

Key Performance Indicators and Annual Targets

LINK Strategic Objective	Key Performance Indicator (KPI)	Annual Target	Progress Report at January 2011
<p><i>Our focus as a facilitating network is around outcomes, such as the numbers of briefings, submissions, meetings, workshops organized through LINK. We will continue to measure these. It is also important to try to measure impact, e.g. how our contributions are valued and seen to affect policy. We will survey perceptions of the impact of these contributions towards the close of the strategy period (2009-12). Results to be reviewed through the KPI reporting cycle.</i></p>			
<p>1. A Sustainable Scotland</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>Target exceeded - 11 taskforces (Agriculture, Biodiversity, Climate Adaptation, Deer, Freshwater, Landscape, Marine, Planning, SOAs, SLUS, WANE)</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>Target exceeded – 8 collective position statements produced this quarter, including Response to the Draft Land Use Strategy, File Note on the Pack Report, Protecting the Environment in a time of Cuts, “Scotland’s Environmental Laws since Devolution – From rhetoric to Reality”. (21 collective position statements so far this year)</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>LINK members sit on 54 external stakeholder groups</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>Figures not available this quarter.</p>
<p>2. A Strong Voice for the Environment</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>On Target – Advocacy Training in July, Joint Links Seminar in September</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>On Target – 94% engagement (33 out of 35 members engaged)</p>
<p>3. An effective, efficient and accountable network</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>Submitted in accordance with regulations for 2009-2010</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>2010-11 operating plan signed off by Board in June</p>
	<p>Raise around 50% of LINK’s Essential service costs from subscriptions to retain understanding that LINK can deliver services proportionate to what the membership is willing to fund, and to maintain a measure of independence from government grant income</p>	<p>New target of £ 76,097 for 2010-11</p>	<p>£77,899 forecast for this year</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)		LTF	Landscape Task Force
MPAOs	Marine Policy and Advocacy Officers (Alan Wells, Lindsay Roberts)		MTF	Marine Task Force
MBs	Member Bodies (of LINK)		PF	Parliamentary Forum
TFCs	Task Force Convenors		PTF	Planning Task Force
Reps	The main Representatives appointed to LINK by the member organizations		SEFF	Scottish Environmental Fundraisers Forum
FSG	Board's Finance Sub Group – overseeing LINK's financial strategy		SOATF	Single Outcome Agreement TF
SEW SG	Scottish Environment Week Steering Group		SLU TF	Sustainable Land Use TF
AAR	After Action Reviews		WNE BT	Wildlife and Natural Environment Bill Team
PSR	Political Strategy Report		WF	Woodland Forum
	Status: On target			
	Status: Not on target			
	Status: Board discussions required			

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1.1 Share information key priorities enabling informed and effective decisions	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	 	Work priorities id'ed at forward planning meeting Nov and mechanisms identified for most. Some areas designated to PTF and BTF tb confirmed/considered. Member commitment to these – esp new/different workstreams such as TEEB – to be secured.
	Horizon scanning informed by intelligence of diverse members	All players asked to flag up issues in advance of Annual Planning meeting: both issues for possible joint work, and own priorities ahead		Q3	Chair CO	TFs, Reps, Trustees, HFs, staff		Info gathered from TFs and MBs ahead of Nov meeting & circulated.
	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,		PSR prep'ed & discussed at October BM. Paper on governance to be developed for Networking in Jan. Circulated via website to members November.
	Relevant info provided to MBs on developments of Scottish Parliament and Scottish Government (SG)	Report on forthcoming activity in Scottish Parliament (SP) with review of previous week's action	Regular monitoring to Reps, Trustees, TFs	Weekly	PAO	PO		Ongoing, with good feedback.
	Help to inform MBs about European and international contexts and opportunities through proactive membership of EEB and IUCN	EEB/IUCN info monitored for regular report to MBs with targeted flagging of other opportunities	Regular and targeted updates to Reps, TFs	Monthly	PAO and JHughes (Trustee)	AISO		Ongoing.
		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			Susan Guest attended NGO/Defra discussions London December about improved comms in UK over EU opportunities for the environment.
	Relevant incoming info passed on to network	Filter incoming material for relevance Circulate monthly bulletin	Bulletins and targeted alerts to TFs, Reps	Monthly	AISO	CO, DO		Bulletins prepared each month, other info circulated as relevant.
	Update membership fully and regularly on range & scope of LINK activities	Update MBs on LINK activity, via Bulletin, OPlan updates & networking meetings	Reps, TFs get updates on LINK work	Quarterly	AISO	TFCs Staff.		Happens for reports that are received.
	Disseminate news on LINK work to & beyond network	Compile and circulate newsletter with own and MB/guest contributions. E-version for website	Thrice yearly communication	Q1,2,4	DO	Reps, AISO		Newsletter in prep Jan, should have been Dec.
Support key areas of work	TFs identify nature/extent staff support required. Networking meetings confirm.		Q1, Q3	TFCs Chair	TF members		Areas supported were SLUS (conference) SOAs,(audit) Agri (file notes), CATF (input to consultation), WANE?	
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			
1.2 Build consensus on key policy priorities	Identify areas where consensus will matter at annual planning and quarterly networking meetings	Networking meetings identify issues requiring consensus-building	Consensus exists/in hand on key issues	Each Q	TFCs Reps	TFs		November discussions were good though details need developed and member commitment needs to be secured.
		Staff support these processes as needed		Ongoing	CO	Staff, TFCs, Trustees		Ongoing

