

Key Performance Indicators and Annual Targets

LINK Strategic Objective	Key Performance Indicator (KPI)	Annual Target	Progress Report Quarterly
<p><i>Our focus as a facilitating network is around outcomes, such as the numbers of briefings, submissions, meetings, workshops organized through LINK. We will continue to measure these. It is also important to try to measure impact, e.g. how our contributions are valued and seen to affect policy. We will survey perceptions of the impact of these contributions towards the close of the strategy period (2009-12). Results to be reviewed through the KPI reporting cycle.</i></p>			
<p><b>1. A Sustainable Scotland</b></p>	<p>Number and activity level of task forces.</p>	<p>Maintain at least 8 task forces which are actively addressing current policy priorities, each involving at least 3 member bodies and meeting at least 4 times a year</p>	<p>9 Taskforces: Agriculture, Climate Adaptation, Deer, Freshwater, Landscape, Local Governance, Marine, Planning, Sustainable Land Use</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>4 collective position statements produced including consultation response to GDPO order 1992, National Marine Plan pre-consultation and File Note on Public Goods and Agriculture in Scotland</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>Represented on 43 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>Not reported on this quarter</p>
<p><b>2. A Strong Voice for the Environment</b></p>	<p>Number of internal seminars/workshops/trainings on current issues arranged for members.</p>	<p>At least 3 workshops / seminars/ training days per annum</p>	<p>No seminars this quarter. Two planned for the next quarter.</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 - 91% of members engaged (32 out of 35)</p>
<p><b>3. An effective, efficient and accountable network</b></p>	<p>Quality of annual reports and accounts and returns in accordance with OSCR and Companies' regulations.</p>	<p>Produce annual Trustees' report and accounts, and annual return, in accordance with OSCR and Companies regulations.</p>	<p>Annual report &amp; accounts for 2010-11 on time</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>Happens</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>50% of ES costs forecast at £ 73,503 Subs target £73,503</p>	<p>Budget target of £71,625 for total subscriptions = 48.7% of Essential costs</p>

**KEY to MAIN ACRONYMS and SHADING in Operating Plan**

CO	Chief Officer (Jen Anderson)		ATF	Agriculture Task Force
DO	Development Officer (Alice Walsh)		CATF	Climate Adaptation Task Force
PO	Parliamentary Officer (Andy Myles)		DTF	Deer Task Force
FITO	Finance & IT Officer (Hugh Green)		FWTF	Freshwater Task Force
AISO	Administration & Information Support Officer (Kate MacColl)		LTF	Landscape Task Force
POA	Parliamentary Office Administrator (Rea Cris)		MTF	Marine Task Force
MPAOs	Marine Policy and Advocacy Officers ( Lindsay Roberts, Sarah Archer)		PF	Parliamentary Forum
MBs	Member Bodies (of LINK)		PTF	Planning Task Force
TFCs	Task Force Convenors		SEFF	Scottish Environmental Fundraisers Forum
Reps	The main Representatives appointed to LINK by the member organizations		LGTF	Local Governance TF (ex SOATF)
FSG	Board's Finance Sub Group – overseeing LINK's financial strategy		SLU TF	Sustainable Land Use TF
SEW SG	Scottish Environment Week Steering Group		WiF	Wildlife Forum
AAR	After Action Reviews		WoF	Woodland Forum
PSR	Political Strategy Report			
🟢	Status: On target			
🟡	Status: Not on target			
🔴	Status: Board discussions required			

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<b>1.1 Share information key priorities enabling informed and effective decisions</b>	TF / other mechanism identified & functioning to develop positions and engage effectively with externals on issues prioritised by network	Quarterly Networking involves mix of TFs, Reps, Trustees, Hon Fells, to ensure network alive to opportunities for influence, prioritises with knowledge of issues and of resources to hand and required, and addresses key gaps	Autumn annual planning involves representation at 85% of TF & Board and 65% of MBs	Q3 mainly, a	Chair CO	TFCs Reps Specified Staff		Network meeting 3 June addressed priorities post election, good participation from TFs/reps.
	Horizon scanning informed by intelligence of diverse members	All players asked to flag up issues in advance of Annual Strategic Planning meeting: both issues for possible joint work, and own priorities ahead. Political strategy report contributes, developed by PO in consultation with network and reviewed x2 pa. EU and international context considered.		Q1 & 3	Chair CO, PO	TFs, Reps, TFCs, Trustees, HF, staff		Post-election briefings prepared and discussed at Network meeting on 3 <sup>rd</sup> June. Various PO discussions with Board, members and others.
	Relevant info provided to MBs on developments of Scottish Parliament and Scottish Government (SG)	Parliamentary Monitoring report on forthcoming activity in Scottish Parliament (SP) with review of previous week's action	Regular monitoring to Reps, Trustees, TFs	Weekly	Staff lead AISO			Distributed weekly with new format and more comprehensive content.
	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 (via bulletin)	Regular and targeted updates to Reps, TFs	Monthly	Staff tbc JHughes (Trustee)		☹️	No European monitoring in absence of POA (SG left end March). CO & PO propose to resume an EU digest, if time allows, fed via the bulletin, every couple of months/quarter.
		Delegates to EEB and IUCN engage with member input and report back to members			JHughes, SBrooks	PAO, AISO		POA absent AISO picking up IUCN contact and fielding one-off EEB alerts to relevant LINK players
		Keep EEB UK communications under review with other Links			CO and PO			CO & PO may re-visit Green Alliance and WCL this autumn to explore how to improve UK engagement with EEB.
	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		Ongoing
	Update membership fully and regularly on range & scope of LINK activities	Update MBs on LINK activity, via Bulletin, OP updates & networking meetings and website updates.	Reps, TFs get updates on LINK work	Quarterly	AISO	TFCs Staff.		Ongoing
	Disseminate news on LINK work to & beyond network	Compile and circulate newsletter with own and MB/guest contributions. E-version for website	3 x pa	Q1,2,4	DO	Reps, AISO		Compiled and circulated in May.
	Staff support key areas of work	TFs identify nature/extent staff support required. Networking meetings confirm.		Q1, Q3	TFCs Chair	TF members		All requests for support fulfilled.
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 mainly via bulletin	Ongoing	Identified lead.	AISO, other Staff		Happens	
<b>1.2 Build consensus on key policy priorities</b>	Identify areas where consensus will matter at annual planning and quarterly networking meetings (issues identified should follow next lines)	Networking meetings identify issues requiring consensus-building	Consensus exists/in hand on key issues	Each Q	TFCs Reps	TFs		June meeting did so, focussing mainly on post-election relationship-building needs for TFs and members. Also agreed to facilitate a gathering of NGOs with Cairngorms interests, ahead of a workshop with CNPA during the Park's consultation on new Draft Plan this autumn.
		Staff support these processes as needed		Ongoing	CO	Staff, TFCs, Trustees		Ongoing regarding June networking actions.
		MBs contribute to development of LINK positions by participating in relevant TFs / workshops		ongoing		Reps		
<b>1.3 Facilitate good Comms between MBs, their supporters &amp; wider public</b>	Spokespeople communicate positions to media & externals	Adequate briefing provided by policy leader. Supporting MBs ensure comms within their orgs as appropriate.	Operating principles followed	Ongoing	Designated leads			

