
















Key Performance Indicators and Annual Targets



LINK Strategic Objective	Key Performance Indicator (KPI)	Annual Target	Progress Report at October 2010
<p><i>Our focus as a facilitating network is around outcomes, such as the numbers of briefings, submissions, meetings, workshops organized through LINK. We will continue to measure these. It is also important to try to measure impact, e.g. how our contributions are valued and seen to affect policy. We will survey perceptions of the impact of these contributions towards the close of the strategy period (2009-12). Results to be reviewed through the KPI reporting cycle.</i></p>			
<p>1. A Sustainable Scotland</p>	<p>Number and activity level of task forces.</p>	<p>Maintain at least 8 task forces which are actively addressing current policy priorities, each involving at least 3 member bodies and meeting at least 4 times a year</p>	<p>Target exceeded - 11 taskforces (Agriculture, Biodiversity, Climate Adaptation, Deer, Freshwater, Landscape, Marine, Planning, SOAs, SLUS, WANE) Climate Adaptation Taskforce new this quarter</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>On target – 9 collective position statements in the quarter, including the ACME Marine Report, Evidence to Stage 1 of the WANE Bill, Response to Consultation on EIA regs, Comments on MPAs around Scotland. (13 position statements so far in 2010)</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>Target exceeded – 57 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>On target – 6 meeting facilitated</p>
<p>2. A Strong Voice for the Environment</p>	<p>Number of internal seminars/workshops/trainings on current issues arranged for members.</p>	<p>At least 3 workshops / seminars/ training days per annum</p>	<p>On Target – Advocacy Training in July, Joint Links Seminar in September</p>
	<p>Percentage of member bodies involved annually in either the Board, Task Forces, or contributing to annual Congress.</p>	<p>At least 90% of member bodies involved annually in either the Board, Task Forces and steering groups or contributing to annual congress.</p>	<p>On target – 91% engagement</p>
<p>3. An effective, efficient and accountable network</p>	<p>Quality of annual reports and accounts and returns in accordance with OSCR and Companies’ regulations.</p>	<p>Produce annual Trustees’ report and accounts, and annual return, in accordance with OSCR and Companies regulations.</p>	<p>Submitted in accordance with regulations for 2009-2010</p>
	<p>Annual Operating Plan of network aspirations (with Member, Taskforce and Board input) is subject to regular review and six-monthly evaluation.</p>	<p>Network’s activity and aspiration captured, managed and evaluated with Board overview through annual operating plan, and learning applied.</p>	<p>2010-11 operating plan signed off by Board in June</p>
	<p>Raise around 50% of LINK’s Essential service costs from subscriptions to retain understanding that LINK can deliver services proportionate to what the membership is willing to fund, and to maintain a measure of independence from government grant income</p>	<p>New target of £ 76,097 for 2010-11</p>	<p>Currently forecasting £77,830</p>



KEY to MAIN ACRONYMS and SHADING in Operating Plan






CO	Chief Officer (Jen Anderson)		ATF	Agriculture Task Force
DO	Development Officer (Alice Walsh)		BTF	Biodiversity Task Force
PO	Parliamentary Officer (Andy Myles)		CATF	Climate Adaptation Task Force
FITO	Finance & IT Officer (Hugh Green)		DTF	Deer Task Force
AISO	Administration & Information Support Officer (Kate MacColl)		FWTF	Freshwater Task Force
PAO	Parliamentary Administration Officer (Susan Guest)		LTF	Landscape Task Force
MPAOs	Marine Policy and Advocacy Officers (Alan Wells, Lindsay Roberts)		MTF	Marine Task Force
MBs	Member Bodies (of LINK)		PF	Parliamentary Forum
TFCs	Task Force Convenors		PTF	Planning Task Force
Reps	The main Representatives appointed to LINK by the member organizations		SEFF	Scottish Environmental Fundraisers Forum
FSG	Board's Finance Sub Group – overseeing LINK's financial strategy		SOATF	Single Outcome Agreement TF
SEW SG	Scottish Environment Week Steering Group		SLU TF	Sustainable Land Use TF
AAR	After Action Reviews		WNE BT	Wildlife and Natural Environment Bill Team
PSR	Political Strategy Report		WF	Woodland Forum
	Status: On target			
	Status: Not on target			
	Status: Board discussions required			






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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
1.1 Share information key priorities enabling informed and effective decisions	TF / other mechanism identified & functioning to develop positions and engage effectively with externals on issues prioritised by network	Quarterly Networking involves mix of TFs, Reps, Trustees, Hon Fells, to ensure network alive to opportunities for influence, prioritises with knowledge of issues and of resources to hand and required, and addresses key gaps	Autumn annual planning involves representation at 85% of TF & Board and 65% of MBs	Q4	Chair CO	TFCs Reps Specified Staff		Network meeting in June was attended by 8 member bodies (3 RSPBs), which included 6 TFCs or TF reps, and 4 trustees.
	Horizon scanning informed by intelligence of diverse members	All players asked to flag up issues in advance of Annual Planning meeting: both issues for possible joint work, and own priorities ahead		Q3	Chair CO	TFs, Reps, Trustees, HFs, staff		Members and TFs invited to submit plans for 2011-12 in August.
	Network maintains and monitors political strategy	Political strategy developed in consultation in network reviewed x 2 pa by Board & Networking		Spring & Autumn	PO	PF, TFCs Trustees,		PSR to Parly Forum and Board for discussion at October board meeting
	Relevant info provided to MBs on developments of Scottish Parliament and Scottish Government (SG)	Report on forthcoming activity in Scottish Parliament (SP) with review of previous week's action	Regular monitoring to Reps, Trustees, TFs	Weekly	PAO	PO		Parliamentary Monitoring email regularly sent
	Help to inform MBs about European and international contexts and opportunities through proactive membership of EEB and IUCN	EEB/IUCN info monitored for regular report to MBs with targeted flagging of other opportunities	Regular and targeted updates to Reps, TFs	Monthly	PAO and JHughes (Trustee)	AISO		Sent monthly
		Delegates to EEB and IUCN engage with member input and report back to members			JHughes, SBrooks	PAO, AISO		IUCN news included in monthly bulletin
		Develop EEB UK communications to serve LINK (and the Links') needs			CO and PO			No capacity. Joint Links Chester again noted importance of EU to Links work.
	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, OPlan updates & networking meetings	Reps, Fs 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	Thrice yearly communication	Q1,2,4	DO	Reps, AISO		Done in August
Support key areas of work	TFs identify nature/extent staff support required. Networking meetings confirm.		Q1, Q3	TFCs Chair	TF members		Networking meetings flag areas and there is staff effort to address (eg SLUS conference). Capacity is limited.	
Feed back to MBs/network from events/initiatives at which LINK has been represented	Delegate, staff or designated person report on meetings with Ministers, agencies, externals to inform other relevant parties in LINK and ensure integration	Reports provided on website/circulated	Ongoing	Identified lead.	AISO, other Staff		Mostly happens, reported on bulletin, website	
1.2 Build consensus on key policy priorities	Identify areas where consensus will matter at annual planning and quarterly networking meetings (see below for issues identified)	Networking meetings identify issues requiring consensus-building	Consensus exists/in hand on key issues	Each Q	TFCs Reps	TFs		Could this be more effective? Eg re windfarm and peatlands principles recently in press. On Board agenda.
		Staff support these processes as needed		Ongoing	CO	Staff, TFCs, Trustees		Recent manifesto work involved checking consensus on range of issues some outwith competence of TFs
		MBs contribute to development of LINK positions by participating in relevant TFs / workshops		ongoing		Reps		
1.3 Facilitate good comm'cation	Spokesp'ple c'nicate positions to media & externals	Adequate briefing provided by policy leader		Ongoing	Designated leads	Staff		

