

## LINK Operating Plan April 2011 to March 2012

### 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>			
<b>1. A Sustainable Scotland</b>	Number and activity level of task forces.	Maintain at least 8 task forces which are actively addressing current policy priorities, each involving at least 3 member bodies and meeting at least 4 times a year	
	Number of collective position statements produced.	Produce at least 15 collective position statements (including policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each	
	Percentage of external stakeholder groups in which we are involved, relating to our key policy priorities, where LINK's opinion is that the group has been valuable.	At least 40	
	Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff.	At least 25 face to face exchanges with MSPs facilitated by LINK core staff	
<b>2. A Strong Voice for the Environment</b>	Number of internal seminars/workshops/trainings on current issues arranged for members.	At least 3 workshops / seminars/ training days per annum	
	Percentage of member bodies involved annually in either the Board, Task Forces, or contributing to annual Congress.	At least 90% of member bodies involved annually in either the Board, Task Forces and steering groups or contributing to annual congress.	
<b>3. An effective, efficient and accountable network</b>	Quality of annual reports and accounts and returns in accordance with OSCR and Companies' regulations.	Produce annual Trustees' report and accounts, and annual return, in accordance with OSCR and Companies regulations.	
	Annual Operating Plan of network aspirations (with Member, Taskforce and Board input) is subject to regular review and six-monthly evaluation.	Network's activity and aspiration captured, managed and evaluated with Board overview through annual operating plan, and learning applied.	
	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	50% of ES costs forecast at £ 73,503 Subs target £73,503 (forecast £68,458)	

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

CO	Chief Officer (Jen Anderson)		ATF	Agriculture Task Force
DO	Development Officer (Alice Walsh)		BF	Biodiversity Forum
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
APO	Parliamentary Administration Officer (to be recruited)		LTF	Landscape Task Force
MPAOs	Marine Policy and Advocacy Officers ( Lindsay Roberts, Sarah Archer)		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		LGTF	Local Governance TF (ex SOATF)
SEW SG	Scottish Environment Week Steering Group		SLU TF	Sustainable Land Use TF
AAR	After Action Reviews		WF	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		
	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		
	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 tbc			
	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)			
		Delegates to EEB and IUCN engage with member input and report back to members			JHughes, SBrooks	PAO, AISO		
		Keep EEB UK communications under review with other Links			CO and PO			
	Relevant incoming info passed on to network	Filter incoming material for relevance Circulate monthly bulletin	Bulletins and targeted alerts to TFs, Reps	Monthly	AISO	CO, DO		
	Update membership fully and regularly on range & scope of LINK activities	Update MBs on LINK activity, via Bulletin, OP updates & networking meetings and website updates.	Reps, TFs get updates on LINK work	Quarterly	AISO	TFCs Staff.		
	Disseminate news on LINK work to & beyond network	Compile and circulate newsletter with own and MB/guest contributions. E-version for website	3 x pa	Q1,2,4	DO	Reps, AISO		
Staff support key areas of work	TFs identify nature/extent staff support required. Networking meetings confirm.		Q1, Q3	TFCs Chair	TF members			
Feed back to MBs/network from events/initiatives at which LINK has been represented	Delegate, staff or designated person report on meetings with Ministers, agencies, externals to inform other relevant parties in LINK and ensure integration	Reports provided on website/ circulated mainly via bulletin	Ongoing	Identified lead.	AISO, other Staff			
<b>1.2 Build consensus on key policy priorities</b>	Identify areas where consensus will matter at annual planning and quarterly networking meetings (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		
		Staff support these processes as needed		Ongoing	CO	Staff, TFCs, Trustees		
		MBs contribute to development of LINK positions by participating in relevant TFs / workshops		ongoing		Reps		
<b>1.3 Facilitate good Comms between MBs, their supporters &amp; wider public inc. media –</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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<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	Dependant 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		
		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		
	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,APO	
	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 APO	PF, MBs,TFs,	
	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, Reps ongoing.	Process & resources, clear	Ongoing		PO	TFs, Reps, PF	
	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, APO	CO, DO APO SEW St Gp, Reps TFs  CO, DO  Events planners	
	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, APO	
<b>Agriculture Task force</b>	<p>1. Implementation of an SRDP which contributes to ATF's goals for a sust agl sector that delivers the max poss env'l &amp; other public benefits.</p> <p>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.</p> <p>3. Continue lobbying for further CAP reform on a Eu scale &amp; develop</p>	<p>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)</p> <p>2. Follow up results of Pack review and environmental impacts are suitably assessed. ATF led by convenor (high effort)</p> <p>3. Develop briefings updating Beyond the CAP vision. Discuss UK CAP vision with UK Links. ATF led by convenor (high effort)</p> <p>4. Lobby for changes to LFA as part of CAP reform. ATF led by convenor (med effort)</p> <p>5. Continue involvement in Scottish Government Agriculture and climate change stakeholder group. (high effort)</p>	<p>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.</p> <p>2 Movement of SFP away from hist model. Better x compliance measures.</p> <p>3. Production of briefings &amp; UK</p>		Arch Scot, B'bee CT, Butter Cons NTS, RSPB, SWT, WTS, , Soil Ass  Led by RSPB  Represent ation on	<p>Parliamentary support for some aspects of work, e.g. promoting CAP vision</p> <p>DPF allocation for publication of factsheets on CAP.</p> <p>Possible event.</p>		