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inc. media –									
<b>1.4 Advocate agreed policy priorities to opinion formers and decision makers by identifying and acting on key opportunities to influence</b>	Focus agendas for ministerial meetings on key policy priorities	Dependent on dialogue with SG post-election. 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		First meeting with Stewart Stevenson arranged for late October, agenda to include environment funding. Members will be contacted to form delegation and develop the agenda, in August.	
		If current mechanisms continue with new administration continue liaison with 'G6' group to ensure integration of positions and updates to members.		Q1-4	Chair, LWA, CO	NGO heads		Requested, by Lloyd.	
	Ensure political parties are informed of LINK concerns	Liaise with the political parties to communicate LINK positions, including via rolling manifesto, meetings with the political parties, researchers and MSPs.	Parties understand collective positions			PO	TFCs Reps, POA		Manifesto Refresh planned. All MSPs contacted after election. Several informal meetings with MSPs held.
	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 POA	PF, MBs, TFs,		No conferences in this quarter (partly due to election campaign)
	Hold parties to account on manifesto commitments	LINK strategy devised via PSR & LINK Manifesto. Q1 meeting of PF /TFs/Reps to assess our aims against new administration approach. Monitoring by PF, TFs, Board, Repls ongoing.	Process & resources, clear		Ongoing	PO	TFs, Repls, PF		Party manifestos on record and new government contact being established
	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 . SEW 2012 steering group agrees process April, an expandable programme of lunchtime events (one already HS sponsored) according to sponsor £s, mid-week Reception, quiz (Calor are keen) according to sponsor £s. Proposals to members for constituency action during SEW invited, to progress if feedback warrants. Member body & sponsor interest established early Aug. St GP review early Sept. Events planning group meetings Sept. Completed programme to be launched early Dec promoted at festive reception. (lines for separate elements below to be inserted as required).	SEW events well supported by MSPs, researchers		Qs 1, 2,3,4	PO PO, POA	CO, DO POA SEW St Gp, Repls TFs  CO, DO  Events planners		Review of SEW 2011 prepared and distributed. Steering Group has met and reviewed overall effectiveness and ways forward. Dates and draft programme for SEW 2012 worked on subject to problems with Parliamentary Authorities. Sponsor search has begun.
	Environmental issues should form a core part of party manifestos and should be debated in lead up to elections	Update toolkit for local level activism advising MBs Autumn 2011  Promote environment /sustainable development in lead up to Local Gov elections via rolling manifesto mainly	LINK ideas clearly identifiable in the party manifestos			LGTF PO	PF, POA		Preparations for Local government manifestos discussed by LGTF and 3 <sup>rd</sup> June Network meeting. Manifesto refresh planned.
<b>Agriculture Task force</b>	1. Implementation of an SRDP which contributes to ATF's goals for a sust agl sector that delivers the max poss env'l & other public benefits.  2. Input into changes of the agl support used in Scotland until 2013 to ensure t they are best suited to the Scott env. Continue lobbying for further CAP reform.  3. Continue lobbying for	1. Continue involvement with SRDP PMC. Monitor what is included in scheme. LINK ATF reps on above groups with input from other ATF members. (high effort)  2. Follow up results of Pack review and environmental impacts are suitably assessed. ATF led by convenor (high effort)  3. Develop briefings updating Beyond the CAP vision. Discuss UK CAP vision with UK Links. ATF led by convenor (high effort)  4. Lobby for changes to LFA as part of CAP reform. ATF led by convenor (med effort)  5. Continue involvement in Scottish Government	1.No decrease in funds to axis 2 options or Rural Priorities. Involvement with development of new SRDP which is well targeted at envl delivery.  2 Movement of SFP away from hist model. Better x compliance measures.		Arch Scot, B'bee CT, Butter Cons NTS, RSPB, SWT, WTS, , Soil Ass Led by RSPB	Parliamentary support for some aspects of work, e.g. promoting CAP vision  DPF allocation for publication of factsheets on CAP.  Possible event.		Temporary convenor Jonathan Wordsworth from June, as KM moved post.  ATF continues overview of CAP Reform and development of SRDP programme after 2013. It maintains LINK representation on CAP Stakeholder and developing SRDP stakeholder groups. This TF tasksforce depends heavily on the expertise and input from RSPB Policy staff and the loss of Katrina Marsden on secondment to SPICe has weakened this. With Scottish Government, UK and EU policy developing on the CAP and SRDP after 2013, various organisations (SWT, Plantlife for example) have also recognised the importance of contributing to policy development in this area. It will be important to connect this with work on implementing the Scottish Land Use Strategy.  ATF produced a further Filenote on <i>Public Goods &amp; Agriculture</i> .	