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between MBs, their supporters & wider public inc. media –	LINK positions integrated with those of MBs	TF members, main Reps communicate back internally, raise problems in good time.	Fault-lines foreseen; joint positions clear.	Ongoing	Reps, TFs			
	Integrate LINK positions with one another	TFs communicate with TFs, at and between network meetings, to ensure complementarity /not contradiction of positions	Policies are consistent and complement each other	Ongoing	TFs, Board	Staff	😊	Network meeting June proposed meeting of relevant TFs for CAP wider issues / vision paper closely related to SLUS – this has not been taken forward.
1.3 Facilitate good comm'cation between MBs, their supporters & wider public inc. media – continued	Regularly review and identify appropriate allies	Allies / partners identified at Strategic Planning and quarterly Networking meetings	LINK players engage in strat discussion with key partners	Ongoing	TFCs Reps	Staff		
	Ensure public awareness strategy for positions where benefit identified	Where relevant, TF members ensure comms coordination happens, perhaps via comms staff of MBs	Staff support where area is priority	Ongoing	TFCs	TFs & MBs Staff		
1.4 Advocate agreed policy priorities to opinion formers and decision makers by identifying and acting on key opportunities to influence	Focus agendas for ministerial meetings on key policy priorities	Consult network for key issues for ministerial meetings; assemble appropriate delegations, ensure preparation, and supporting information.	Relevant topics Turnover of delegates Joint positions promoted	Q 1-4	Chair CO	TFCs Reps Staff	😊	This happened for June and September meetings, the first on various issues and the latter focussing on environment and spending cuts.
		Liaison with 'G6' group to ensure integration of positions and updates to members.		Q1-4	Chair, LWA, CO	NGO heads	😊	Ongoing with meeting; notes to members' web pages. MTF Cnnvr attended Sept mtg reporting to MTF. Chair attended G6 related meeting with SNH over cuts.
	Ensure political parties are informed of LINK concerns	Liaise with the political parties to communicate LINK vision and positions.	Parties understand collective positions		PO	TFCs Reps,		Useful meeting with SNP on LINK manifesto over summer. PO is arranging meetings now with other parties.
	Ensure effective 'soft' lobbying opportunities for MBs focussed mainly on MSPs and researchers	Plan SEW through previous year, informing MBs on format & theme, identifying £ and political sponsors and liaising with Parliament early on. SEW 2011 - £ Sponsors secured: Theme & date agreed: Individual seminars outlined: Reception & Exhibition(s):	SEW events well supported by MSPs	Qs 1, 3,4 EarlyQ2 Early Q2 Q3 Q4	PO PO, PAO	CO, DO PAO SEW St Gp, Reps TFs CO, DO Events planners	😊	Some sponsorship assured: HS, NPAs for reception; Calor for Quiz. Early programme discussed with sponsors and members. Two planning meetings with sponsors held. Members canvassed for projects. Dates agreed with Holyrood. FM invited to address Reception. Event planning meeting dates being set Oct.
	Use political party conferences to promote key network concerns	Coordinate LINK presence based on agreed aims via PF. Organise materials, rota of members. Members participate and support costs. TFs lead on fringe events.	Attend confs, Fringes on key issues. Reps take part.	Spring Autumn	PO and PAO	PF, MBs,TFs, PAO	😊	LINK will have presence at autumn party conferences in some cases observer-only, in others with stand. Protecting environment through budget cuts is key issue. LINK and members' manifestos will be promoted.
	Hold parties to account on manifesto commitments	LINK strategy devised via PSR & LINK Manifesto. Monitoring by PF, TFs, Board, Reps. PAO records MSP/parties' voting for monitoring.	Process & resources, clear		PO	TFs, Reps, PF		LINK and members signing off own manifestos now. We don't collectively monitor and PAO does not record voting – too time-intensive. The PSR loosely addresses follow-up on manifesto commitments.
	Keep UK, EU and other international routes to environmental goals on our radar.	Consider Westminster, Eu & international routes at Annual Planning and Networking meetings.	Dialogue with UK, EU political reps	Q4	TFCs CO, PO	PAO, EEB/ IUCN delgs	😊	All levels addressed in political strategy report though capacity for firth of Scotland action is very limited. Joint Links Chester discussed EU agreeing some joint exploratory work would be useful.



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	Environmental issues should form a core part of party manifestos and should be debated in lead up to elections	<p>Sign off LINK manifesto Launch & promote Manifesto</p> <p>Identify issues for campaigns</p> <p>Update toolkit for national and local level activism advising MBs Autumn 2010</p> <p>Outline plans on website for hustings during Scottish election campaign period in April</p> <p>Promote environment /sustainable development in lead up to Local Government elections (2012)</p>	<p>LINK ideas clearly identifiable in the party manifestos</p> <p>Min 10 hustings planned for 2011 election</p>	<p>May June</p> <p>Aug</p> <p>Aug</p> <p>March</p> <p>2010/11</p>	<p>PO</p> <p>LGSG</p>	<p>PF, PAO</p> <p>PO</p>		<p>Manifesto in development since early 2010, nearing completion</p> <p>BTF members wildlife pledge campaign is in train for Holyrood elections 2011</p> <p>Election meeting 5 October considered plans including members' manifestos, LINK manifesto process, and hustings plans including the 'climate café' model. Focus on protecting env't /SD commitments in time of cuts.</p> <p>LINK will maintain programme of own and members planned activities on members' pages.</p>
<p>Agri TF Vision: Sustainable agricultural systems that project supplies of safe healthy food, protect natural resources and enhance wildlife, habitats and cultural heritage, and provide jobs in rural areas contributing to a diverse rural economy</p>	<p>1: Implementation of SRDP which contributes to ATF goals for sustainable agricultural sector delivering max poss environmental & other public benefits.</p> <p>2: Input into changes of the agricultural support used in Scotland until 2013 to ensure that they are best suited to the Scottish environment. Continue lobbying for further CAP reform.</p> <p>3: Continue lobbying for further CAP reform on a European scale and develop thinking on how it could best be tailored for Scottish conditions</p> <p>4: Input into Less Favoured Areas Support scheme reform with the aim to better target funds at High Nature Value farming.</p> <p>5: Scottish Government policies on climate change and agriculture that incorporate LINK views.</p> <p>6: Scottish Biodiversity Strategy Rural Implementation Plan reflects LINK views.</p> <p>7: As part of the wider LINK group,</p>	<p>1: Continue involvement with SRDP PMC and implementation group. Monitor what is included in scheme. LINK ATF reps on above groups with input from other ATF members</p> <p>2: Submit response to Pack review and follow up with appropriate lobbying. ATF led by convenor</p> <p>3: Develop update to Beyond the CAP vision. ATF led by convenor</p> <p>4: Continue involvement on LFASS technical working group. ATF representative on group</p> <p>5: Continue involvement in Scottish Government Agriculture and climate change stakeholder group. ATF representative on group</p> <p>6: Continue involvement with Farmland and lowland ecosystem group. ATF representatives on group.</p> <p>7: ATF input to LINK document and Scottish Government's development of strategy. ATF lead on SLUS</p> <p>8: Keep check on what SG produce on food policy and ensure that the environment is not forgotten</p> <p>9: Continue involvement with development of framework</p> <p>10: Continue involvement and watching brief</p>	<p>1: No decrease in funds going to axis 2 options or Rural Priorities. Development of new LMOs better targeted at environmental options.</p> <p>2: Movement of SFP away from historical model. Better cross compliance measures.</p> <p>3: Production of vision. Use of it by others</p> <p>5: Production of agricultural measures that stand scrutiny against the targets of the Climate Change delivery plan.</p>		TFC	<p>Arch Scot, Buglife – BBCT, BCS, NTS, Plantlife, RS, RSPB, SWT, WTS, WWFS</p>		<p>Over the last four months, TF has advanced discussions on aspects of our position on CAP reform such as on HNV farming. The other main area of work has been on the mid term evaluation of the SRDP. A meeting between the ATF, SEFF and other interested LINK members and SNH was held on 17th September to discuss the SRDP and its mid term evaluation. The outcome was a LINK position on the MTE and an agreement to work together more closely in the future. LINK views on how the programme is working have been collated and fed into the review. LINK has also been represented on soil and agriculture and climate change working groups inputting views on how the agriculture sector can contribute to meeting climate change targets.</p> <p>V Swales represented LINK on CAP Reform Stakeholder Group in September</p>