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	(see below for issues identified)	MBs contribute to development of LINK positions by participating in relevant TFs / workshops		ongoing		Reps		Capacity stretched
1.3 Facilitate good communication between MBs, their supporters & wider public inc. media –	Spokesp'ple c'nicate positions to media & externals	Adequate briefing provided by policy leader		Ongoing	Designated leads	Staff		Happens
	LINK positions integrated with those of MBs	TF members, main Reps communicate back internally, raise problems in good time.	Fault-lines foreseen; joint positions clear.	Ongoing	Reps, TFs			November Meeting noted that our credibility as LINK relies on members being more in touch internally about potential conflicts, to reduce media coverage which suggests greater divisions than in fact exist.
	Integrate LINK positions with one another	TFs communicate with TFs, at and between network meetings, to ensure complementarity /not contradiction of positions	Policies are consistent and complement each other	Ongoing	TFs, Board	Staff		Some evidence (eg CATF to all TFs) though capacity in some TFs may be constraining the extent to which this happens.
1.3 Facilitate good communication between MBs, their supporters & wider public inc. media – continued	Regularly review and identify appropriate allies	Allies / partners identified at Strategic Planning and quarterly Networking meetings	LINK players engage in strat discussion with key partners	Ongoing	TFCs Reps	Staff		Some discussion at November planning meeting
	Ensure public awareness strategy for positions where benefit identified	Where relevant, TF members ensure comms coordination happens, perhaps via comms staff of MBs	Staff support where area is priority	Ongoing	TFCs	TFs & MBs Staff		
1.4 Advocate agreed policy priorities to opinion formers and decision makers by identifying and acting on key opportunities to influence	Focus agendas for ministerial meetings on key policy priorities	Consult network for key issues for ministerial meetings; assemble appropriate delegations, ensure preparation, and supporting information.	Relevant topics Turnover of delegates Joint positions promoted	Q 1-4	Chair CO	TFCs Reps Staff		Focus for Jan agreed on environment in time of cuts and CAP reform. Meeting had been curtailed, then cancelled due to Minister being ill. Seeking quick reschedule.
		Liaison with 'G6' group to ensure integration of positions and updates to members.		Q1-4	Chair, LWA, CO	NGO heads		Liaison between those who coordinate the meetings continues, there is effort to avoid unnecessary duplication of agendas (though accepting that the different groupings may each have reason to cover similar issues). Reports of G6 meetings when available are accessible to LINK members
	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 EarlyQ2 Early Q2 Q3 Q4	PO PO, PAO	CO, DO PAO SEW St Gp, Reps TFs CO, DO Events planners		Sponsors, events date and theme all agreed. Work continues on implementation.
	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		Plans for Spring conferences remain unclear as most of the parties seem to be using as rally opportunity – will see if opportunity for meaningful engagement is available.

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	Hold parties to account on manifesto commitments	LINK strategy devised via PSR & LINK Manifesto. Monitoring by PF, TFs, Board, Reps. PAO records MSP/parties' voting for monitoring.	Process & resources, clear		PO	TFs, Reps, PF		'low hanging' manifesto sections have been published a few of the harder to reach section remain to be followed up.
	Keep UK, EU, international routes to env't goals on our radar.	Consider Westminster, EU & international routes at Annual Planning and Networking meetings.	Dialogue with UK, EU political reps	Q4	TFCs CO, PO	PAO, EEB/ IUCN delgs		Covered at November planning meeting, in PSRs, and via manifesto work. EU remains a challenge given members and LINK's capacity/resources.
	Environmental issues should form a core part of party manifestos and should be debated in lead up to elections	<p>Sign off LINK manifesto</p> <p>Launch & promote Manifesto</p> <p>Identify issues for campaigns</p> <p>Update toolkit for national and local level activism advising MBs Autumn 2010</p> <p>Outline plans on website for hustings during Scottish election campaign period in April</p> <p>Promote environment /sustainable development in lead up to Local Government elections (2012)</p>	<p>LINK ideas clearly identifiable in the party manifestos</p> <p>Min 10 hustings planned for 2011 election</p>	<p>May</p> <p>June</p> <p>Aug</p> <p>Aug</p> <p>March</p> <p>2010/11</p>	PO	PF, PAO		
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	<p>1: Implementation of SRDP which contributes to ATF goals for sustainable agricultural sector delivering max poss environmental & 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</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>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>Over the last three months, ATF has been developing views on CAP reform proposals as the European Commission' position becomes clear and the Scottish Government launched their agricultural support review (the Pack Review). To promote LINK's views, the task force is producing a series of briefings or "File notes" on CAP reform and its influence on the environment. ATF has also been pooling knowledge on the SRDP in order to feed into the MTE and inform debate on the next programme.</p> <p>Filenote 1 Final report of the Inquiry into Future Agricultural Support for Scotland (the Pack Report) published on LINK website and circulated to relevant agricultural policy officers in Scotland.</p> <p>Filenote 2 on <i>The Draft Scottish Government Budget SRDP 2011-2012</i> circulated in January.</p> <p>SRDP and CAP reform on agenda for Jan meeting with R Lochhead.</p>

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	<p>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>	10: Continue involvement and watching brief					
<p>BiodTF Vision:</p> <p>Scotland's natural heritage (land and sea) is complete in its diversity, composed of fully functioning ecosystems and resilient to accelerated env change</p>	To secure more committed and effective approach to conserving and enhancing Scotland's biodiversity	<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>	Starting to see delivery of biodiversity aspirations on the ground	<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	<p>Due to changes at RZSS, Rob Thomas resigned as convenor. With limited capacity over a large work area BTF members will meet 8/2 to wrap up/discuss future. Members asked also to consider future of TEEB work there as id'ed at Forward Planning meeting</p>
<p>Climate Adaptation TF Vision: Draft:</p> <p>Biodiversity is enabled to able to adapt to the impacts of climate change</p>	<p>Scottish Government adaptation policies enable biodiversity to adapt to the impacts of climate change</p> <p>Public bodies and the private sector adapt to the impacts of climate change in a way which does not damage the natural environment.</p>					Int MBs RSPB, PL, SAGS, SAS, WTS, BCon, BLife,RZSS	<p>TF has been awaiting a delayed ScotGov consultation on the Scotland's Adaptation Framework Sector Action Plans and Strategic Environmental Assessment. This was published on the 13th December. The CATF has sought the advice and expertise of a number of other LINK TF's to support the response to this consultation.</p> <p>The CATF also supported the development of LINK's Adaptation sub-section to its manifesto. TFC (Jim Densham RSPB) met Bill Band & Mary Christie (Strategic Direction Dept) SNH for useful discussion of Climate Change including adaptation and LINK CATF work. Good early relationship. Bill Band retired end of 2010. SNH's restructuring is likely to see new personnel in Strategic Direction.</p>