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	<p>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>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>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>		various groups by ATF members			
<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>			DL & CM	DPF funding for wildlife proclamation & post-election event £2.5k		
<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		
<b>Deer Task Force</b>	<p>Pursue sustainable deer management planning and a duty on landowners to manage deer sustainably.</p>	<p>Engage with Wildlife &amp; Natural Environment Act implementation. Continued liaison with SNH on sustainable deer management. Liaison with ADMG, SRPBA BASC through various fora.</p>	<p>Delivery of statutory deer mgt planning. Del of duty of sus deer mgt on landowners</p>		RSPB lead JMT, NTS, SWT, SNW, CC			



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<b>Freshwater Task Force</b>	<p>Influence implementation of River Basin Mgt Plans, inc significantly reducing Scotland's diffuse pollution problem.</p> <p>Influence impl of Flood Risk Management Act.</p> <p>Work around these tasks aims to ensure that regulations &amp; policies will improve Scotland's water envt &amp; safeguard it from deterioration.</p> <p>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).</p>	<p>Monitor implementation of RBMP through feedback from TF member reps who sit on Area Advisory Groups and those involved in the Area mgmt Plans:</p> <p>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)</p> <p>Use the LINK place on DPMAG to influence the strategy to tackle diffuse pollution across Scotland.</p> <p>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)</p> <p>Utilise LINK place on NFMAG to influence strategic decisions relating to flood risk management planning.</p> <p>Monitor implementation of RBMP through feedback from TF member reps who sit on Area Advisory Groups and those involved in the Area mgmt Plans: )</p> <p>Respond to consultations and input via stakeholder place on the Scottish Advisory &amp; Implementation Forum for Flooding - ongoing until 2015 when Scotland's first FRMPs are to produced (med effort)</p> <p><b>Integration:</b> With MTF on coastal issues. &amp; Agriculture TF on land use issues relevant to diffuse pollution.</p> <p><b>Liaison:</b> Periodic meetings with SEPA and SNH Wetland and Water policy lead and Scottish government Environmental Quality Division</p>	<p>SEPA's priority catchment work reduces the nunor of regulatory breaches contributing to diffuse pollution.</p> <p>Local flood plan areas &amp; advisory groups are set up to maximise stakeholder engagement.</p> <p>Natural flood mgt measures fully considered &amp; undertaken 'on ground'.</p> <p>Scot Water undertakes sust land mgt in catchments to improve water quality while delivering other bens for the env.</p> <p>Next water ind'y investment period (2015-2025) has strong emphasis on sustainability inc eg sust indicators</p>		RSPB lead, SWT, Buglife, RAFTS, WWT			
<b>Environmental Governance (not a TF)</b>	Scrutiny of legislation (holding Govt to account)	<p>Manifesto sub section for discussion with parties</p> <p>LINK governance paper for lobbying post-election</p> <p>Lobby and build into policy work</p> <p>Liaise with other Links re UK Government</p> <p><b>Integration:</b> Will draw on TFs/ members</p> <p><b>Liaison/allies:</b> BEFS, SCVO, Links</p>	ongoing		Board lead Cross-TF approach	PO others for coordination, advocacy.		
<b>Landscape Task Force</b>	<p>Seek to ensure landscape concerns are integrated into all relevant areas of Scottish Government policy (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>Promote European Landscape Convention</p> <p>Promote sign-up to &amp; implementation of Scotland's Landscape Charter</p> <p>Lead development of future liaison mechanisms post Scottish Landscape Forum</p> <p>Research actual as against claimed socio-economic 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</p>			Arch Scot, APRS, JMT, MCoFS, NTS Ramblers SCNP, SWLG, Bob Aitken Hon Fellow, DB obsr.  Led by APRS, depute	<p>Raising understanding of landscape within LINK may require ltd staff input re seeking opps to carry out 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>		