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	input into the Scottish Land Use Strategy to reflect LINK views 8: A Scottish food policy which contains sufficient environmental objectives 9: A soil strategy that includes measurable environmental targets 10: Input into review of Scottish Organic Action Plan and its replacement.							
BiodTF Vision: Scotland's natural heritage (land and sea) is complete in its diversity, composed of fully functioning ecosystems and resilient to accelerated env change	To secure more committed and effective approach to conserving and enhancing Scotland's biodiversity	Support and encourage LBAP officers in Councils via a workshop Rejuvenate Scottish Biodiversity process via ecosystem groups (chaired by SNH and SG and involving LINK reps)	Starting to see delivery of biodiversity aspirations on the ground	1 June 2010 Ongoing	TFC	Members: P'life, SWT, RSPB, B'life, SAGS, SNW, WTS, JMT, But'fly Con, B'bee CT, MCofS		Produced a Top10 issues plan Drafted the Wildlife Proclamation for the Holyrood election Drafted text for LINK Manifesto At TF meeting in August, Rob Thomas took over convenorship from Deborah Long Rob Thomas attended the Scottish Biodiversity Comm meeting at VQ 15 th September Deborah Long attended the Action Coordination Group meeting 8 th September Paul Walton (RSPB) attended the Scottish Working Group on INNS 3 rd August
Climate Adaptation TF Vision: Draft: Biodiversity is enabled to able to adapt to the impacts of climate change	Scottish Government adaptation policies enable biodiversity to adapt to the impacts of climate change Public bodies and the private sector adapt to the impacts of climate change in a way which does not damage the natural environment.					Int MBs RSPB, PL, SAGS, SAS, WTS, BCon, BLife,RZSS		Members were canvassed for interest in TF on adaptation to complement action some members taking through SCCS. Climate Adaptation TF held first meeting Sept agreeing there is value in working to influence SG Adaptation Framework implementation and other work on adaptation by other organisations. J Densham convening. Meeting held with SG's Head of Climate Change Adaptation Team 24th September 2010, focussing on importance of adaptation for biodiversity, and SG's progress on development of Action Plans within the Adaptation Framework. Also sought LINK representation on future Climate Adaptation Stakeholder Gp to be estab i2011. LINK has representation on the UK Climate Change Risk Assessment project.
Deer TF Vision: Secure changes to legislation to deliver sustainable deer management. Secure changes to legislation to deliver sustainable deer management. Seek system of statutory deer management planning. Seek to influence proposed Code of	Secure changes to legislation to deliver sustainable deer management. Seek system of statutory deer management planning. Seek to influence proposed Code of	Input to WNE Bill process Via WNE Advocate delivery for protected areas, biodiversity outside designated sites and for wider public interest. Not straightforward; up against traditional deer management interests; deer legislation reform = most controversial part	Delivery of statutory deer management planning or similar Removal of close season for male deer	Ongoing to 2011	TFC	Active MBs: RSPB, NTS, SWT, JMT, SNW LINK PO		Nothing to report beyond W&NE update





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	Sustainable Deer Management Contribute to delivery of joint agency Strategy for Wild Deer.	of WNE Bill					
	Maintain overview on the efficacy of the SNH/DCS merger.		Green tourism initiatives for showing deer on estates		TFC		
	Use of non-lead bullets for deer management on member body estates	Encouragement by DTF amongst landowning member bodies	MBs use non-lead bullets		TFC		
Environmental governance Vision: Fully informed, participative decision-making in all branches and levels of government is essential to the delivery of sustainability	Raise environmental governance up political and policy agendas. Establish LINK views on the best structure of government for sustainability and parliamentary accountability.	<ol style="list-style-type: none"> 1. Monitor and contribute to reviews of the Scottish and UK FOI regimes. 2. Campaign on Access to Justice issues in the Holyrood forum – and increase awareness of Aarhus commitments. 3. Include policy for the improved structure of government and parliamentary accountability in the rolling manifesto. 	<p>Holyrood Parlt debates Access to Justice</p> <p>Government and accountability debated in media</p>		Opportunisti c	FoES, RSPB, LINK PO	 <p>Aarhus a focus for Congress 18 November.</p> <p>Governance a major focus of LINK's paper on the Environment in a time of Cuts which has been discussed with the Minister and copied to SNH, SEPA (so far). Monitored members involvement in first Scottish PCO.</p> <p>LINK manifesto is designed to cover various aspects of governance; sub-sections on Legislation and Constitution are drafted; sub-section on Administration awaits drafting.</p>
Economy Vision: Measurements of social happiness & env sust are added to GDP as a measure of success	Influencing measures away from GDP & towards sustainable growth	<ol style="list-style-type: none"> 1. Submission to Independent Budget Review Spring 2010 2. Include sub-section on measurements of success in the rolling manifesto 3. Establish working group to further develop the standards of measurement for social happiness and environmental sustainability. 	LINK thinking on changed measurements of success is published		WWFS	FoES, RSPB LINK staff	   <p>Tasks 1 & 2 happened/happening.</p> <p>Working group identified but has not had capacity to meet yet. This area has been flagged by LINK and the Joint Links as key. How does the Board advise?</p>
Freshwater TF Vision: Sustainable use of water resources, restoration, pollution reduction, sustainable land use and investment in natural flood management are supporting a healthy freshwater environment	Influence the implementation of River Basin Management Plans (RBMPs)	<p>Continue engagement with National Advisory Group and Area Advisory Groups (AAGs)</p> <p>Influence content and implementation of measures in Area Mgmt Plans through AAGs</p> <p>Respond to SG consultations on WFD related policies and regulations</p> <p>Maintain engagement and dialogue with other relevant orgs and SEPA</p> <p>Ensure and encourage take up and spend of available WFD Restoration Fund monies on projects delivering environmental improvements</p>	<p>Measures imp'd to restore water env</p> <p>Derogations being used appropriately</p> <p>'Gaps' in leg'n to protect water env't are filled</p> <p>Adeq enforcem't of regs that protect water env (esp application of CAR to new licences & licence review processes)</p> <p>Individ & ptrn'shp projects delivering restoration are</p>		TFC	<p>Buglife, NTS, RAFTS, RSPB, RZSS, SWT, WWT</p> <p>Corresp: RS, WWFS</p>	 <p>Members have been discussing a LINK report to 'review' River Basin Management Planning one year on from the finalisation of the plans. Plans were produced in December 2009 so we are aiming to have a review out early 2011.</p>