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<p>Deer TF Vision: sustainable populations of native species deer, playing positive roles in Scott ecosystems, contributing to rural economy</p>	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		25/10 met Roger Burton SNH to discuss deer mgt & other issues. 4/11 Deer TF meeting 8/11 met SNH to discuss deer strategy delivery.
	Seek system of statutory deer management planning.	Via WNE	Removal of close season for male deer					Main work has been drawing up amendments for new deer legislation as part of WANE Bill. These have now been submitted.
	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						JMT (Stuart Brooks) now sits on ADMG national executive.
	Maintain overview on the efficacy of the SNH/DCS merger.		Green tourism initiatives for showing deer on estates		TFC			16/12 Deer TF/SNH bi-lateral to agree new bilateral arrangements post merger of DCS/SNH and other deer Mgt issues.
	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			
<p>Environmental governance Vision: Fully informed, participative decision-making in all branches and levels of government is essential to the delivery of sustainability</p>	Raise environmental governance up political and policy agendas. Establish LINK views on the best structure of government for sustainability and parliamentary accountability.	<ol style="list-style-type: none"> 1. Monitor and contribute to reviews of the Scottish and UK FOI regimes. 2. Campaign on Access to Justice issues in the Holyrood forum – and increase awareness of Aarhus commitments. 3. Include policy for the improved structure of government and parliamentary accountability in the rolling manifesto. 	<p>Holyrood Parl debates Access to Justice</p> <p>Government and accountability debated in media</p>		Opportunisti c	FoES, RSPB, LINK PO		<p>PO may wish to comment</p> <p>3 is Partially covered in our rolling manifesto</p>
<p>Economy Vision: Measurements of social happiness & env sust are added to GDP as a measure of success</p>	Influencing measures away from GDP & towards sustainable growth	<ol style="list-style-type: none"> 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		WWFS	FoES, RSPB LINK staff		<ol style="list-style-type: none"> 1 Is Done 3 November meeting agreed to await outcomes of Carnegie Commission before assessing how LINK can best engage Done in draft – needs further work before publication on web 2 is not yet complete

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<p>Freshwater TF Vision: Sustainable use of water resources, restoration, pollution reduction, sustainable land use and investment in natural flood management are supporting a healthy freshwater environment that can facilitate adaptation to climate change.</p>	Influence the implementation of River Basin Management Plans (RBMPs)	Continue engagement with National Advisory Group and Area Advisory Groups (AAGs) Influence content and implementation of measures in Area Mgmt Plans through AAGs Respond to SG consultations on WFD related policies and regulations Maintain engagement and dialogue with other relevant orgs and SEPA Ensure and encourage take up and spend of available WFD Restoration Fund monies on projects delivering environmental improvements	Measures imp'd to restore water env Derogations being used appropriately 'Gaps' in leg'n to protect water env't are filled Adeq enforcem't of regs that protect water env (esp application of CAR to new licences & licence review processes) Individ & ptnr'shp projects delivering restoration are brought forward & delivered to use WFD Restoration Fund Fund efficiently delivered & administered with comp. reg. measures for max benefit		TFC	Buglife, NTS, RAFTS, RSPB, RZSS, SWT, WWT Corresp: RS, WWFS		TFC met Water Industry Team at ScotGov (15/10) to discuss how LINK can engage in discussions surrounding the Scottish Water investment programme. Much of this work will happen in 2011 therefore it was beneficial to establish advance contact with this team. TFC attended a Scot Gov stakeholder meeting on the Reservoirs Bill (10 Nov). Feedback was circulated to other LINK members and some members consequently submitted Stage 1 written evidence. TF submitted a response to the RBMP objective setting consultation on 12/11. We raised concerns that the guidance and criteria being proposed by SEPA is not sufficiently robust and thus could compromise ambitions to improve Scotland's water environment.	
	Ensure adequate controls of rural diffuse pollution	Engage with the work of the Diffuse Pollution Management Advisory Group.	SEPA's diffuse pollution strategy is effective with evidence from the DP priority catchment work that compliance with regs is increasing						2 further stakeholder meetings (SAIFF and DPMAG) were postponed due to bad weather.
	Influence the implementation of the Flood Risk Management (Scotland) Act	Influence development of secondary regulations and policies as required by the Act and respond to consultations on this; Consider how FRMA implementation can align well with existing policies and regs (e.g. CAR) and advocate this; Continue to engage with FRM groups and relevant subgroups; Advocate need for research on NFM techniques and benefits of sustainable FRM.	Work underway to review address knowledge gaps on NFM Flood risk adv. groups set up in way that fully engages s'holders to maximise deliv of natural flood mgmt						TFC (Lisa Webb RSPB) attended 2 SAIFF (Flood Risk Mgmt Group) stakeholder meetings where Flood Risk Mgmt Act implementation issues are discussed (12/10 & 15/12) TF submitted a response to SEPA's 'Planning for Floods – Planning for the Future' consultation on 15/10. This consulted on SEPA proposals to set up local flooding advisory groups, on which we feel it is vital that LINK is represented to promote sustainable approaches to flood mgt. We raised concerns that the number of groups that are being proposed by SEPA is too many to facilitate adequate stakeholder engagement. SEPA have offered to attend a FW TF meeting early 2011 to discuss solutions to our concerns.