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	<p>further CAP reform on a Eu scale &amp; develop thinking on how it could best be tailored for Scot conditions</p> <p>4. Aim to target funds better at High Nature Value farming inc through Less Favoured Areas Support scheme reform</p> <p>5. SG policies on climate change &amp; ag that incorporate LINK views.</p> <p>6. As part of the wider LINK group, input into the SLUS work to reflect LINK views</p> <p>7. Scot food policy which contains sufficient env'l objectives</p> <p>8. soil strategy includes measurable env'l targets</p> <p>9. Input into review of Scot Organic Action Plan and its replacement.</p>	<p>Agriculture and climate change stakeholder group. (high effort)</p> <p>6. ATF input to LINK document and Scottish Government's development of strategy. ATF lead on SLUS (med effort)</p> <p>7. Keep check on what Scottish Government producing on food policy and ensure that the environment is not forgotten (low effort)</p> <p>8. Continue involvement with development of framework (med effort)</p> <p>9. Continue involvement and watching brief (low effort)</p> <p><b>Integration:</b> Need to work closely with Woodland Task Force, Land Use Strategy, climate, water, SEFF and deer task forces on CAP reform and SRDP which overlap a number of policy areas. Mainly work through e-mail communications though occasional joint meetings will be required.</p> <p><b>Liaison/allies:</b> SNH, SEPA, National Parks, ScotGov, SGRPID, SG Wildlife and Habitats division, agriculture policy unit in SNH, SEPA land use policy. Some joint Links work around Lyon report and potentially updating CAP vision with UK Links.</p>	<p>3. Production of briefings &amp; UK vision. Use of it by others</p> <p>4. LFA targeted better at envl delivery</p> <p>5. ATF rep on group. Production of ag measures that stand scrutiny against the targets of the Climate Change delivery plan.</p>		Representation on various groups by ATF members			SEL ATF has been working with the Joint Links on producing a document on CAP to send to the UK and other national administrations.
<b>Biodiversity Forum</b>	<p>No longer active TF, members will continue to liaise as a forum on their active issues. Rep will continue to engage in Scottish Biodiversity Committee, though disengage from all sub-ctees. Short-lived proposal for wildlife pledge aimed at candidate MSPs.</p>	<p>Craig MacAdam managing wind-down of BTF business. Deborah Long continue to represent LINK at SBC. Run a wildlife pledge campaign April/ May 2011 for candidates and hold event post-election. Members to meet SNH on to discuss future of Biodiversity process. Review how LINK addresses biodiversity at June networking.</p>		<p>Spring</p> <p>Ongoing</p> <p>April – May</p> <p>5 May</p> <p>3 June</p>	DL & CM	DPF funding for wildlife proclamation & post-election event £2.5k		Met SNH on 8/6.
<b>Climate Adaptation Task force</b>	<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>	<p>Influence the development of Scottish Government's Adaptation Framework Sector Action Plans.</p> <p>Gain membership of Adaption Stakeholder Group when it is constituted.</p> <p><b>Integration:</b> Adaptation is a cross-cutting issue which is important for a majority of taskforces. A high level of integration with other TFs will be required.</p> <p><b>Liaison/allies:</b> Stop Climate Chaos Scotland – through SCCS policy group. SNH –Strategic Direction Scottish Gov - Adaptation team</p>			Soil Assoc, Buglife, P'tlife, Butter Cons, SAGS, Led by RSPB	Support for integration		No report this quarter

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<b>Deer Task Force</b>	Pursue sustainable deer management planning and a duty on landowners to manage deer sustainably.	Engage with Wildlife & Natural Environment Act implementation. Continued liaison with SNH on sustainable deer management. Liaison with ADMG, SRPBA BASC through various fora.	Delivery of statutory deer mgt planning. Del of duty of sus deer mgt on landowners		RSPB lead JMT, NTS, SWT, SNW, CC			Deer TF has had one meeting with SNH recently to discuss the draft Code of Sustainable Deer Management Practice and individual LINK organisations have made separate responses with some common threads agreed by the TF. We have also discussed Deeside Joint Working process with SNH.
<b>Freshwater Task Force</b>	Influence implementation of River Basin Mgt Plans, inc significantly reducing Scotland's diffuse pollution problem.  Influence impl of Flood Risk Management Act.  Work around these tasks aims to ensure that regulations & policies will improve Scotland's water envt & safeguard it from deterioration.  Influence water industry and its regulators with aim of improving sustainability (including reducing abstraction, minimising wasteful leakage and using catchment management to reduce pollution at source).	Monitor implementation of RBMP through feedback from TF member reps who sit on Area Advisory Groups and those involved in the Area mgmt Plans:  Review SEPA's monitoring data on water quality and, for example, enforcement of the diffuse pollution regs: 2011 (to coincide with SEPA's first phase of priority catchment work) (medium effort)  Use the LINK place on DPMAG to influence the strategy to tackle diffuse pollution across Scotland.  Respond to consultations and input via our stakeholder place on the Scottish Advisory and Implementation Forum for Flooding - ongoing until 2015 when Scotland's first FRMPs are to produced (medium effort)  Utilise LINK place on NFMAG to influence strategic decisions relating to flood risk management planning.  Monitor implementation of RBMP through feedback from TF member reps who sit on Area Advisory Groups and those involved in the Area mgmt Plans: )  Respond to consultations and input via stakeholder place on the Scottish Advisory & Implementation Forum for Flooding - ongoing until 2015 when Scotland's first FRMPs are to produced (med effort)  <b>Integration:</b> With MTF on coastal issues. & Agriculture TF on land use issues relevant to diffuse pollution.  <b>Liaison:</b> Periodic meetings with SEPA and SNH Wetland and Water policy lead and Scottish government Environmental Quality Division	SEPA's priority catchment work reduces the number of regulatory breaches contributing to diffuse pollution.  Local flood plan areas & advisory groups are set up to maximise stakeholder engagement.  Natural flood mgt measures fully considered & undertaken 'on ground'.  Scot Water undertakes sust land mgt in catchments to improve water quality while delivering other bens for the env.  Next water ind'y investment period (2015-2025) has strong emphasis on sustainability inc eg sust indicators		RSPB lead, RAFTS depute, SWT, Buglife, WWT			TF members attended 2 stakeholder group meetings on behalf of LINK in April and May: - Land Management and Flooding, convened by SEPA on 12 April - National Flood Management Advisory Group (NFMAG), chaired by SEPA on 21 April  LINK members met with SEPA and ScotGov on 25 May the Better Environmental Regulation consultation and implications of this for potential Environment Bill.  There has been frequent informal liaison and discussion between the TF convenor and SNH wetland policy staff. Good relationship and the contact is beneficial for discussion and action on freshwater policy issues.
<b>Environmental Governance (not a TF)</b>	Scrutiny of legislation (holding Govt to account)	Manifesto sub section for discussion with parties. Pursue agreed priorities in LINK governance paper post-election as resources allow. Assess degree of wider Scottish civic support for advocacy work around LINK governance paper. Lobby and build into policy work Liaise with other Links re UK Government  <b>Integration:</b> Will draw on TFs/ members  <b>Liaison/allies:</b> BEFS, SCVO, Links, Other civic society contacts.		early 2011 Jun onwds  Augs onwd Autumn onwds	Board lead Cross-TF approach	PO others for coordination, advocacy.		PO will refresh governance paper for 10 August for wider Scottish distribution and consultation later that month.
<b>Landscape Task Force</b>	Seek to ensure landscape concerns are integrated into all relevant areas of Scottish Government policy	Promote European Landscape Convention Promote sign-up to & implementation of Scotland's Landscape Charter Lead development of future liaison mechanisms post Scottish Landscape Forum Research actual as against claimed socio-economic			Arch Scot, APRS, JMT, MCofS, NTS	Raising understanding of landscape within LINK may require ltd staff input re seeking opps to carry out		No meeting this quarter, the main concern of the LTF has been Hill Tracks under Permitted Development Rights but this has more correctly dealt with under the Planning TF with the response drafted by Christine Byrne WTS.