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that can facilitate adaptation to climate change.			brought forward & delivered to use WFD Restoration Fund Fund efficiently delivered & administered with comp. reg. measures for max benefit					
	Ensure adequate controls of rural diffuse pollution	Engage with the work of the Diffuse Pollution Management Advisory Group.	SEPA's diffuse pollution strategy is effective with evidence from the DP priority catchment work that compliance with regs is increasing					TF members attended 3 Diff Polln Mgt Advisory group stakeholder groups on behalf of LINK.
	Influence the implementation of the Flood Risk Management (Scotland) Act	Influence development of secondary regulations and policies as required by the Act and respond to consultations on this; Consider how FRMA implementation can align well with existing policies and regs (e.g. CAR) and advocate this; Continue to engage with FRM groups and relevant subgroups; Advocate need for research on NFM techniques and benefits of sustainable FRM.	Work underway to review address knowledge gaps on NFM Flood risk adv. groups set up in way that fully engages s'holders to maximise deliv of natural flood mgmt					TF members have been working on a consultation response to SEPA's 'Planning for Floods – Planning for the Future' consultation (deadline 15 October 2010). TF attended 2 meetings of Natural Flood Mgmt Group.
Governance Vision: All branches of government should be effective. Structural barriers to sustainability should be removed	Via PSR and rolling manifesto Profiling and critiquing governance in Scotland as opportunity and capacity allows	Critiquing the role of Scottish Parliament & Government in terms of its scrutiny role, its responsibility to hold Agencies to account. Press for rigour and sound decision-making, challenging SG for leadership in relation to climate and sustainability, (eg 2ndFRB, Trump, etc) Media work in relation to issues as these arise	(1) Include full review of governance within a PSR (2) Include measures to improve governance within the rolling manifesto		Opport - unistic	PF PO TFs MBs		Political strategy report informs internally on these issues. LINK paper on spending cuts and environment addresses. LINK manifesto has sections (planned/drafted) addressing these areas. The issues will be included in our Environment and Law report (due Nov for Congress).
Health / Quality of life Curriculum for Excellence/ Travel school Vision: ??	Take opportunities as part of our advocacy work to promote and flag links between these	Keep in touch with other partners Encourage Debates in Parliament Flag issues and links in submissions, and rolling manifesto Pursue opportunities as resources allow			Opport - unistic	MBs: LS, RS, RSPB, Sustrans, WWFS Staff		Helen Zealley rep for HEN had useful discussions with coordinator; will devote a meeting of the HEN SG to discussing how it operates and HZ will explain how LINK operates. HZ also planning to meet new CEO NHS Health Scotland to try and encourage more active involvement with wider environmental issues (i.e. beyond their engagement with healthy activity). HEN coordinator has offered to speak to LINK 'Good Places: Better Health' initiative which is very much focused around the environment.
Landscape TF Vision: to promote the Eu Landscape Convention, and landscape as a priority concern for the	A Seek to ensure landscape concerns are integrated into all relevant areas of Scottish Government policy	A1 Promote Euro Landscape Convention A2 Promote adoption and implementation of Scottish Landscape Charter A3 Lead development of future liaison mechanisms following demise of Scottish Landscape Forum B1 Take active part in outcome of National Parks Review, esp Ministerial Str Group	Under discussion		TFC	ArchScot APRS JMT MCofS NTS SCNP SWLG Bob		Fairly low-key quarter except for promotion of Wild Land following successful conference on Wild Land held in May by Scottish Wild Land Group. Individual LINK members continue to promote landscape concerns about expansion of renewable energy developments into wilderness areas and the potential landscape implications of the spread of woodlands under Scottish

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Scottish Government - protection, restoration and enhancement of landscapes being integral parts of a sustainable Scotland	<p>B Promote positive management of relevant protected areas</p> <p>C Raise levels of understanding of landscape within LINK</p> <p>D Exchange information about current landscape-related issues</p>	<p>B2 Promote development of Management Strategies for National Scenic Areas</p> <p>B3 Encourage Councils to review Areas of Great Landscape Value and to show replacement Special Landscape Areas clearly in next suite of Local Dev't Plans</p> <p>B4 Take active part in SNH Protected Areas Review</p> <p>C1 Seek appropriate opportunities to direct internal advocacy on landscape issues towards other LINK member bodies</p> <p>C2 Ensure landscape concerns integrated into LINK statements, eg re sustainable land use strategy</p> <p>D1 Share information on current landscape-related casework, seeking consensus where possible</p> <p>D2 Share information on development of policies for wild land protection</p>				Aitken	<p>Government targets to increase woodland planting by 10-15,000 hectares per annum. There is a continuing dialogue with other LINK member bodies more focused on climate change mitigation and biodiversity concerns. A TF meeting was held in August with SNH attending. Launch of Scottish Landscape Charter on Friday 8th October by SNH, who are seeking sign-up by LINK members and others not already signed up.</p>
Parliamentary Forum : a network for parliamentary and policy officers advising on political work	<p>Assess network's political level activity and effort to hold Govt to account</p> <p>Inform strategy for elections and party conferences</p> <p>Inform and informed by LINK political strategy report</p> <p>Support parliamentary officers in network</p>	<p>Convene 2-3 meetings per year</p> <p>Hold a PF 'Plus' meeting to inform priorities, tactics and timetable</p> <p>Advise on issues, fringes, materials, and rota for LINK at party conferences</p> <p>Discuss LINK PSR in draft prior to circulation to Board and Networking</p>		<p>Q2, 3, 4</p> <p>July</p> <p>Spring, Autumn</p> <p>Spring, Autumn</p>	PO	PAO Active members	<p>Meetings in late Jan (date tbc) and again 2nd March planned.</p> <p>Elections meeting 5 Oct for PF plus others reviewed members' plans, process for publishing LINK manifesto, party conference plans and current thinking round hustings / climate café opportunities.</p> <p>Draft PSR discussed; next version to Board, then Network</p>
Marine TF Vision: healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected, connected and thriving, and coastal communities are sustained.	Marine (Scotland) Act 2010 implementation	<p>Shape development of MPA Guidance and Scottish marine nature conservation strategy and inputs to UK MPA Network strategy, UK Marine Policy Statement and others.</p> <p>Commission work on MPA management criteria to shape Scottish policy once the network of MPAs is in place.</p> <p>Input to dev't of National Marine Plan, to include LINK strategic priorities that enable a three-pillared approach to nature conservation to be delivered,</p> <p>Push for local marine plans in areas that merit them</p>	<p>MPA criteria guidelines include full range priority marine features that LINK MTF want. MPA network development built on principles of replication, representativeness and connectivity.</p> <p>MPA management guidelines include full range of management measures, incl use of inshore fishing and other legislation</p> <p>National Marine Plan underpinned by MEOs. Local</p>		TFC	MTF members RSPB, MCS, WWFS, HWDT, NTS, WDCS, SWT. MPAOs, PO	<p>At the start of June Lindsay Roberts joined LINK as Marine Policy and Advocacy Officer. Much of the work of the TF has been responding to the numerous consultations arising from the Marine (Scotland) Act. Our main concern which has resulted in lobbying MSPs, Government and SNH, has been the exclusion of Natura species from the list of 'priority marine features' compiled by SNH. We have argued that this is a policy position, rather than one based on sound science. This has resulted in members of the RAE committee writing to the Cabinet Secretary to express these concerns, 2 oral Parliamentary Questions and a number of meetings between the MTF and SNH/Marine Scotland. We have made considerable progress on this issue and currently await the final versions of the Marine Nature Conservation Strategy and MPA selection guidelines.</p> <p>Commissioned SAMS to compile report (completed, tb launched Oct) <i>Making the case for the sound management of Marine Protected Areas</i>. In June, TF members met all members of the RAE Cttee to discuss concerns relating to MPAs. The Cttee then sent letters to the Cabinet Secretary to highlight these concerns.</p>