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LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support	Status	Progress
<p>Governance Vision: All branches of government should be effective. Structural barriers to sustainability should be removed</p>	<p>Via PSR and rolling manifesto</p> <p>Profiling and critiquing governance in Scotland as opportunity and capacity allows</p>	<p>Critiquing the role of Scottish Parliament & Government in terms of its scrutiny role, its responsibility to hold Agencies to account.</p> <p>Press for rigour and sound decision-making, challenging SG for leadership in relation to climate and sustainability, (eg 2ndFRB, Trump, etc)</p> <p>Media work in relation to issues as these arise</p>	<p>(1) Include full review of governance within a PSR</p> <p>(2) Include measures to improve governance within the rolling manifesto</p>		Opport - unistic	<p>PF</p> <p>PO</p> <p>TFs</p> <p>MBs</p>		<p>Ongoing via PSRs, our Budget paper (pub autumn), draft Governance paper and expressed publicly at appropriate opportunities. Also covered in Tamsin Bailey's Environment and Law report</p>
<p>Health / Quality of life Curriculum for Excellence/ Travel school Vision: ??</p>	<p>Take opportunities as part of our advocacy work to promote and flag links between these</p>	<p>Keep in touch with other partners</p> <p>Encourage Debates in Parliament</p> <p>Flag issues and links in submissions, and rolling manifesto</p> <p>Pursue opportunities as resources allow</p>			Opport - unistic	<p>MBs: LS, RS,</p> <p>RSPB, Sustrans,</p> <p>WWFS</p> <p>Staff</p>		<p>We are covering these links via Manifesto, Workshop towards physical activity strategy (Jan, Helen Todd attending). ongoing liaison with Healthy Environment Network, and where relevant in consultation submissions other policy outputs.</p> <p>Did not secure Parliamentary Debate though Environment Minister bid for this summer 2010 at our suggestion.</p>
<p>Landscape TF Vision: 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>	Under discussion		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>Scotland's Landscape Charter finally launched October 2010. - still waiting for SNH to establish an implementation forum for Scotland's Landscape Charter</p> <p>Scottish winner of UK Landscape Award announced October 2010. Winners of UK Landscape Award announced November 2010. Various TF members involved.</p> <p>UK Landscape Conference held November 2010, attended by Helen McDade JMT.</p> <p>Joint letters to Prime Minister and the three First Ministers re European Landscape Convention prepared during November-December for sending in January 2011.</p>
<p>Parliamentary Forum : a network for parliamentary and policy officers advising on political work</p>	<p>Assess network's political level activity and effort to hold Govt to account</p> <p>Inform strategy for elections and party conferences</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>Q2, 3, 4</p> <p>July</p> <p>Spring, Autumn</p>	PO	<p>PAO</p> <p>Active members</p>		<p>Met October focused on elections work. Further meetings early Feb and early March in calendar. Intelligence exchanged about members' plans.</p> <p>LINK to maintain 'hustings calendar' on website from Feb, updating hustings guidance.</p> <p>LINK presence at spring conferences planned (as observer).</p>

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LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support	Status	Progress
	Inform and informed by LINK political strategy report Support parliamentary officers in network	Discuss LINK PSR in draft prior to circulation to Board and Networking		Spring, Autumn				PSRs circulated on time.
Marine TF Vision: healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected, connected and thriving, and coastal communities are sustained.	Marine (Scotland) Act 2010 implementation	<p>Shape development of MPA Guidance and Scottish marine nature conservation strategy and inputs to UK MPA Network strategy, UK Marine Policy Statement and others.</p> <p>Commission work on MPA management criteria to shape Scottish policy once the network of MPAs is in place.</p> <p>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,</p> <p>Push for local marine plans in areas that merit them</p> <p>Input to development of Marine Ecosystem Objectives.</p>	<p>MPA criteria guidelines include full range priority marine features that LINK MTF want. MPA network development built on principles of replication, representativeness and connectivity.</p> <p>MPA management guidelines include full range of management measures, incl use of inshore fishing and other legislation</p> <p>National Marine Plan underpinned by MEOs. Local Marine Plans in development for those areas that need them.</p>		TFC	MTF members RSPB, MCS, WWFS, HWDT, NTS, WDCS, SWT. MPAOs, PO		<p>Quarter busy but successful time for the MTF.</p> <p>In Dec Alan Wells left LINK after several years of excellent work. His replacement, Sarah Archer, was recruited in Nov, started work 10 Jan.</p> <p>MPAOs met with reps from pol parties to share MTF priorities looking ahead to the next Parl term. The TFs paper was also taken to all Autumn party confs.</p> <p>TF has responded to several consultations, inc those on the offshore wind plan, the new marine licensing system and the UK Marine Policy Statement.</p> <p>TF has held telecons with Joint LINKs to discuss the new system of MPAs/MCZs & ecological coherence at UK level.</p> <p>Meetings held with Marine Scotland to discuss the forthcoming National Marine Plan, the system of regional planning, the MPA selection guidelines and the Nature Conservation Strategy. These meetings have been successful, TF concerns have been taken on board by Marine Scotland.</p> <p>TFC attended a Marine Strategy Forum workshop on the in-draft State of Scotland's Seas report.</p>
	Sound marine renewables industry	<p>Launch LINK marine renewables report May 2010</p> <p>Use all opps to promote recs in report to help counter some of the 'asymmetry' in the process to date, with CE leasing areas of seabed prior to completion of SEA.</p>	Extent to which recs incorporated in marine renewables development process	Q1 Thro-out the year				<p>Meeting with SNH renewables policy staff 14th Dec, very cooperative, keen to share information & develop our relationship. Meetings will continue on a quarterly basis.</p> <p>Marine Renewables Handbook consultation response</p>
	Greener aquaculture industry	Influence management of the industry. <i>Delivering Planning Reform for Aquaculture</i> is driven by desire to move offshore to meet demand for farmed salmon that the Chilean industry can no longer fulfil, without concomitant removal of inappropriately sited farms in some 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 & where approp, enhance marine ecology & productivity, & recognise need to link to upcoming local marine plans arising from the Marine (Scot) Act 2010. IFPs should also take account of existing & poss future MPAs (both Natura & Marine Act)		TFC	MTF members RSPB, MCS, WWFS, HWDT, NTS, WDCS, SWT. MPAOs		
Planning TF Vision: to ensure that the Scottish land use planning system contributes to a more environmentally sustainable society	1- Providing an opportunity for knowledge exchange between key stakeholders 2- By improving effectiveness of environmental assessment at the strategic level, the adverse env effects of activities will be recognised early on and minimised & envl enhancement will be recognised & delivered more readily 3 - By forming the policy framework for delivering sus dev thro' planning system	1 – Provide ongoing forum for discussion of emerging planning issues 2- Consider how the SEA process can be improved to ensure better delivery of environmental benefits, establishing steering group for SEA review work form PTF and other LINK TFs, identifying most effective mechanism for review, carrying out review, assessing findings and making recommendations; advocating implementation of recommendations 3 - Ensure implementation of NPF2 and SPP in line with LINK aims via general transfer of knowledge among PTF members of implementation of SPP and NPF2 - key audience will be local planning authorities	Ongoing TF meetings & effective knowledge exchange improvements made to current SEA process with env effects more clearly id'ed and PPSs amended accordingly sus dev taken into account in planning decisions & development plans		TFC	MBs: Woodland Trust Scotland APRS JMT McofS RSPB Scotland SWT Corresponding: AS, Buglife FoES, Living Streets, NTS, Ramblers, SAGS, BSCG, Scottish Wild Land Group		TF met December. Good coverage of marine/planning interface with LINK MPAOs; Discussed Scope for improving national developments process – agreed to send LINK letter to communities cttee putting a case for and calling for Parliamentary scrutiny of the process of national developments in NPF2 as it is being experienced by communities, for cttee legacy report. Agreed to prep short response to the consultation on amendments to modernized planning system. Responded Oct to consultation on Resourcing a High Quality Planning system.
SEFF Vision: encourage and facilitate partnership between fundraisers in LINK; allow them to share information, experience and understanding of sources of funding for Scotland's	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	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. Influence eligibility criteria for funding of environment in Scotland. Liaise with BIG to strengthen environmental competence, & to improve access for ENGOs. Share information and news about		4 x per year	TFC	Varies: incl. SWT, MCS, BCS NTS, CC, RSPB, FoES, SNW, RS WWFS, WTS, JMT, AS, WWT, WDCS, MCoFS, Buglife, BBCT, HWDT, Sustrans, SAGS, P'life,		One meeting held on 8/12. LINK was represented at a Big Lottery Fund Consultation event in Glasgow on Monday 6 th December by members – Alison Connelly (RSPB) & Steve Gardner (SWT). Deputy convenor has stepped down, vacancy unfilled.