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	<p>(effort - high)</p> <p>Promote positive management of relevant protected areas (effort – medium)</p> <p>Raise levels of understanding of landscape within LINK (effort – medium)</p> <p>Exchange information about current landscape-related issues (effort – low)</p> <p>Landscape TF members consider that the protection, restoration and enhancement of landscapes are integral parts of a sustainable Scotland</p>	<p>benefits of previous developments which LINK members opposed on landscape grounds</p> <p>Take active part in outcome of National Parks Review, particularly Ministerial Strategy Group</p> <p>Promote development of Management Strategies for National Scenic Areas</p> <p>Encourage local authorities to review Areas of Great Landscape Value and to show replacement Special Landscape Areas clearly in forthcoming suite of Local Development Plans</p> <p>Take active part in SNH Protected Areas Review</p> <p>Seek appropriate opps to direct internal advocacy on landscape issues towards other LINK orgs</p> <p>Ensure landscape concerns integrated into LINK statements,</p> <p>Share info on current landscape-related casework, seeking consensus where possible</p> <p>Share info on development of policies for wildland protection</p> <p><b>Integration:</b> SNH Protected Areas Review could involve others Internal Advocacy on landscape &amp; integration of landscape concerns integrated into LINK statements will require working with other LINK member bodies, eg via presentation &amp; workshop/written input respectively</p> <p>Exchange of info on landscape issues involves PTF- some overlap of members</p> <p><b>Liaison/Allies:</b> Will be leading on dev of future liaison mechanisms post SLF. Regular &amp; positive liaison with SNH. Occ SG Landscapes and Habitats Team</p>			<p>Ramblers SCNP, SWLG, Bob Aitken Hon Fellow, DB obsr.</p> <p>Led by APRS, depute ArchScot</p>	<p>internal advocacy</p> <p>c£3k may be sought from DPF for research on actual versus claimed socio-economic benefits of previous developments which LINK members opposed on landscape grounds</p>		
<b>Local Governance Task force</b>	<p>Building on previous effort (very influential SOAs report, Audit and seminar) member bodies are keen to continue monitoring delivery of national SD and environment commitments at the local level.</p>	<p>Follow up outcomes of Feb 2011 SOA Seminar with Improvement Service, Aud Scotland, Agencies, briefing meeting with new Scot Gov players.</p> <p>Monitor governance of local communities, involving development of a list of duties and powers, poss with graduate/intern/secondee support (to be explored with various potential partners).</p> <p>Manifesto refresh with key asks for Local Government elections, disseminating by autumn 2011.</p> <p>Influence Local Community Empowerment Bill.</p> <p><b>Liaison/Allies:</b> SNH, SEPA and Historic Scotland; SSN, CoSLA, Imp't Service; ScotGovt; BEFS.</p>			<p>SWT lead LivSts depute, FOES, ArchScot, RAS, SCRA plus RSPB, SAGS, WWFS supprt</p>	<p>TF requires strong staff support <b>CO, PO</b></p>		<p>The TF circulated a briefing on LINK's SOA work, consensus on the need for the SOA process to deliver - to new MSPs in July.</p> <p>In meetings ahead with Government TF plan to seek secondee from Government (paper drafted) to help with TF aspiration of listing relevant duties on LAs, and monitoring how these are faring.</p>
<b>Marine task force</b>	<p>Ensuring effective implementation of the Marine (Scotland) Act 2010.</p> <p>Aquaculture, fisheries and offshore renewables are also important areas for potential collaboration although capacity is limited.</p> <p>Collective work on these sectors is likely to focus largely on how they</p>	<p>Responding to consultations &amp; ScotGov policy flowing from the Marine Act, including marine planning &amp; planning regions, marine nature conservation, marine licensing &amp; priority marine features, &amp; responding to consultations arising from other drivers eg offshore renewable energy development.</p> <p>Concerted advocacy will be needed where concerns exist about unsustainable elements of policy &amp; 2ndary regs flowing from the Act. This has already happened to date regarding MTF concerns about an incomplete approach being taken to implement an ecologically-coherent MPA network, with the omission of Natura features.</p> <p>Most policy and advocacy work will be carried out by the LINK Marine officers with input &amp; sign-off by members of TF member. They will do this by consulting relevant policy &amp; planning experts within</p>	<p>Nat marine plan configured to del sus dev &amp; prot &amp; recovery of the Scot mar area</p> <p>Nat &amp; local mar plans underpinned by Mar Ecosystem Objectives</p> <p>Scot marine regions cover all Scot mar area</p> <p>Plans for MPA network are deemed</p>		<p>MCS lead WDCS depute, NTS HWDT SWT WWFS RSPB</p> <p>Led by MCS</p>	<p>Supported by 2 project officers. MR</p> <p>Non-marine LINK staff support already factored into work plans.</p>		<p>During this short first quarter of 2011, Marine Scotland published several consultations of interest to the taskforce. This included a pre-consultation on the National Marine Plan and consultations on permitted development rights for finfish and shellfish farms; seal haul out sites; and cumulative and in-combination effects of wave and tidal developments in the Pentland Firth and Orkney Waters.</p> <p>In preparation of the taskforce's response to these, members met with Marine Scotland to discuss the National Marine Plan and its associated Strategic Environment Assessment; and separately, to receive an update on the new seal licensing regime and discuss the seal haul-out site consultation.</p> <p>LINK's Marine Taskforce is continuing to work with and challenge Marine Scotland, JNCC and SNH across their broad remit. LINK representatives sit on the Marine Strategy Forum; the Ministerial Group on Aquaculture; engage with the Scottish Government on</p>