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		Input to development of Marine Ecosystem Objectives.	Marine Plans in development for those areas that need them.				<p>7th July: Regular MTF meeting with Marine Scotland. We presented our vision of the Marine Planning system, as well as several sector-specific papers designed to influence early thinking. We also expressed our concerns regarding MPAs</p> <p>3rd Sept: Calum Duncan/MCS represented MCS/LINK on Marine Coastal Ecosystem Group (MCEG) met Marine Scotland to discuss the National Marine Plan. Other MCEG members agreed that protection and where appropriate recovery should be the purpose of the Plan, although yet to be finalised. TF pursuing this to get MCEG commitment to this principle.</p> <p>7th Sept: MTF (Calum Duncan/MCS, Kara Brydson/RSPB, Alan Wells & Lindsay Roberts/LINK) met with Marine Scotland and SNH to discuss marine nature conservation/MPAs. Government/SNH have moved a long way towards addressing our concerns.</p>
	Sound marine renewables industry	<p>Launch LINK marine renewables report May 2010</p> <p>Use all opps to promote recs in report to help counter some of the 'asymmetry' in the process to date, with CE leasing areas of seabed prior to completion of SEA.</p>	Extent to which recs incorporated in marine renewables development process	Q1 Thro- out the year			<p> In June successfully launched our report on marine renewable – <i>Avoiding Conflict in the Marine Environment</i>. Launch event hosted by Bill Wilson MSP and attended by Industry, NGOs and Crown Estate. LINK reps: Duncan McLaren (FoES) and Sarah Dolman (WDCS)</p> <p>27th Sept: Alan Wells & Sarah Dolman met with Marine Scotland (Renewables) and got an update on progress in marine renewables. Responded to consultation on Offshore Wind SEA</p>
	Greener aquaculture industry	Influence management of the industry. <i>Delivering Planning Reform for Aquaculture</i> is driven by desire to move offshore to meet demand for farmed salmon that the Chilean industry can no longer fulfil, without concomitant removal of inappropriately sited farms in some of the more sheltered sea lochs or sites that impede salmon runs, the initial sustainability-focused rationale for moving offshore.	Ministerial Working Group recognises the concerns raised by LINK MTF				<p> Seals licensing submission sent</p>
Marine TF - continued	Fisheries	Encourage Inshore Fisheries Groups to deliver environmentally sustainable inshore fishing industry, linking closely and having regard to local marine plans arising from the Marine (Scotland) Act to help deliver a three-pillared approach to marine nature conservation. Encourage use of inshore fishing legislation to ensure the conservation objectives for existing (e.g. marine SACs) and new MPAs are met.	Inshore Fishing Plans include measures to protect & where approp, enhance marine ecology & productivity, & recognise need to link to upcoming local marine plans arising from the Marine (Scot) Act 2010. IFPs should also take account of existing & poss		TFC	MTF members RSPB, MCS, WWFS, HWDT, NTS, WDCS, SWT. MPAOs	

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			future MPAs (both Natura & Marine Act)					
<p>Planning TF Vision: to ensure that the Scottish land use planning system contributes to a more environmentally sustainable society</p>	<p>1- Providing an opportunity for knowledge exchange between key stakeholders</p> <p>2- By improving effectiveness of environmental assessment at the strategic level, the adverse env effects of activities will be recognised early on and minimised & envl enhancement will be recognised & delivered more readily</p> <p>3 - By forming the policy framework for delivering sus dev thro' planning system</p>	<p>1 – Provide ongoing forum for discussion of emerging planning issues</p> <p>2- Consider how the SEA process can be improved to ensure better delivery of environmental benefits, establishing steering group for SEA review work form PTF and other LINK TFs, identifying most effective mechanism for review, carrying out review, assessing findings and making recommendations; advocating implementation of recommendations</p> <p>3 - Ensure implementation of NPF2 and SPP in line with LINK aims via general transfer of knowledge among PTF members of implementation of SPP and NPF2 - key audience will be local planning authorities</p>	<p>Ongoing TF meetings & effective knowledge exchange</p> <p>improvements made to current SEA process with env effects more clearly id'ed and PPSs amended accordingly</p> <p>sus dev taken into account in planning decisions & development plans</p>		TFC	<p>MBs: Woodland Trust Scotland APRS JMT McofS RSPB Scotland SWT</p> <p>Corresponding: AS, Buglife FoES, Living Streets, NTS, Ramblers, SAGS, BSCG, Scottish Wild Land Group</p>		<p>Response to the Environmental Impact Assessment (Scotland) Regulations 2010 submitted on 27th August, broadly welcoming proposed changes which, amongst other improvements, tighten up requirements to carry out EIA for multistage consents (ie, at outline and detailed application stages) and for extensions to existing development.</p> <p>Otherwise – a relatively quiet period but there was the usual general discussion about current and emerging planning issues at our TF meeting in August.</p>
<p>SEFF Vision: encourage and facilitate partnership between fundraisers in LINK; allow them to share information, experience and understanding of sources of funding for Scotland's environment</p>	<p>Continue to provide a networking forum for environmental fundraisers - helping to raise the money need to do the work to contribute to a sustainable Scotland</p>	<p>Arrange quarterly meetings/venues/guest speakers. Meeting with on average 2 external speakers per meeting - from statutory, lottery, charitable and corporate sources, as well as some who can offer fundraising advice, info and support.</p> <p>Influence eligibility criteria for funding of environment in Scotland.</p> <p>Liaise with BIG to strengthen environmental competence, & to improve access for ENGOS.</p> <p>Share information and news about environmental fundraising in Scotland, to celebrate success & to discuss opportunities to influence & effect positive change.</p>		4 x per year	TFC	<p>Varies: incl. SWT, MCS, BCS NTS, CC, RSPB, FoES, SNW, RS WWFS, WTS, JMT, AS, WWT, WDCC, MCoS, Buglife, BBCT, HWDT, Sustrans, SAGS, P'life,</p>		<p>September meeting speaker was Jo O'Hara, head of the Natural Heritage Management Team within the Rural & Environment Directorate. There was a very good informal round table discussion and the group were pleased that we know have a good contact within the R&ED.</p> <p>During this period a number of SEFF/LINK member bodies were involved in an initial focus group meeting with BIG to begin to work out how best to work together to build in environmental measures to BIG funding criteria.</p> <p>SEFF continues to be a well supported group which is highly valued as an information exchange and informal networking opportunity by a range of LINK member bodies.</p>
<p>Single Outcome Agreements TF Vision: Next round SOA works for sustainability, incorporates LINK priorities for env't</p>	<p>Influence delivery of national objectives via SOA process, encouraging national and local government to remain attentive to key environmental issues</p>	<p>Promote LINK priorities widely</p> <p>Participate in SDC assessments of SOA</p> <p>Liaise with Improvement Service and SG on future SOA local indicators</p> <p>Assess annual reporting on SOA progress</p> <p>Assess delivery of SD & env objectives through SOAs by commissioning an audit</p>	<p>Next round SOA and national overview includes better recognition of environment and SD</p>	2010-11	TFC	<p>WWFS SWT, SCRA, RS, B'life, RSPB, LS, AS, SAGS, NTS, FoES, CO, PO</p>		<p>Promoting key issues with SDC, SNH, SEPA, Imp'vt Service. Remain concerned about 'light touch' annual reporting. Are proposing a seminar with all key players in early 2011 which SNH and SEPA are likely to fund and which would ideally review how SD is faring through the process. LINK audit plans commented on at draft stage by above players – advice is that whilst the broad process is likely to continue, the nomenclature and details may change with a new administration. LINK audit commissioned from CAG Consultants early Sept for early November deadline to assess delivery of env't and SD in lead up to Scottish (and later Local) elections. TF discussed wider issues</p>