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environment		environmental fundraising in Scotland, to celebrate success & to discuss opportunities to influence & effect positive change.						
Single Outcome Agreements TF Vision: 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	Promote LINK priorities widely Participate in SDC assessments of SOA Liaise with Improvement Service and SG on future SOA local indicators Assess annual reporting on SOA progress Assess delivery of SD & env objectives through SOAs by commissioning an audit	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		Continued to liaise with SDC, SNH, established liaison with SEPA. Commissioned audit of SOAs, invited CPP observations, will publish Jan. Prompted and will co-host seminar on SOA good practice with CoSLA, Improvement Service, SSN, SDC and Agencies (Feb). To flag key recs from both audit and seminar to government and political parties for Holyrood elections
Sustainable Land Use TF Vision: SLUS is parent of all strategies with implications for, or guiding, land use	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. Ensure cross-cutting approach through strategic discussion within LINK twice yearly	1. influence production of draft LUS via regional stakeholder meetings, meetings with Scottish Government in 2010. 2. organise stakeholder conference on LUS. Secure funding, venue and speakers. 3. respond public consultation on dft LUS. Respond to consultation questions and highlight key issues. 4) call for & influence Parliamentary debate on LUS. Lobby for debate and brief MSPs. 5) raise awareness of LUS and relevant issues with Ministers, MSPs, other NGOs and stakeholders. Produce briefings, press releases and approach journos. 6) comment on final LUS laid before Parliament by 31 March 2011. produce assessment of final LUS identifying gaps	Draft LUS contains LINK themes, issues conference runs with good stakeholder engagement final LUS reflects TF asks Debate happens and MSPs briefed raise TF issues LUS, related issues in media Assessment produced	2010 Autumn 2010 Autumn 2010 June 2010 or Autumn Through 2010 March/April 2011	TFC	RSPB SWT NTS APRS Living Streets, WTS ArchScot JMT SAGS PO		<ul style="list-style-type: none"> - Pre conference planning and related admin - Running of successful conference on 8/11/10 - Preparation of 2 page briefing for conference and wrote to Convenors of RAE and TICC Committees to request scrutiny of draft LUS - Follow-up meeting (after conference) with Scottish Government LUS team - Preparation of response to LUS consultation - Convenor gave evidence to RAE Committee re draft LUS and followed up with additional information
Wildlife and Natural Environment Bill Team Vision: ?	Influence Wildlife and Natural Environment Bill delivery by Holyrood in 2010/11 in terms of sustainable deer management, effective control of INNS	Influence the Bill as it progresses through Parliament (Stage 1 likely June)	Secure LINK 'asks' via constructive discussions with others	Stage 1 June S2 & S3 Autumn	LAustin	RSPB JMT WTS SNW SWLG MCoS SWT NTS SRSG NEMT BSCG PAO		Several liaison telecons held between members (RSPB, JMT, PL, SWT). Agreed to work on stage 2 as individual bodies rather than as LINK due to disparate nature of the bill, though keeping each other informed.
1.5 Build partnerships with relevant organisations	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			Useful discussions held November with Simon Pepper. Following up policy areas agreed in October with SNH. Outcome of grant application not yet known.