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	Exchange information about current landscape-related issues (effort – low)  Landscape TF members consider that the protection, restoration and enhancement of landscapes are integral parts of a sustainable Scotland	landscape issues towards other LINK orgs Ensure landscape concerns integrated into LINK statements, Share info on current landscape-related casework, seeking consensus where possible Share info on development of policies for wildland protection  <b>Integration:</b> SNH Protected Areas Review could involve others Internal Advocacy on landscape & integration of landscape concerns integrated into LINK statements will require working with other LINK member bodies, eg via presentation & workshop/written input respectively Exchange of info on landscape issues involves PTF- some overlap of members  <b>Liaison/Allies:</b> Will be leading on dev of future liaison mechanisms post SLF. Regular & positive liaison with SNH. Occ SG Landscapes and Habitats Team			ArchScot			
<b>Local Governance Task force</b>	Building on previous effort (very influential SOAs report, Audit and seminar) member bodies are keen to continue.	Follow up of audit and conference in meetings with Gov Improvement Service, briefings for Community Planning Partnerships. Briefing meeting with incoming Scot Gov. Watching brief role on governance of local communities, with briefings on key asks. Manifesto refresh with key asks for Local Government elections, May 2012 <b>Liaison/Allies:</b> SNH, SSN, BEFS Scottish Government, SEPA and Historic Scotland			SWT lead FOES LivSts, ArchScot, RAS, SCRA plus RSPB, SAGS, WWFS sup	TF requires strong staff support <b>CO, PO</b>		
<b>Marine task force</b>	Ensuring effective implementation of the Marine (Scotland) Act 2010. Aquaculture, fisheries and offshore renewables are also important areas for potential collaboration although capacity is limited. Collective work on these sectors is likely to focus largely on how they interact with the provisions of the Marine Acts e.g. marine planning and marine protected areas.	Responding to consultations & ScotGov policy flowing from the Marine Act, including marine planning & planning regions, marine nature conservation, marine licensing & priority marine features, & responding to consultations arising from other drivers eg offshore renewable energy development.  Concerted advocacy will be needed where concerns exist about unsustainable elements of policy & 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.  Most policy and advocacy work will be carried out by the LINK Marine officers with input & sign-off by members of TF member. They will do this by consulting relevant policy & planning experts within 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 & MSPs.  All tasks will require a high level of effort. <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. <b>Liaison/Allies:</b> Regular liaison with SNH on key	Nat marine plan configured to del sus dev & prot & recovery of the Scot mar area  Nat & local mar plans underpinned by Mar Ecosystem Objectives  Scot marine regions cover all Scot mar area  Plans for MPA network are deemed ecologically-coherent, inc broadscale habitats & Natura features, & integrated with wider UK network  MPAs are well-managed; Inshore Fishery Plans are integ'd with local mar		MCS NTS HWDT SWT WWFS RSPB WDCS  Led by MCS	Supported by 2 project officers. MR  Non-marine LINK staff support already factored into work plans.		

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		<p>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>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>					
<b>Planning task force</b>	<p>Monitoring implementation of planning modernisation to ensure sustainable outcomes.</p> <p>Maintain overview of SNH and other statutory consultees' involvement in the planning system to ensure sustainable outcomes.</p> <p>Encourage review of process for designating developments as national developments in National Planning Framework</p>	<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>			<p>SWT, BSCG, APRS,FoE S, JMT, MCoFS, ArchScot, Buglife, Scot Badgers, Living Sts</p> <p>Led by RSPB</p>	<p>Staff support for reactive work responding to consultations and advocacy on National Planning Framework.</p>		
<b>Scottish Environmental Fundraisers' Forum</b>	<p>SEFF work helps raise the money needed to do the work to contribute to a sustainable Scotland.</p>	<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>			<p>Wide membership varies each Q.</p> <p>Led by SWT, depute RSPB</p>			
<b>Sustainable Land Use task force</b>	<p>To influence the SLU Action Plan which Government must produce for winter 2011/12;</p>	<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 social aspects/benefits of sustainable land use likely to interest &amp; draw on other TF s (potentially commissioned work, to be discussed wider in June.</p> <p>continue as overarching coordinator on sustainable land use in relation to LINK TFs.</p> <p>(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.</p> <p>Link proposals with CAP aims to influence 2013 negotiations.)</p> <p><b>Integration:</b> Agriculture, Deer, Freshwater, Landscape, Marine.</p> <p><b>Liaison/Allies:</b> Scot Gov, SNH SEPA, others.</p>			<p>WTS, SWT, RSPB, Plantlife, JMT, Living Streets, Arch Scot, SAGS</p> <p>Led by RSPB Depute SWT</p>			