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								about engagement with Local Authorities with Board Subgroup in August, agreeing that mapping members' current engagement, and building on the list of duties for Councils (started with our SOA work), would be useful to do in parallel to the audit, to support our case.
<p>Sustainable Land Use TF Vision: SLUS is parent of all strategies with implications for, or guiding, land use</p>	<p>Influence development of the first SLUS which SG has to produce by March 2011 to ensure it contributes to sustainable land use and sustainable development more broadly, as well as helping to combat and adapt to climate change.</p> <p>Ensure cross-cutting approach through strategic discussion within LINK twice yearly</p>	<p>1. influence production of draft LUS via regional stakeholder meetings, meetings with Scottish Government in 2010.</p> <p>2. organise stakeholder conference on LUS. Secure funding, venue and speakers.</p> <p>3. respond public consultation on dft LUS. Respond to consultation questions and highlight key issues.</p> <p>4) call for & influence Parliamentary debate on LUS. Lobby for debate and brief MSPs.</p> <p>5) raise awareness of LUS and relevant issues with Ministers, MSPs, other NGOs and stakeholders. Produce briefings, press releases and approach journo.</p> <p>6) comment on final LUS laid before Parliament by 31 March 2011. produce assessment of final LUS identifying gaps</p>	<p>Draft LUS contains LINK themes, issues</p> <p>conference runs with good stakeholder engagement</p> <p>final LUS reflects TF asks</p> <p>Debate happens and MSPs briefed raise TF issues</p> <p>LUS, related issues in media</p> <p>Assessment produced</p>	<p>2010</p> <p>Autumn 2010</p> <p>Autumn 2010</p> <p>June 2010 or Autumn</p> <p>Through 2010</p> <p>March/April 2011</p>	TFC	<p>RSPB SWT NTS APRS Living Streets, WTS ArchScot JMT SAGS</p> <p>PO</p>		<p>The TF completed the production of a set of 10 land use case studies to inform the development of the SLUS. These were sent to the SG team drafting the Strategy and on LINK website. The aim is to demonstrate what we mean by integrated land use & provide some concrete examples.</p> <p>Activity largely round planning a LINK conference, 8th November, securing a venue, speakers, sending out invitations etc. The aim of the conference is to influence key stakeholder opinion during the formal consultation period on the draft SLUS (23rd Sept to 17 Dec). MSPs from all main parties have agreed to join a debate panel as part of the conference.</p> <p>TFC attended the LINK Ministerial meeting in June with where the SLUS was discussed and the Minister presented with LINK member views on the forthcoming draft Strategy.</p> <p>The draft SLUS now published & contains some of the themes and issues the TF has been promoting over the past months, particularly the need to promote integrated land use & secure delivery of a wide range of environmental and other services from land. However, the draft fails to identify concrete actions & policies for the SG to pursue & this will therefore be a focus of our response to the consultation and lobbying activity over the coming months.</p> <p>TFC provided LINK comment for the SG press release announcing the consultation on SLUS.</p> <p>A LINK response to the consultation will follow Nov conf.</p>
<p>Wildlife and Natural Environment Bill Team Vision: ?</p>	<p>Influence Wildlife and Natural Environment Bill delivery by Holyrood in 2010/11 in terms of sustainable deer management, effective control of INNS</p>	<p>Influence the Bill as it progresses through Parliament (Stage 1 likely June)</p>	<p>Secure LINK 'asks' via constructive discussions with others</p>	<p>Stage 1 June</p> <p>S2 & S3 Autumn</p>	LAustin	<p>RSPB JMT WTS SNW SWLG MCoS SWT NTS SRSG NEMT BSCG PAO</p>		<p>Members of the taskforce were active in organising site visits for the RAE committee</p> <p>Press release – 10th June</p> <p>Stage 1 Written Evidence.</p> <p>WNE team gave oral evidence to RAE committee on 15th September (meeting with MSPs)</p>
<p>1.5 Build partnerships with relevant organisations to promote agreed key policy</p>	<p>Ensure mutual awareness of concerns and intended approaches with SNH</p>	<p>Better comms between the two Boards Liaison between senior staff of SNH and trustees / convenors LINK</p>	<p>2 orgs better informed of mutual stances</p>	<p>Twice yearly</p>	Trustees, TFCs, CO			<p>Further to summer meeting, a meeting with Andrew Thin on 26 October will take this forward. Simon Pepper (SNH BM) attending this and also LINK Strategic Planning meeting to discuss issues with members.</p>
	<p>Ensure mutual awareness of concerns and intended</p>	<p>Liaison between senior staff of SEPA and trustees / convenors LINK, facilitating follow-up</p>	<p>2 orgs better informed of mutual stances</p>	<p>Up to twice yearly</p>	Trustees, TFCs, DO			<p>Follow up to 4 May Chairs meeting held 18 Aug, covering Scot Env Website, Sust Dev, Climate Act follow up, Better Regulation Agenda. SOATF met SEPA</p>