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to promote agreed key policy priorities more widely	Ensure mutual awareness of concerns and intended approaches with SEPA	Liaison between senior staff of SEPA and trustees / convenors LINK, facilitating follow-up	2 orgs better informed of mutual stances	Up to twice yearly	Trustees, TFCs, DO			SEPA keen to instigate more meetings. Board discussing Jan best strategic use of these opportunities.
	Participate in stakeholder groups relevant to key priority areas to build support for environmentally sustainable outcomes	TFs choose rep for areas of discrete TF interest Delegates communicate with MBs via TFs	LINK rep articulates /negotiates for LINK positions	Ongoing	Delegates	TFCs Reps		Happening. Website updated
		For wider issues AISO facilitates delegate election Delegates feed back via Bulletin	As above	Ongoing	AISO	Staff, Trustees.		Reports from delegates via bulletin yet to be 'normalised'.
	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		Happening.
	Roll out Organisational Supporter affiliation for non-eligible environment sector to broaden scope and funding base	Update Memo & Articles List benefits. Chair's letter Trustee personal approaches to target organisations	Some take-up by end 2010	June By end 2010	Trustees, Staff	Staff TFCs Reps		No further organisations have taken out OS affiliation though promotions continue. Board will review this effort in April.
	Links (the other Links)	Regular liaison by telecon on policy and operations, identifying joint opportunities		Ongoing	CO	PO, TFCs		November telecon followed up Chester seminar. Agreed joint contact with Green Alliance in relation to improving use of our EEB memberships. Exchanged budget/CSR papers, information on policy areas such as SLU. Links exchange brief quarterly updates.
			TFs exchange plans with Links		Annual	TFCs	CO	
		Joint Links Seminar post UK election explores impact on environment		Sept	CO, PO, Reps	AISO, PAO		Happened with notes and action plans shared amongst Links and on websites.
	SCVO	Participate in SCVO Green Ref Gp & Pol Cttee. Review membership of / engagement in SCVO				CO & PO Trustees		Continue promote ENGO concerns in discussions. Staff advise LINK should remain involved just now.
	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	LWA, HZ, SJG	CO		Trust is developing strategy, fundraising, taken on temp action learning coordinator (who will work partly from LINK as agreed by LINK in October). LINK's support to service FET Board is likely to be needed over the next few months anyway.	

STRATEGIC OBJECTIVE 2: A STRONG VOICE FOR SCOTLAND'S ENVIRONMENT MOVEMENT								
<p>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.</p> <p>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.</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		No inductions this quarter
		Timely reminders to members of upcoming opportunities to engage Website up to date	All MBs involved in some area of LINK work over a year	Ongoing	CO	AISO and other Staff		Happens
	Strengthen capacity and confidence of members to engage in public policy development through information exchange, trainings and policy workshops	Ensure meetings, seminars, TFs open to all members, with briefings pitched at appropriate level and contributions sought to inform positions. Staff support the coordination for work areas which are outwith TFs.	Members take part and find useful. Provision of workshops: 1. Advocacy 2. Media	Ongoing 13 July Pstpon'd	Organisers PO, PAO PO	TFs Staff Reps		Continues Staff support for SOA and SLU work over last quarter as well as ad hoc policy opportunities
2.2 Facilitate active involvement of member bodies in LINK's activities	Encourage wide involvement of members in LINK management eg as Convenors, Deputies, Delegates, on steering groups for SEW, Congress, and for tenure on the Board	Board reviews skills gaps Board encourages turnover, balance Staff ensure Reps know of opps. TFs appoint C, D & Deles to share work and opps.	80% of members to be involved in some leadership capacity over 3 year period.	April May May Ongoing	Chair Reps	TFCs Trustees Staff		Member engagement is encouraged. SEFF TFC stepped down (health) - No replacement so far. BTF lacks convenor. SOATF agreed to seek new convenor for period to June. New/different work areas proposed at November strategic planning would need leadership.
	Member bodies recognise that time spent on LINK activities is value for resources expended.	Trustees promote benefits of joint work and acknowledge contributions. Planning meetings rigorously identify resources and responsibilities	LINK TF work is given person time by member bodies	Ongoing	Trustees	Reps		Nov planning meeting had good discussion of benefits. Meeting made good attempt to pin down resources and responsibilities. See draft work plan for both Board and networking discussion. Level of member body commitment, particularly, but also leadership of new areas, needs pinned down.
		Comms to members highlight achievements and acknowledge diverse inputs		Ongoing, Q2, 4,	DO	Staff		Ongoing
	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		Congress was well attended by member bodies. Review of year shown at congress and festive reception and to be circulated to members.
	Ensure members know of annual cycle (4 meetings) and wider opportunities to engage in the network.	Notices and agendas go to Reps and Convenors. Dates maintained on website.	Member Reps attend at least 1 network meeting pa	Ongoing	CO AISO	Staff		Happens
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 If these emerge outwith planning cycle Board & Network to endorse (eg LGSG)	Annual planning identifies achievable campaigns in good time	Nov	TFs, PF, Reps Chair			Amongst tools up for consideration in November.
		Identify issues for campaign treatment for Holyrood elections in good time		June	Chair	CO, PO		No plans for specific campaigns under LINK name

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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.

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	Marine project continues, focussed on implementation of Scottish and UK legislation	MTF Convenor line manages project staff supporting work		Ongoing	MTF C	MTF, MPAOs, CO, FITO		Ongoing.
		Support fund application and reporting, HR and development		Ongoing	CO, FITO	MTFC		Successful recruitment of Sarah Archer taking up post 10/1.
		Support advocacy work		Ongoing	MTFC	PO		Ongoing
	TFs use public facing campaigns as one of various tools	TFs to flag at Networking any plans they have for campaigns						BTF members planning joint wildlife campaign for holyrood