<b>STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE</b>									
<b>KPI 1.1</b> Number and activity level of task forces. <b>Target</b> Maintain at least 8 task forces which are actively addressing current policy priorities, each involving at least 3 member bodies and meeting at least 4 times a year.									
<b>KPI 1.2</b> Number of collective position statements produced. <b>Target</b> Produce at least 15 collective position statements (inc policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each.									
<b>KPI 1.3</b> Percentage of external stakeholder groups in which we are involved, relating to our key policy priorities, where LINK's opinion is that the group has been valuable. <b>Target</b> At least 40.									
<b>KPI 1.4</b> Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff. <b>Target</b> At least 25 face to face exchanges with MSPs facilitated by LINK core staff.									
LINK Objective	Annual Goal	Action to reach goal	Indicator of Progress	When	Lead	Support	Status	Progress	
<b>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 on TEEB in August, potentially with economist, and develop action plan for promotion in relation to our work areas Assess Carnegie Report Explore scope for joint conference with SNH <b>Liaison/Allies:</b> Work collaboratively with SNH. Carnegie Commission, SEPA, BEFS, SCVO.			JMT, FoES, SWT, RSPB, P'life, WWFS interest -	AISO to coordinate. TEEB workhop			
	Maintain watching briefs on developments of general network interest	Civic Scotland: Elections, budget and SD work, look for common ground with SCVO & BEFS etc Public Attitudes: Workshops (internal) re our potential role in behaviour change and other cross cutting issues Access to Justice: FoES leading, LINK maintain watching brief and support where requested. If campaign opportunity emerges all members will be consulted about possible action			Staff, trustees.				
<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				
<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				
	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				
	Participate in stakeholder groups relevant to key priority areas to build support for environmentally sustainable outcomes	TFs choose rep for areas of discrete TF interest Delegates communicate with MBs via TFs	LINK rep articulates /negotiates for LINK positions		Ongoing	Delegates	TFCs Reps		
		For wider issues AISO facilitates delegate election. Delegates feed back via TFs or Bulletin	As above		Ongoing	AISO	Staff, Trustees.		
	Include non-LINK interests in seminars, workshops, where important	Networking meetings identify potential allies TFCs ensure liaison Staff ensure their inclusion in wider LINK events eg congress, festive, SEW receptions	LINK TFs work with others on wider joint positions.		Ongoing	Events Organise rs	Staff		
	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		
	The UK Links	Regular liaison by telecon on policy and operations, identifying joint opportunities. Regular exchanges of plans and reports.			Ongoing	CO	PO, TFCs		
	SCVO	Participate in SCVO Pol Ctte Keep engagement/membership under review.				CO & PO, Trustees			

**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		
		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, APO	TFs Staff Reps		
<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		
	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		
	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		
	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		
<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			
	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		
		Support fund application and reporting, HR and development		Ongoing	CO, FITO	MTFC		
		Support advocacy work		Ongoing	MTFC	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	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	
	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,	
	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		
	Administer LINK's finances, overview financial strategy, report to OSCR and Companies House	Timely management of ledger for expenditure, invoicing, banking, PAYE & pensions, projects. Liaison with accountant, Treasurer, FSG.	Accounts pass Audit. Projects end in budget	Ongoing	FITO	FSG Staff Proj Mgers	
		Budget outturn and forecast prep to month end precede Board meetings (ex June: email July), checked with Acctn.	Outturns ratified by acctnts, Treasr and Board	Each quarter	FITO	Treasurer for Board	
		Close accounts 31/3, sign off with Auditor, send MBs for AGM. Draft narrative for Trustees to sign off. Submit to OSCR and Co House.	KPI 3.1 app by OSCR & Co House.	Q1	FITO CO FITO	Chair, Treasurer, Staff.	
<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	
	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	
	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	
	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	
	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, APO, AISO		
	<b>3.1 Ensure LINK well governed and</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

