Government strategy on some issues (key to LINK) reflects an understanding of the diversity of views across society and of being addressed 'in the round'. KPI 7 - Media coverage of some issues (key to LINK) reflects maturity of treatment about what is good for Scotland and its environment		
	To promote clear positions, ensuring we know when and why consensus is not anticipated, and voicing that positively.	TF members to be clear with externals where LINK process has agreed extent of common ground. Accept diversity for its strengths and find ways to express that strength. Staff/TFs/Board brief ambassadors expertly for roles.	April network meeting reviews current need/new areas.
	To improve our internal approach to diversity of viewpoints identifying important issues in good time, facilitating discussion, ensuring the network as a whole knows where consensus is and is not an aim and is readied to voice this positively	TFs flag to LINK staff divergence likely to be significant, who can then identify best way forward, including escalating to board. Board facilitates discussion where appropriate to clarify extents/limits and ways of communicating positions / divergence. NWMs identify wider issues; also ensure broadest understanding of where consensus not anticipated and appropriate comms around such areas.	Energy & landscape statement awaited. Land, Forestry and FUG positions circulating. April NWM checks for potential areas.
	To invest more in network communications on value of LINK, benefits, opps, coordination, efficiency, trust, confidence in living with divergent views on some issues.	Staff inform all on outcomes of Board, NWM & other mtgs. Staff keep Trustees briefed on TF asks each quarter. NWMs assess potentially contentious issues. Trust in those with leadership roles is encouraged. Website and internal comms regularly inform MBs of positions, developments, cycle of meetings, engagement opportunities.	Staff, ongoing. DO compiles from TF inputs. April network agenda.

LINK Strategic Plan 2012 - 2015

Objective 3 – efficient effective accountable network	Desired outcomes of refreshed strategy	Action to achieve / by whom / timing	Status
	KPI 8 - The network is live to the diversity of member interests and views within, robust about dealing with consensus, confident in expressing positions KPI 9 – Citizen led national level NGOs (with objectives in common with the network) want to be members of LINK		
	To encourage optimum engagement by members large and small, and an understanding that investment of time and profile, accessing joint effort, taking governance roles – all benefits member orgs and individuals therein, as well as adding to the strength and potential of the network.	LINK MBs have opportunities each 3-years to discuss capax/ prospects with trustees, with issues reported at board meetings All new members and convenors offered quality induction as grounding for effective engagement. Reps understand need for CEOs, boards, colleagues to u/s LINK priorities & progress MBs' plans/news considered at strategic planning and NWMs. MBs encouraged to review their TF engagement annually. MB nominations encouraged for board based on skills needs To build community among members on wider areas of marketing, membership, comms. and public engagement	Board call to members summer 2013. Each board and TF meeting should do this. Ongoing. Charles Dundas most recently. Reps discussion with own organisations at appropriate time for them. Addressed in Birnam 2012. Jan bulletin invited this of members. Action to follow Augs Board discussion. NWMs and Board identify which of these is priority at any time. Resources allocated to meet and share findings.
	KPI 10 – Annual network plan reflects considered discussion of strategy and priorities and engages at least 75% of members in its delivery		
	To improve strategic planning, focussing round strategic objectives, perfecting our horizon scanning and our assessments of where collective resources can be used to add greatest value, choosing appropriate advocacy, ensuring strongest network integration.	Staff, TFs and MBs at strategic planning. NWMs review opportunities and progress, determine action, keep all under review. Political strategy by all informs, supported by PSR process. Clear choice of priorities above 'good to do' areas. Consider gaps that undermine credibility. TFs keep in touch outwith NWMs to avoid duplication / collaborate for strength.	Birnam 2012 meeting addressed. PSR for April meeting. Jan and April networks review.
	To be clear about our desired outcomes, measure progress (esp. impact) effectively and learn from experience in planning future development	Network is aware, provides data, evaluates & shares lessons. Annual mini reviews of key audiences to be commissioned. Quarterly evaluations at NWMs - learning shared across n/work. Board plans a 3-yearly review for 2015.	For discussion April 2013 Mini review to be commissioned 2013 April NWM 2013 will include some evaluation. Board and CO October 2014

LINK Strategic Plan 2012 - 2015

Objective 3 cont. – Efficient effective accountable network	Desired Outcomes of refreshed strategy	Action to achieve / by whom / timing	Status
	KPI 11 – Turnover on LINK Board reflects proactive nomination of individuals from within the network who bring important relevant experience to network governance		
	To continue to ensure high standards in governance and management of LINK	Review skills needs and plan succession on board Develop staff roles to service business model & priorities Maintain offices bases important for 'remote' network & staff Keep IT needs under review Manage finances to current very good processes. Keep risk register live to need and under review Ensure staff handbook and contracts fit for purpose Review office market rates Perth 2013 Review accountant rates and services 2013 Ensure all aware when higher profile for LINK is important. Provide 3-yearly review for trustees wrt. their part on Board.	April Board Ongoing for bulletin and one-offs. Ongoing. Additional broadband added by March 2013. Accnts confirm FO's year-end fig April 2013. Risk review to Board for August 2013 Handbook reviewed April 2013. To report to Board August 2013 To report to Board June 2013 Board to keep under review Chair to lead from 2014, reporting 2015
	KPI 12 – Business support for LINK as supporters and as sponsors represents 10% of income by 2015/16 KPI 13 – Membership funding underpins 60% of essential services by 2015/16 KPI 14 – Government funding (all) anticipated for 2015/16 represents no less than 25% of income		
	To implement a revised business model from late 2012, maintaining relatively small core staff to support key activity by MBs	Maintain key services on smaller staff complement from 2012 Employ temp staff to support core team maintaining services. Develop fundraising strategy re: anticipated £s decline fm 2014 Investing more time in this area over 2013-2014. Run Membership and Org Supporter recruitment during 2013 Develop and launch Business Supporter category in 2013, amending Articles as appropriate in due course. Explore need for/role in hub for local & community envt bodies. Develop Perth offices as hub for NGOs early 2013	Ongoing Staff prioritise, employing temps as needed. FR meetings early 2013 review 'case' & sources; additional staff time being invested from April 2013. UK eligibles & Org Supps drive Apr-May 2013. Roll-out with April Board from May 2013. Possible AGM/SGM agenda item for 2014. Paper to April 2013 Board Office space advertised to MBs fm early 2013, Will be promoted to wider NGOs fm May 2013.
	To maintain a funding strategy which makes strongest case for public funding for LINK's civic voice and intermediary role & considerable ROI by LINK; which distinguishes between essential services and wider 'nice to do' activity; which offers equitable banding for subscriptions and apply policy consistently	Maintain as standing issue in £ discussions with SG and SNH. Reflect these roles in literature going to decision-makers. Reflect these roles on websites and in presentations. Board, FSG and Staff maintain the 'ABCs' table live to LINK strategy and new business plan during 2013 including full cost recovery around projects. Funding Subgroup reviews subs banding again later 2014 against fundraising progress and ahead of forthcoming three years' strategy.	SG 'can give no' written commitment: accept? Re-application will stress these public 'services'. Website review 2013 will reflect these roles. Board's FSG to review table and consider ground rules for FCR and projects in spring summer 2013 . Board's FSG