<b>STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE</b>							
<p><b>KPI 1.1</b> Number and activity level of task forces. <b>Target</b> Maintain at least 8 task forces which are actively addressing current policy priorities, each involving at least 3 member bodies and meeting at least 4 times a year.</p> <p><b>KPI 1.2</b> Number of collective position statements produced. <b>Target</b> Produce at least 15 collective position statements (inc policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each.</p> <p><b>KPI 1.3</b> Percentage of external stakeholder groups in which we are involved, relating to our key policy priorities, where LINK's opinion is that the group has been valuable. <b>Target</b> At least 40.</p> <p><b>KPI 1.4</b> Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff. <b>Target</b> At least 25 face to face exchanges with MSPs facilitated by LINK core staff.</p>							
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	interact with the provisions of the Marine Acts e.g. marine planning and marine protected areas.	<p>the MTF and carrying out further background research where necessary to develop and refine policy, developing briefings and policy documents, advocating LINK MTF policy to SG officials, other relevant statutory contacts &amp; MSPs.</p> <p>All tasks will require a high level of effort.</p> <p><b>Integration:</b> Co-ordination with Planning TF will be important as the national and local marine plans are developed and as plans for offshore renewables develop.</p> <p><b>Liaison/Allies:</b> Regular liaison with SNH on key matters e.g. offshore renewables, marine protected areas ongoing.</p> <p>Regular liaison with Marine Scotland officials on all elements of marine planning and marine nature conservation provisions will also be necessary.</p> <p>On average meetings with SNH and MS are likely to be quarterly, with some meetings involving both organisations, but additional meetings may be required as necessary in response to events and MTF concerns with MS and SNH policy that are likely to arise</p>	<p>ecologically-coherent, inc broadscale habitats &amp; Natura features, &amp; integrated with wider UK network</p> <p>MPAs are well-managed; Inshore Fishery Plans are integ'd with local mar plans</p> <p>Wider seas measures eg Inshore Fishing leg are used to deliver mar cons benefit.</p> <p>IOPs judged on final pols prod by SG e.g. measuring whether nat mar plan delivers sus dev based on how plan is drafted.</p>				<p>Strategy Environmental Assessments; and are involved in feeding in data to the three MPA workshops carried out by Marine Scotland.</p> <p>The taskforce asked potential MSPs to show their support for marine conservation in the run up to the Holyrood elections. They were asked to sign declaration to declare their commitment to help reverse the declining health and biodiversity of Scotland's seas. The taskforce used Twitter and Facebook to provide updates on the support received from MSPs; the MTF continue to use these networking sites to highlight current issues, publications and news.</p> <p>The taskforce discussed which work streams it wanted to prioritise over the coming months in order to direct resources most effectively. It is drawing together a planning and advocacy strategy for the three key areas: Marine Protected Areas, the National Marine Plan, and wider seas measures.</p> <p>Summary of Achievements</p> <p>The taskforce was pleased to see the consultation on the cumulative and in-combination effects of wave and tidal developments. Consideration of cumulative and in-combination impacts has long been an issue the taskforce has advocated serious consideration of.</p> <p>Comments raised by the taskforce with Marine Scotland on earlier versions of the draft National Marine Plan have now been reflected in the pre-consultation document, for example, marine conservation being treated as a cross cutting theme through inclusion of an environmental section in each sectors chapter.</p> <p>The marine declaration received support from 43 MSPs, 20 of which were subsequently elected including Rob Gibson, Convenor of the Rural Affairs, Environment and Climate Change committee, and Stewart Stevenson, Minister for Environment and Climate Change.</p>
<b>Planning task force</b>	Monitoring implementation of planning modernisation to ensure sustainable outcomes. Maintain overview of SNH and other statutory consultees' involvement in the planning system to ensure sustainable outcomes. Encourage review of process for designating developments as national developments in National Planning Framework	<p>TF meetings discuss emerging planning issues, and info exchange.</p> <p>Prepare &amp; submit responses to consultations on govt policy and legislation.</p> <p>Through information exchange and experience of the new system, share experiences and identify opportunities for improvement.</p> <p>Advocacy &amp; lobbying of Parliament &amp; relevant officials to ensure greater accountability &amp; opps to influence national development designation process.</p> <p>Integration: With MTF to ensure sustainable implementation of marine planning system.</p> <p>Liaison/Allies: SNH, ScotGov,, SEPA. Ongoing contact with relevant officers in statutory agencies to help influence their planning roles</p>			SWT, BSCG, APRS, FoE S, JMT, MCoFS, ArchScot, Buglife, Scot Badgers, Living Sts  Led by RSPB	Staff support for reactive work responding to consultations and advocacy on National Planning Framework.	No report received this quarter.
<b>Scottish Environmental Fundraisers' Forum</b>	SEFF work helps raise the money needed to do the work to contribute to a sustainable Scotland.	<p>SEFF meet four times a year and usually has one or two external speakers per meeting - e.g. reps from statutory, lottery, charitable trust, and corporate sources, as well as some who can offer fundraising advice, information and support. SEFF shares information and news about environmental fundraising in Scotland, to celebrate success and to discuss opportunities to influence and effect positive change.</p> <p>Liaison/Allies:</p>			Wide membership varies each Q. Led by SWT, depute RSPB		This quarter's meeting postponed due to speaker cancelling
<b>Sustainable Land Use task force</b>	To influence the SLU Action Plan which Government must	<p>Discuss SLUS with Env Minister post-election.</p> <p>follow up SLUS with key Agencies.</p> <p>promote LINK views on SLUS by demonstrating the</p>			WTS, SWT, RSPB,		No report received this quarter.