STRATEGIC OBJECTIVE 3: AN EFFECTIVE, EFFICIENT, ACCOUNTABLE NETWORK KPI 3.1 Quality of annual reports, accounts & returns in accordance with OSCR and Companies' regs. Target Produce annual Trustees' report and accounts, and annual return, in accordance with OSCR and Companies regulations. KPI 3.2 Annual Operating Plan of network aspirations (with Member, Taskforce and Board input) is subject to regular review and six-monthly evaluation. Target Network's activity and aspiration captured, managed and evaluated with Board overview through annual operating plan, and learning applied. KPI 3.3 50% of LINK's Essential Service costs raised from subscriptions, to retain understanding that LINK can deliver services proportionate to what the membership is willing to fund, and to maintain a measure of independence from government grant income Target: £ 76,097 for 2010-11									
LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support		Progress	
3.1 Ensure LINK well governed and managed in line with good practice	Board overviews progress against corporate strategy and operating plan	Identified leads provide data. Staff collate and post on website. OP & KPI progress reviewed by Board.	Quarterly Board meetings held	each quarter	Chair / Board / CO	Trustees, CO, DO, AISO and other Staff		Discussion at board meeting.	
	Work is planned in advance with integrated approach to strategic priorities	Env't needs & opportunities analysed, fresh approaches considered, by good horizon scanning process. MBs indicate own priorities by Sept. TFs discuss plans Aug to send LINK Sept		Q3/4	Chair (CO)	Reps, DO, AISO, PO,		Happened in time for November strategic planning meeting, which was conscious of the impact which budget cuts would have on environment spending	
	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 / DO / TFCs, Reps Staff			Ongoing. Relevant to January Networking and agreement on an Operating Plan for 2011/12.	
	Administer LINK's finances, overview financial strategy, report to OSCR and Companies House		Timely management of ledger for expenditure, invoicing, banking, PAYE & pensions, projects. Liaison with accountant, Treasurer, FSG.	Accounts pass Audit. Projects end in budget	Ongoing	FITO	FSG Staff Proj Mgers		Ongoing
			Budget outturn and forecast prep to month end precede Board meetings (ex June: email July), checked with Acct.	Outturns ratified by acctnts, Treasr and Board	Each quarter	FITO	Treasurer for Board		Ongoing
			Close accounts 31/3, sign off with Auditor, send MBs for AGM. Draft narrative for Trustees to sign off. Submit to OSCR and Co House.	KPI 3.1 app by OSCR & Co House.	Q1	FITO CO FITO	Chair, Treasurer, Staff.		2009-10 close achieved on target. All reporting completed.
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	Meetings happen;	Spring	FITO, Treasurer	CO, DO, FSG		Ongoing	
		Propose subs schedule for 2011/14 to Board	KPI 3.3 achieved	Oct					
		Propose subs schedule for 2011/14 to members		Nov					
	Employment SG supports HR policy and practice	CO / ESG prompt discussion as needed re HR issues and recruitment issues ESG commissions job evaluation and salary review in context of Scottish voluntary sector good practice	Advice on good practice applied as far as possible	Ongoing	CO, ESG	Trustees		ESG recent roles included salary review, response to request for alterations to staff hours. LINK plan was to commission fresh evaluation in early 2011. ESG to liaise with wider Board to confirm appropriate action.	
	Plans of TFs/projects, match resources available and MBs' commitment to deliver	Board to request members to commit £s person-time at annual planning time. Board to maintain overview.		Q4	Chair/CO			Relates to discussion of draft OP for 2011/12 – at January and April networking meetings - as indicated elsewhere in this report.	
LINK is flexible to new developments, opportunities	Board evaluates new ideas incorporating into OP if arising outwith planning cycle		Ongoing	Chair/CO	Idea generator		Ditto.		
Audit of Trustees' skills is maintained; Trustees share load.	Trustees complete skills chart. Chair leads review to address gaps, share tasks, plan for succession.	Trustees cover nec. range of expertise	Ongoing	CO Chair	Trustees		We may be slightly out of synch. Suggest we make progress electronically between Jan and April boards.		

STRATEGIC OBJECTIVE 3: AN EFFECTIVE, EFFICIENT, ACCOUNTABLE NETWORK
KPI 3.1 Quality of annual reports, accounts & returns in accordance with OSCR and Companies' regs. **Target** Produce annual Trustees' report and accounts, and annual return, in accordance with OSCR and Companies regulations.
KPI 3.2 Annual Operating Plan of network aspirations (with Member, Taskforce and Board input) is subject to regular review and six-monthly evaluation. **Target** Network's activity and aspiration captured, managed and evaluated with Board overview through annual operating plan, and learning applied.
KPI 3.3 50% of LINK's Essential Service costs raised from subscriptions, to retain understanding that LINK can deliver services proportionate to what the membership is willing to fund, and to maintain a measure of independence from government grant income **Target:** £ 76,097 for 2010-11

LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support	Progress
	MBs share management of LINK	Annual turnover on Board					Board discussion needed in either Jan or April (dep date – tbc – of 2011 AGM)
	Trustee reviews	Chair holds 1:1s with Trustees identifying training / dev needed		Spring	Chair	Trustees	
	Maintain risk analysis to assess threats to optimum operation of network	CO prompts staff and Trustees to contribute to annual review Chair facilitates discussion of appropriate contingencies.	Trustees aware of potential threats / need for action		CO	Trustees, Staff, TFCs Delegates	Maintained. Reviewed and updated last summer.
	Induct Trustees and MB Reps properly	CO and Chair organise induction for trustees, with others as needed Staff arrange induction for new MBs, new Reps of existing MBs	Trustees /Reps inducted within 2 months		Chair	Staff	No further need since Helen Todd's induction in August.
	TFs understand how to work under LINK name	Staff keep overview of TFs advising on LINK protocols, reporting outputs. Protocols kept clear and accessible on members' website.		Ongoing	CO, DO, PO, PAO, AISO		No breaches this quarter!
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	Ongoing
		Plan Chair succession for June 2010			Chair		Happened
		Plan President succession for June 2011			Chair		Happening though endpoint unknown
	LINK operations are sustainably carried out	Board policy informs all responsible for action under LINK name. Events follow policy (re transport, procurement, venue choice, catering). Network procurement prioritises local, recycled, fairtrade, renewable. Policy kept under review.	All active in effort		Chair	CO, Trustees, TFCs	There is an intention to review LINK's policy. Meantime there are efforts to ensure best choices in each circumstance. Policy might be criticisable in some respects.
		LINK monitors and reports on emissions on core business	Overall emissions reduce		Chair	all Staff FITO	Ongoing for LINK's own operations.
		Member bodies ensure own 'house' in order' w.r.t.	Practising as we preach		Chair	CO, Board	LINK survey afoot from Dec 2010 to assess how well members feel they are addressing this, with intention to provide further guidance and support if necessary.
	Staff are supported and well informed	6-weekly team meetings. Regular one-to-ones (staff / managers). Regular office 'musters'. Notes & actions exchanged for all.	Staff are informed and comfortable with their role		CO lead. VC, CO, PO, DO. All staff.		Ongoing and useful New Parliamentary office work plan developed at Dec 2010
	Ensure staff training	Staff are encouraged to consider and pursue training/ development needed to carry out roles in agreement with their managers and via SCVO, ACOSVO, and other routes identified			Staff member		CO is completing one year training at Jan 2011 All staff have had customized IT training in 2010 Staff generally encouraged to identify and seek relevant training Perth staff and Marine staff will have advocacy training in 2011 n/a this quarter. President search begun.
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		