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priorities more widely	approaches with SEPA							August. Also FWTF?	
	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		Ongoing – full list maintained on website	
		For wider issues AISO facilitates delegate election Delegates feed back via Bulletin	As above	Ongoing	AISO	Staff, Trustees.		Del invited for Scottish Environment Website – SWT. Dels on Games legacy groups report high levels of frustration. Cross-cutting delegates were invited to use Bulletin as reporting mechanism, though with little take-up.	
	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 rcpns	LINK TFs work with others on wider joint positions.	Ongoing	Events Organisers	Staff		Some externals invited to Congress. Many externals invited to SLUS conference. Need to ensure our OrgSupporter rules apply.	
	Roll out Organisational Supporter affiliation for non-eligible environment sector to broaden scope and funding base	Update Memo & Articles List benefits. Chair's letter Trustee personal approaches to target organisations	Some take-up by end 2010	June By end 2010	Trustees, Staff	Staff TFCs Reps		AGM agreed changes to M&A, letters then sent to the first phase of targets for trustees to follow-up. KSB has joined. Website updated. On Board agenda for October.	
	Links (the other Links)	Regular liaison by telecon on policy and operations, identifying joint opportunities		Ongoing	CO	PO, TFCs		Liaison this q pertained to Joint Links seminar which Scottish LINK hosted and organized (in Chester). Liaison over marine project continues.	
			TFs exchange plans with Links		Annual	TFCs	CO		Secretariats to try to ensure annual Links plans are exchanged
			Joint Links Seminar post UK election explores impact on environment		Sept	CO, PO, Reps	AISO, PAO		Seminar held, focused round spending cuts and environment, notes circulated.. How to follow through on actions to be reviewed by Secretariats late October.
	SCVO	Participate in SCVO Green Ref Gp & Pol Ctte. Review membership of / engagement in SCVO			CO & PO Trustees			PO continues to engage.	
	Other Bodies – Partnership approaches where beneficial are pursued by TFs	TFs liaise as needed with range of interests TFs regularly liaise with SNH contacts for info and mutual support in approaches	Other orgs understand, and may support, LINK positions		TFCs	CO, DO, PO, AISO		SNH liaison working well across most TFs.	
	New Fred Edwards Trust commemorates and champions his values	With steering group representing other sectors, develop legal entity, prepare materials, identify trustees, explore funding, plan launch in Oct 2010.	FETrust is well supported	Ongoing 25 Oct	CO	AISO		Trust established with 9/9 trustees under chair'ship of Prof Sandy Cameron CBE, launch on 25/10 organized, good article in Herald, good level of acceptances for event. Plans for action learning programme in development. FET on Board Agenda for discussion.	

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
2.1 Build capacity and effectiveness of MBs working together as LINK	Encourage member bodies to sign up for areas of LINK work relevant to their interests	Induction for new Reps covers engagement opportunities	New MBs join at least one work area.	Ongoing	Chair, CO	TFs, Reps Staff		Scottish Badgers Trust inducted September. CATF convenor Jim Densham also inducted. Rob Thomas BTF Convenor inducted 8 Oct.
		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		Ongoing
	Strengthen capacity and confidence of members to engage in public policy development through information exchange, trainings and policy workshops	Ensure meetings, seminars, TFs open to all members, with briefings pitched at appropriate level and contributions sought to inform positions. Staff support the coordination for work areas which are outwith TFs.	Members take part and find useful. Provision of workshops: 1. Advocacy 2. Media 3.	Ongoing 13 July Pstpon'd	Organisers PO, PAO PO	TFs Staff Reps		Advocacy training was open to all members. Useful day. SLUS conference case studies report sought input across sector.
2.2 Facilitate active involvement of member bodies in LINK's activities	Encourage wide involvement of members in LINK management eg as Convenors, Deputies, Delegates, on steering groups for SEW, Congress, and for tenure on the Board	Board reviews skills gaps Board encourages turnover, balance Staff ensure Reps know of opps. TFs appoint C, D & Deles to share work and opps.	80% of members to be involved in some leadership capacity over 3 year period.	April May May Ongoing	Chair Reps	TFCs Trustees Staff		New Board Member Helen Todd from June Skills audit updated for discussion later in year. New TFCs over period, RZSS for BTF, RSPB for CATF.
	Member bodies recognise that time spent on LINK activities is value for resources expended.	Trustees promote benefits of joint working and acknowledge contributions. Planning meetings rigorous in identifying resources and responsibilities for delivering	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		Ongoing. Review of year in process.
	Use annual members congress to build community within the network	Congress SG develops theme by summer Organises and publicises with members early Autumn Review of year's highlights to be prepared for Congress	70% of members participate in Congress annually, with involvement of all over 3 years	Q3,4	C'gres SG, DO	Staff, Reps		Final programme circulated beg Oct. Review of Environmental Law since Dev. In prep by consultant. Review of year in train.
	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		Ongoing
2.3 Use targeted campaigning to encourage wider public support	Campaign where appropriate	Needs and opps considered by all players for annual planning meeting, identifying resources and leadership If these emerge outwith planning cycle Board & Network to endorse (eg LGSG)	Annual planning identifies achievable campaigns in good time	Nov	TFs, PF, Reps Chair			Opportunities available. Awareness of effort vs effectiveness perhaps constrains campaigning appetite.

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
where important		Identify issues for campaign treatment for Holyrood elections in good time		June	Chair	CO, PO		Elections meeting (above) noted plans by 7-8 members for a wildlife pledge campaign for Holyrood elections.
	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. Alan Wells MPAO is moving on to Association of Fisheries Boards in Jan and recruitment is afoot for his successor.
		Support fund application and reporting, HR and development		Ongoing	CO, FITO	MTFC		Ongoing in relation to latest round of funding which runs till summer 2013.
		Support advocacy work		Ongoing	MTFC	PO		Both officers took part in Advocacy training day. PO supports as required.
	TFs use public facing campaigns as one of various tools	TFs to flag at Networking any plans they have for campaigns						Wildlife Pledge campaign was mentioned at June networking.

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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	
3.1 Ensure LINK well governed and managed in line with good practice	Board overviews progress against corpte strategy and optg plan	Identified leads provide data. Staff collate and post on website. OP & KPI progress reviewed by Board.	Quarterly Board meetings held	each quarter	Chair / Board / CO	Trustees, CO, DO, AISO and other Staff		Happening at October meeting	
	Work is planned in advance with integrated approach to strategic priorities	Env't needs & opportunities analysed, fresh approaches considered, by good horizon scanning process. MBs indicate own priorities by Sept. TFs discuss plans Aug to send LINK Sept		Q3/4	Chair (CO)	Reps, DO, AISO, PO,		Calls are out for this info from TFs and MBs for the Strategic Planning Meeting in November. Spending cuts will impact as well as form part of ongoing agenda.	
	Network regularly reassesses contexts and priorities	Board & Networking check integration, consensus needs, tactics, resources. TFs each evaluate progress to Network. New proposals assessed in this context & decisions between relative priorities. Report on website. Priorities pursued.	Networking meetings held quarterly	Each quarter	CO O/DO TFCs, Reps Staff			Useful discussion on TF progress and issues at June meeting – ATF, MTF, W&N, LTF, PTF. Note of meeting on website. Follow up on a number of the actions agreed there has not happened.	
	Administer LINK's finances, overview financial strategy, report to OSCR and Companies House		Timely management of ledger for expenditure, invoicing, banking, PAYE & pensions, projects. Liaison with accountant, Treasurer, FSG.	Accounts pass Audit. Projects end in budget	Ongoing	FITO	FSG Staff Proj Mgers		Ongoing – in control
			Budget outturn and forecast prep to month end precede Board meetings (ex June: email July), checked with AcCnt.	Outturns ratified by accntts, Treasr and Board	Each quarter	FITO	Treasurer for Board		Ongoing – in control
			Close accounts 31/3, sign off with Auditor, send MBs for AGM. Draft narrative for Trustees to sign off. Submit to OSCR and Co House.	KPI 3.1 app by OSCR & Co House.	Q1	FITO CO FITO	Chair, Treasurer, Staff.		2009-10 accounts reporting completed on target
3.1 Ensure LINK well governed and managed in line with good practice - continued	Regular FSG meetings review LINK's financial and fundraising needs and advise on strategy	Re-assess budget scenarios to 2014 in light of available information on sources	Meetings happen;	Spring	FITO, Treasurer	CO, DO, FSG		Ongoing –last FSG meeting 5 th July – next meeting after Board TBD	
		Propose subs schedule for 2011/14 to Board	KPI 3.3 achieved	Oct					
		Propose subs schedule for 2011/14 to members		Nov					
	Employment SG supports HR policy and practice	CO / ESG prompt discussion as needed re HR issues and recruitment issues ESG commissions job evaluation and salary review in context of Scottish voluntary sector good practice	Advice on good practice applied as far as possible	Ongoing	CO, ESG	Trustees		ESG convened for annual review of salaries within budget context at September.	
	Plans of TFs/projects, match resources available and MBs' commitment to deliver	Board to request members to commit £s person-time at annual planning time. Board to maintain overview.		Q4	Chair/CO			This will be important at strategic planning meeting in November, particularly with the impact spending cuts could have on eNGOs and wider environment spending.	
	LINK is flexible to new developments, opportunities	Board evaluates new ideas incorporating into OP if arising outwith planning cycle		Ongoing	Chair/CO	Idea generator		EU work may need to be considered by Board/LINK in this way. Joint Links proposing to discuss UK level EEB work with Green Alliance and perhaps to organize fact-finding trip to Brussels.	
	Audit of Trustees' skills is maintained; Trustees share load.	Trustees complete skills chart. Chair leads review to address gaps, share tasks, plan for succession.	Trustees cover nec. range of expertise	Ongoing	CO Chair	Trustees		Revised summer 2010 for discussion January 2011	
MBs share management of LINK	Annual turnover on Board						Helen Todd (RAS) elected June 2010. Ian McCall stepped down. Paul Ritchie elected Treasurer, David Downie stepped down.		