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	produce for winter 2011/12;	social aspects/benefits of sustainable land use likely to interest & draw on other TF s (potentially commissioned work, to be discussed wider in June. continue as overarching coordinator on sustainable land use in relation to LINK TFs. (Suggested at Nov planning meeting: focus on indicative spatial planning and national marine plan, environmental indicators, services which identify appropriate land for different uses, potentially links with land ownership issues. Link proposals with CAP aims to influence 2013 negotiations.) <b>Integration:</b> Agriculture, Deer, Freshwater, Landscape, Marine. <b>Liaison/Allies:</b> Scot Gov, SNH SEPA, others.			Plantlife, JMT, Living Streets, Arch Scot, SAGS  Led by RSPB Depute SWT			
<b>Sustainable Development &amp; economics (not a task force)</b>	Engage with The Economics of Ecosystems and Biodiversity (TEEB) to promote the thinking in our advocacy. Build on and complement sustainable economics work done/being done by members, SNH, Carnegie.	Organise workshop for members in August on SD/Economics agenda to develop action plan for promotion in relation to our work areas. Include Carnegie, TEEB, NPerff in content. Explore scope for joint conference with SNH and others. Theme for Congress <b>Liaison/Allies:</b> Work collaboratively with SNH. Carnegie Commission, SEPA, BEFS, SCVO.		30 Augs  May-June Summer	JMT, FoES, SWT, RSPB, P'life, WWFS interest -	AISO to coordinate. TEEB workhop		Workshop being developed with Board members liaising with Congress steering group. Partners invited and will be attending.
<b>Woodland Forum</b>		Forum on member bodies liaising on forestry/woodland issues, meeting ad hoc. Currently planning to co-ordinate LINK thoughts on forestry legislation, implementation, & what the NF Estate should look like in Scotland.			WTS ArchScot, SNW, P'life, RSPB, NTS			No activity to report.
<b>Maintain watching briefs on developments of general network interest</b>	Civic Scotland:  Public Attitudes:  Access to Justice:	Elections, budget and SD work, look for common ground with SCVO & BEFS etc  Workshops (internal) re our potential role in behaviour change and other cross cutting issues  FoES lead, LINK maintain watching brief and support where requested. If campaign opportunity emerges all members will be consulted about possible action			Trustees	staff		SCVO Policy and Intermediate committees attended and contributed to.
<b>1.5 Build partnerships with relevant organisations to promote agreed key policy priorities more widely</b>	Ensure mutual awareness of concerns & intended approaches with SNH	Better comms between the two Boards Liaison between senior staff of SNH and trustees / convenors LINK. No surprises clauses known and pursued by all relevant players. Good regular contact between TFs and counterparts	2 orgs better informed of mutual stances	Twice yearly	Trustees, TFCs, CO, PO, DP			Comms with SNH Chair (via Simon P) continue. SNH may be interested in discussion of our mutual handling of some hot issues in the media.  LINK Board meeting with SNH senior staff in diary for 1 Sept to cover grant relationship, as well as policy areas in common.
	Ensure mutual awareness of concerns & intended approaches with SEPA	Liaison between senior staff of SEPA and trustees / convenors LINK, facilitating follow-up	2 orgs better informed of mutual stances	Annual	Trustees, TFCs, DO			Chairs meeting scheduled 8/8. Members and SEPA met on Better Reg agenda 25/5.
	Participate in stakeholder groups relevant to key priority areas to build support for	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 Reprs	

**STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE**

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**KPI 1.2** Number of collective position statements produced. **Target** Produce at least 15 collective position statements (inc 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.

LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support	Status	Progress
	environmentally sustainable outcomes	For wider issues AISO facilitates delegate election. Delegates feed back via TFs or Bulletin	As above	Ongoing	AISO	Staff, Trustees.		Happening
	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 receptions	LINK TFs work with others on wider joint positions.	Ongoing	Events Organise rs	Staff		30 <sup>th</sup> August workshop to include SEPA, SNH, SG, and others.
	Roll out Organisational Supporter affiliation for non-eligible environment sector to broaden scope and funding base	Review pilot June Board. Board to consult with membership about any plans for expansion and if appropriate extend to other sectors		June and beyond	Trustees, Staff	Staff TFCs Reps		Discussed at June Board. Will continue to invite non-eligible orgs ad hoc, and also include environmental consultants sector. Board agreed not to develop this category for commercial supporters.
	The UK Links	Regular liaison by telecon on policy and operations, identifying joint opportunities. Regular exchanges of plans and reports.		Ongoing	CO	PO, TFCs		Recent exchanges by email and June telecon on : subscription policy; recession impacts on funding; IT support; succession planning; salary review processes; as well as policy areas in common; also agreement to spend part of Links Liaison grant on joint CAP healthcheck update.
	SCVO	Participate in SCVO Pol Ctte Keep engagement/membership under review.			CO & PO, Trustees			Policy committees attended.