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managed in line with good 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	
		LINK monitors and reports on emissions on core business	Overall emissions reduce		FITO	all Staff FITO	
	Member bodies are assisted in undertaking appropriate carbon accounting, so that network reputation is safeguarded.	LINK Carbon Accounting review of member bodies presented to April 2011 Board with Recs. Further action to be determined.(will be listed)		Q1	FITO, trustees	CO, Board	
	Staff are supported and well informed	6-weekly team meetings. Regular one-to-ones (staff / managers). Regular office 'musters'. Notes & actions exchanged for all.	Staff are informed and comfortable with their role		CO lead. VC, CO, PO, DO. All staff.		
	Ensure staff training	Staff are encouraged to consider and pursue training/ development needed to carry out roles in agreement with their managers and via SCVO, ACOSVO, and other routes identified			Staff member		
	Hold AGM, elect Trustees and office bearers, appoint president.	Members advised 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	
	Organise 4 Board meetings	Prepare agendas, papers, venue, catering, notes and circulation	Good turnout of trustees for each meeting		Chair, CO	staff	
	Organise 4 network meetings per year	Prepare agendas, papers, venue, catering, notes and circulation	Good turnout of members for each meeting		Chair CO	staff	
	IT systems support efficient network communications	IT support and training to LINK staff day-to-day maintenance and backups	No IT impediment to network comms	Ongoing	FITO	Suppliers (SCVO)	
		Interface between LINK and IT suppliers		Ongoing	FITO	Suppliers	
	IT planning and improvement (incl project mgmt and implementations). In 2011 includes identifying new provider (summer) and server upgrade (Oct).	IT systems sufficient and cost-effective	Ongoing	FITO	Suppliers		
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, APO	
	MBs access meeting space	Meeting room Perth is free resource for MBs and TFs, Staff maintain diary, supplies, clean, set up as needed.		ongoing	AISO, FITO	Perth staff	
		External use is billed			FITO, AISO		
		Meeting space available and drop-in encouraged at Edinburgh office			PO, APO		

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	Outputs / reports archived	Master copies reports kept & sent to Scottish and British national libraries. All LINK outputs routinely forwarded on production to SNH, SEPA, ScGovt, CoSLA, SPICe & others as relevant.		ongoing	AISO AISO / Parly staff			
	Database in-date and relevant	DB kept under review and in-date. All staff report changes/new info for entry. TFCs/Reps regularly asked for changes. Annual IT meeting assesses.			AISO, APO FITO	Staff, TFCs		
	Vital Statistics of member organisations maintained	Annual data gathering from membership on core data relating to sector. Maintained on member website		Q2	AISO	Reps		
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		
	Subscription income generated from MBs maintains critical autonomy.	Members advised of new rate and offered dialogue before AGM. FITO generates invoices after AGM & manages prompt payments.	No bad debt by year-end	Q1/2 Q3	FITO FITO	CO, Treasurer,		
	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		
	Quarterly claims submitted (SNH, SG).		Grants received	Q1-4	FITO			
	Regular meetings held with SNH re grant		Funders are satisfied	Q2,4	DO PO	PO, CO, Chair		
	Annual meeting with SG on grant			Q1-4	DO PO			
	Trustees meet funders/existing and prospective as needed.			Ad hoc	DO	Trustees		
	Generate income for established projects.	SEW sponsorship approaches made Spring for following year Congress approaches when plans allow.	Funding repeats New funders in	Q2	DO	PO, CO, Treasurer		
	Approaches to other sources for made as openings are seen			Ad hoc	DO	CO, FITO		
	<b>3.3 Ensure LINK evaluates key activities and the network applies learning to improve corporate performance</b>	TFs / projects evaluate effort via AARs presented to Network meetings as well as via evaluative reporting on pro-formas quarterly.	TFs to evaluate progress against strategic objectives at networking meetings 1 x year	Network reviews and learns from experience	Q1,2	TFCs	TF members	
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		
Assess value over 3 years of LINK contributions. Apply lessons to planning of network activity. Agree corporate strategy for 2012 onwards		Survey opinion formers and decision makers about LINK's impact. Survey members in parallel.	External perceptions of LINK's impact are gathered in advance of new strategy from 2012		Q1/2 Q1/2 Q3 Q3 Q4	CO CO	Board/PO Board/staff	
		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.				Chair	All actors	