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	IT systems support efficient network communications	IT support and training to LINK staff day-to-day maintenance and backups	No IT impediment to network comms	Ongoing	FITO	Suppliers (SCVO)	Ongoing. Some frustrations because of limited resources SCVO has to administer its service.
		Interface between LINK and IT suppliers		Ongoing	FITO	Suppliers	Continues to be managed by Hugh Green. Is complex and there are challenges to do with the provider.
		IT planning and improvement (incl project mgmt and implementations)	IT systems sufficient and cost-effective	Ongoing	FITO	Suppliers	Reviewed IT support Nov 2010 with staff Will revise the spec for our IT support in spring 2011 and review providers
3.1 Ensure LINK well governed and managed in line with good practice - 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	Updates done.
	MBs access meeting space	Meeting room Perth is free resource for MBs and TFs, Staff maintain diary, supplies, clean, set up as needed.		ongoing	AISO, FITO	Perth staff	Well used this quarter
		External use is billed			FITO, AISO		happens
		Meeting space available and drop-in encouraged at Edinburgh office			PO, PAO		Used by members including MCoFS
	Outputs / reports archived	Master copies reports kept & sent to Scottish and British national libraries. All LINK outputs routinely forwarded on production to SNH, SEPA, ScGovt, CoSLA, SPICe & others as relevant.		ongoing	AISO AISO / Parly staff		Happens.
	Database in-date and relevant	DB kept under review and in-date. All staff report changes/new info for entry. TFCs/Reps regularly asked for changes. Annual IT meeting assesses.			AISO, PAO FITO	Staff, TFCs	ongoing
	Network's funding needs identified in advance of each financial year, with leverage from range of funders. Fundraising capacity in place.	FSG considers future year's funding need each autumn, towards new grant bids. Re- confirms band threshold annually. Calculates subs rate to reach % goal and recommends to Board.	Budgetted subs income received within time period;	Q3/4	Treasurer, FITO, CO, DO	Funding sub-group	Delay in finding out result of SNH application until later Feb. Discussions with EFF to happen in Spring.
	Subscription income generated from MPs maintains autonomy.	Members advised of new rate and offered dialogue before AGM.		Q1/2	FITO	CO, Treasurer,	Letter to members in process - target to post out 21 Jan
		FITO generates invoices after AGM & manages prompt payments.	No bad debt by year-end	Q3	FITO		Possible issues with RZSS and SNW invoice payments - working these issues w/ Rob T and Andy F
	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	Application to SNH submitted, report in late October accepted and meeting with grant contact identified no problems.
		Quarterly claims submitted (SNH, SG).	Grants received	Q1-4	FITO		Done on time

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		Regular meetings held with SNH (involving DO, PO; 1 with Chair).	Funders are satisfied	Q2,4	DO	PO, CO, Chair	Chairs meeting late Oct 2010 Staff meeting with grant contacts Oct 2010 SNH Chair addressed LINK Congress Nov 2010 May 2011 for next meeting of chairs
		Quarterly meeting with SNH grant contact by PO.		Q1-4	PO		See above. New grant contact for LINK to be confirmed when outcome of grant bid known in Feb 2011.
		Trustees meet core funders as needed.		Ad hoc	DO	Trustees	Trustees have discussed a meeting with EFF likely in early 2011
		Annual meeting with SG on grant					Meeting with P Stapleton in October raised no problems; some criticism of our SOA work from nameless source which LINK has responded to.
	Generate income for established projects.	SEW sponsorship approaches made Spring for following year	Funding repeats	Q2	DO	PO, CO, Treasurer	HS grant of £5k, (1 st of 3 year grant) onstream for 2011. CNPA and LLTPA covering reception £2k, Calor for Quiz £3k, SEPA to cover costs of one event. SCVO sponsoring one event at £2.5k
		Congress approaches when plans allow.	New funders in	Q1 and ad hoc	PO, DO	Id'ed leads	No sponsorship of Congress. Report on it to follow
		Report on SEW, Congress, other projects		Ad hoc	DO	CO, FITO	Craignish Trust grant of £5k for 3 years obtained.
3.3 Ensure LINK evaluates key activities and the network applies learning to improve corporate performance	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	Good discussion of key work areas at Nov planning meeting.
		After action reviews for projects by project manager to Networking meetings		Q4,1	Rel Staff, Project managers	St groups	AARs of work funded by LINK DPF to be invited for April 2011 networking meeting.
		Information for OP and KPIs sought and Engagement table maintained		Ongoing	CO	DO, AISO, staff designated leads.	Ongoing Ongoing
	Assess value over 3 years of LINK contributions. Apply lessons to planning of network activity.	Survey opinion formers and decision makers about LINK's impact in 2011-12 for new strategy	External perceptions of LINK's impact are gathered in advance of new strategy from 2012		CO	Board/PO	Plans being prepared for a degree of evaluation and review during 2011, as discussed at October 2010 Board.
Survey members in parallel.		CO		Board/staff			
		Consider survey feedback with Reps, TFs and Board at network meetings. Determine how to change practice.		Chair	All actors		