**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.

LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support	Status	Progress
<b>2.1 Build capacity and effectiveness of MBs working together as LINK</b>	Encourage member bodies to sign up for areas of LINK work relevant to their interests	Induction for new Reps covers engagement opportunities Assessment may flag barriers	New MBs join at least one work area.	Ongoing	Chair, CO	TFs, Reps Staff		Inductions for Froglife, new SAS head planned over summer. FoES meeting held, also meeting with Diarmid Hearn (NTS new head of policy).
		Timely reminders to members of upcoming opportunities to engage Website up to date	All MBs involved in some area of LINK work over a year	Ongoing	CO	AISO and other Staff		
	Strengthen capacity and confidence of members to engage in public policy development through information exchange, trainings and policy workshops	Trainings organised in media and advocacy as capacity allows. Workshop on TEEB planned	Members take part and find useful.	Ongoing	Organisers PO, POA	TFs Staff Reps		Summer advocacy training course set and advertised.
<b>2.2 Facilitate active involvement of member bodies in LINK's activities</b>	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. Engagement Table maintained.	80% of members to be involved in some leadership capacity over 3 year period.	Q1 Ongoing	Chair Reps	TFCs Trustees Staff		Skills register reviewed and updated in June. Reps invited to nominate in email of mid July which flagged skills areas which the Board considers may be needed as trustees retire this year and next.  Engagement table is being maintained by staff.
	Member bodies recognise that time spent on LINK activities is value for resources expended.	Trustees promote benefits of joint work & acknowledge contributions. Planning meetings rigorously identify resources and responsibilities	LINK TF work is given person time by member bodies	Ongoing	Trustees	Reps		
		Comms to members highlight achievements and acknowledge diverse inputs		Ongoing, Q2, 4,	DO	Staff		Happening, staff believe.
	Use annual members congress to build community within the network	Congress SG develops theme by summer Organises & 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		Steering group call held 4/7 agreed outline and speakers to invite asap. Event at Birnam will progress outcomes of 30/8 seminar, push forward sus dev agenda, develop Scottish charter for Rio+20. A follow up event in Parl in Feb 2012 planned to launch that. Will tie into others initiatives - J Hughes on various forums.
	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		Members regularly informed. Dates on website.
<b>2.3 Use targeted campaigning to encourage wider public support where important</b>	Campaign where appropriate	Needs and opps considered at Strategic Planning. If plans emerge outwith planning cycle Board & Network to endorse (eg LGSG)	Annual Strategic planning identifies achievable campaigns in good time	Q3	TFs, PF, Reps Chair			Possibility of campaigning round the local elections in 2012 noted at the June 2011 networking, though with no detail.
	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		Reported to Trusts May and June 2011. HR support ongoing.
		Support advocacy work		Ongoing	MTFC	PO		Via MPA Officers and PO

**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	Status	Progress
<b>3.1 Ensure LINK well governed and managed in line with good practice</b>	Board overviews progress against corp strategy and op plan	Identified leads provide data. Staff collate. OP & KPI progress reviewed by Board.	Quarterly Board meetings held	each quarter	Chair / Board / CO	Trustees, CO, DO, AISO and other Staff		Ongoing. This is the first report on the 2011/12 Plan. New strategy (from 2012) will presumably include refreshed KPIs.
	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,		Info to be collected from members and TFs from September 2011
	Network regularly reassesses contexts and priorities	Board & Networking check integration, consensus needs, tactics, resources. TFs each evaluate progress to Network. AARs carried out for all projects receiving staff/£s support. New proposals assessed in this context & decisions between relative priorities. Report on website. Priorities pursued.	Networking meetings held quarterly	Each quarter	CO O/DO TFCs, Reps Staff			April network meeting evaluated effort on W&NE and SLUS. June network was well attended, focused on post-election strategy and priorities wrt governance agenda.
	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		2010-11 audit passed successfully and on-time No financial issues
		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, on-time
		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.		Accounts close on target
<b>3.1 Ensure LINK well governed and managed in line with good practice</b> - continued	Regular FSG meetings review LINK's financial and fundraising needs and advise on strategy. FSG expanded to Response Team (VC joined) during core funding hiatus.	Re-assess budget scenarios to 2014 in light of available information on sources  Propose subs schedule for 2011/14 to Board  Propose subs schedule for 2011/14 to members	Meetings happen;  KPI 3.3 achieved	Spring  Oct  Nov	FITO, Treasurer	CO, DO, FSG		Ongoing – but we will likely miss KPI 3.3 (see details above)
	Employment SG supports HR policy and practice	CO / ESG prompt discussion as needed re HR issues and recruitment issues  ESG assesses next steps wrt job evaluation & salary review (in context of Scottish voluntary sector good practice) when core funding confirmed	Advice on good practice applied as far as possible	Q2	CO, ESG	Trustees		ESG review due summer 2011
	Audit of Trustees' skills is maintained; Trustees share load.	Trustees complete skills chart. Chair leads review to address gaps, share tasks, plan for succession. Chair has 1:1 with trustees to identify issues.	Trustees cover nec. range of expertise	April Board	CO Chair	Trustees		Completed and reviewed for June 2011. June Board identified skills gaps likely from 2011 and 2012. These were flagged to members in relation to nominations. Chair-Trustee appraisals starting June 2011.
	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	June Board	CO	Trustees, Staff, TFCs Delegates		2011 review due: CO and Chair to consider summer/autumn .
	All players understand how to work under LINK name	Staff keep overview of TFs advising on LINK protocols, reporting outputs. Protocols on members' website. New Convenors, Trustees and Member reps inducted.		Ongoing	CO, DO, PO, POA, AISO			Ongoing
<b>3.1 Ensure LINK well governed and managed in line with good</b>	Support LINK Chair & President	Provide briefings; support as required. Plan successions in good time, via search group (active for Pres)	Candidates willing	Ongoing	CO, PO, DO	Staff, Trustees		Briefings/support ongoing. President search group active, approaching potential candidates, will meet with those expressing interest, from August. Aim to identify successor before Congress (November)


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practice - continued	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	CO, Trustees, TFCs		Continuing to try to achieve this re events organised by staff and to inform those organised by TFs.	
		LINK monitors and reports on emissions on core business	Overall emissions reduce		FITO	all Staff FITO		Carbon emission report for 2010-11 published on website	
	Member bodies are assisted in undertaking appropriate carbon accounting, so that network reputation is safeguarded.	LINK Carbon Accounting review of member bodies presented to Board with Recs. Circulate report to LINK members for own information. Set up email working group for exchange of info and practice Hold one-off workshop for interested members on carbon accounting. Repeat survey of members every two years.		April 2011 For workshop Summer Autumn 2012/13	FITO, trustees	CO, Board		Report distributed; Electronic forum created but not being used ; Workshop offered – but no takers; We're not putting more effort into this during 2011-12.	
	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, team met end March, June, due to meet August. Roughly monthly 1-1s are held. PO meets weekly with POA.	
	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			This remains our intention. Whilst the training budget is not huge there is scope for spend where important needs are identified.	
	Hold AGM, elect Trustees and office bearers, appoint president.	Members advised in good time of vacancies. Papers reach members in good time. AGM shifting to Aug in 2011 and November in 2012.	Quorum of MBs participate, elections held, healthy rotation	Q1 & 2	Chair	CO, Staff		Nominations invited mid July for 22 August. AGM papers will be circulated early August. Date advertised several months ago. Venue arranged .	
	Organise 4 Board meetings	Prepare agendas, papers, venue, catering, notes and circulation	Good outturn of trustees for each meeting		Chair, CO	staff		Ongoing. June Board held in Edinburgh. October date rescheduled to 6 October. 2012 dates involving trustees now notified to trustees and on web diary.	
	Organise 4 network meetings per year	Prepare agendas, papers, venue, catering, notes and circulation	Good outturn of members for each meeting		Chair CO	staff		All prep and follow up achieved on time for April and June meetings.	
	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)		IT systems stable, but a lot of frustration with SCVO as a supplier. Re-tendering for possible new supplier. Target move date October.	
		Interface between LINK and IT suppliers		Ongoing	FITO	Suppliers		Ongoing	
		IT planning and improvement (incl project mgmt and implementations). In 2011 includes identifying new provider (summer) and server upgrade (Oct).	IT systems sufficient and cost-effective	Ongoing	FITO	Suppliers		Ongoing. Some 7 providers invited to tender. Tenders being assessed and some providers visited during July. Decision due end July followed by managed shift from SCVO (if appropriate) to new provider over next two months. It is likely that this will entail using all additional budget forecast.	
	<b>3.1 Ensure LINK well governed and</b>	Dynamic accessible website	Updated regularly. Carries general information as well as outputs. Used by all as a key resource.		ongoing	AISO Reps	DO, POA		AISO leading on improvements to the structure of the website and ease of mgt for staff.


**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	Status	Progress	
managed in line with good practice - continued	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		Meeting room used regularly by various members	
		External use is billed			FITO, AISO		Happening		
		Meeting space available and drop-in encouraged at Edinburgh office			PO, POA		Drop in facility still used regularly.		
	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		Happening		
	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, POA FITO	Staff, TFCs		Happening	
	Vital Statistics of member organisations maintained	Annual data gathering from membership on core data relating to sector. Maintained on member website		Q2	FITO AISO	Reps		Ongoing at the moment 50% complete	
Fundraising capacity in place to generate core grants from funders and maintain relationships.	Network's funding needs identified in advance of each financial year, with leverage from range of funders.	FSG considers future year's funding need each year, towards new grant bids. Re- confirms band threshold annually. Calculates subs rate to reach % goal and recommends to Board. 2011 assessment of possible sources (June)	Budgetted subs income received within time period;	Q 1, 3	Treasurer, FITO, CO, DO	Funding sub-group		FSG plus met 8 June to discuss funding sources and reported to June board. Discussion of subs for future years agreed inflationary rises at least required from 2012. FSG asked to undertake more scenario planning before October board meeting.	
	Subscription income generated from MBs maintains critical autonomy.	Members advised of new rate and offered dialogue before AGM.		Q1/2	FITO	CO, Treasurer,		Members were informed of likely 1% rise in winter. Aim is to inform members of future plans (for 2012-2015) by late 2012.	
		FITO generates invoices after AGM & manages prompt payments.	No bad debt by year-end	Q3	FITO				
	Generate core grants from SNH, SGov, charitable trusts and administer grants 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		SGov process still unclear – G Haversides investigating post meeting with CO and PO June. EFF negotiations continue – new draft application submitted, Detailed 2 <sup>nd</sup> stage application invited for August. Decision could take up to 5 months.
		Quarterly claims submitted (SNH, SG).	Grants received	Q1-4	FITO			Ongoing, no issues	
		Regular meetings held with SNH re grant	Funders are satisfied	Q2,4	DO PO	PO, CO, Chair		Meeting with PO and grant officer June. Meeting with Andrew Bachell arranged 1/9 re grant.	
		Annual meeting with SG on grant		Q1-4	DO PO			Grant meeting with SG in diary for 29 August; situation uncertain at this stage.	
	Generate income for established projects.	Trustees meet funders/existing and prospective as needed.			Ad hoc	DO	Trustees		A Fairbairn & DO met Gannochy Trust – application submitted for IO post
		SEW sponsorship approaches made Spring for following year	Funding repeats	Q2	DO	PO, CO, Treasurer		P&K application for Congress submitted and funding granted!	
		Congress approaches when plans allow.	New funders in						
3.3 Ensure LINK evaluates key activities and the network applies learning to improve corporate	TFs / projects evaluate effort via AARs presented to Network meetings as well as via evaluative reporting on pro-formas quarterly.	Approaches to other sources for made as openings are seen		Ad hoc	DO	CO, FITO		App submitted to Awards for All for IT project.	
		TFs to evaluate progress against strategic objectives at networking meetings 1 x year	Network reviews and learns from experience	Q1,2	TFCs	TF members		SLUS and WANE evaluated April.	
	Assess value over 3 years of LINK	After action reviews for projects esp any funded by DPF project manager to Board and network meetings		Q4,1	Rel Staff, Project managers	St groups		Not applicable this quarter.	
	Survey opinion formers and decision makers about LINK's impact.	External perceptions of LINK's impact are		Q1/2 Q1/2 Q3	CO	Board/PO		Due as part of strategic review this summer.	


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performance	contributions. Apply lessons to planning of network activity. Agree corporate strategy for 2012 onwards	Consider survey feedback with Reps, TFs and Board at awayday and draw up strategy.  Put out to members for discussion at November 2011 for sign off early 2012.	gathered in advance of new strategy from 2012	Q3 Q4	CO  Chair	Board/ <i>staff</i>  All actors		