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	Trustee reviews	Chair holds 1:1s with Trustees identifying training / dev needed		Spring	Chair	Trustees		Chair initiated these discussions September
	Maintain risk analysis to assess threats to optimum operation of network	CO prompts staff and Trustees to contribute to annual review Chair facilitates discussion of appropriate contingencies.	Trustees aware of potential threats / need for action		CO	Trustees, Staff, TFCs Delegates		Risk review revised and considered by June Board. Certain actions prioritized which staff have since progressed. Board and FSG actively scenario-planning since early 2010 with tighter economic climate ahead; this includes review of LINK's categorization of its activity (into obligatory, desirable, discretionary), reviewing budget scenarios regularly in light of emerging funder information, as well as review of future subscription policy.
	Induct Trustees and MB Reps properly	CO and Chair organise induction for trustees, with others as needed Staff arrange induction for new MBs, new Reps of existing MBs	Trustees /Reps inducted within 2 months		Chair	Staff		New trustee and MB inducted.
	TFs understand how to work under LINK name	Staff keep overview of TFs advising on LINK protocols, reporting outputs. Protocols kept clear and accessible on members' website.		Ongoing	CO, DO, PO, PAO, AISO			Ongoing. Protocols revised spring 2010 and updated on the website.
3.1 Ensure LINK well governed and managed in line with good practice - continued	Support LINK Chair & President	Provide briefings; support as required.		Ongoing	CO, PO, DO	Staff, Trustees		Ongoing
		Plan Chair succession for June 2010			Chair			Deborah Long succeeded Ian McCall in June 2010. Dan Barlow then took over as Vice Chair and Paul Ritchie succeeded David Downie as Treasurer.
		Plan President succession for June 2011			Chair			On board agenda for October as agreed in June
	LINK operations are sustainably carried out	Board policy informs all responsible for action under LINK name. Events follow policy (re transport, procurement, venue choice, catering). Network procurement prioritises local, recycled, fairtrade, renewable. Policy kept under review.	All active in effort		Chair	CO, Trustees, TFCs		Environmental policy revision is on the 'to do' list. Events organisers observing all basics.
		LINK monitors and reports on emissions on core business	Overall emissions reduce		Chair	all Staff FITO		Monitoring ongoing
		Member bodies ensure own 'house' in order' w.r.t.	Practising as we preach		Chair	CO, Board		Cannot report on this. Board agreed in June that LINK carbon template should be actively promoted within the membership
	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
	Ensure staff training	Staff are encouraged to consider and pursue training/ development needed to carry out roles in agreement with their managers and via SCVO, ACOSVO, and other routes identified			Staff member			CO undertaking training over this year. Training all staff in new software packages happened Sept.
Hold AGM, elect Trustees and office bearers, appoint president.	Members advised of vacancies in April. Papers reach members in good time.	Quorum of MBs participate, elections held, healthy rotation		Chair	CO, Staff		Happened	

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	IT systems support efficient network communications	IT support and training to LINK staff day-to-day maintenance and backups	No IT impediment to network comms	Ongoing	FITO	Suppliers (SCVO)		Ongoing - in control	
		Interface between LINK and IT suppliers		Ongoing	FITO	Suppliers		Ongoing - in control	
		IT planning and improvement (incl project mgmt and implementations)	IT systems sufficient and cost-effective	Ongoing	FITO	Suppliers		Major upgrade of LINK IT completed in September. Staff will review external IT support provision from November.	
3.1 Ensure LINK well governed and managed in line with good practice - continued	Dynamic accessible website	Updated regularly. Carries general information as well as outputs. Used by all as a key resource.		ongoing	AISO Reps	DO, PAO		Updates happening regularly. Some development needed which will be carried out when time allows	
	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		Being well used with some external (billed) use.	
		External use is billed			FITO, AISO			Ongoing - in control	
		Meeting space available and drop-in encouraged at Edinburgh office			PO, PAO				
	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, PAO FITO	Staff, TFCs		Happening, Annual IT meeting took place early summer,		
	Network's funding needs identified in advance of each financial year, with leverage from range of funders. Fundraising capacity in place.	FSG considers future year's funding need each autumn, towards new grant bids. Re- confirms band threshold annually. Calculates subs rate to reach % goal and recommends to Board.	Budgetted subs income received within time period;	Q3/4	Treasurer, FITO, CO, DO	Funding sub-group		EFF rejected September bid for core support. Meeting with EFF in Feb to discuss funding beyond March (April decision) SNH application to be submitted November (Feb decision) SG - no action required. Should hear December earliest. FSG has reviewed subscription policy with proposal for October Board and beyond that for Members	
	Subscription income generated from MPs maintains autonomy.	Members advised of new rate and offered dialogue before AGM.		Q1/2	FITO	CO, Treasurer,		Ongoing - in control. Plans to advise Members of 2011 subscription proposals by late 2010.	
		FITO generates invoices after AGM & manages prompt payments.	No bad debt by year-end	Q3	FITO			All members invoiced. Chasing late payees in September.	
	Generate core grants from SNH, SG, EFF and administer grant internally.	Core grant applications submitted. 6-monthly & annual reports to funders. Core grant conditions explained and understood internally. Grant conditions met by all including project managers.	Grantors continue to core fund			DO Proj Mngrs	CO, IO, FITO, FSG, PO		SNH report to end Sept in train.
		Quarterly claims submitted (SNH, SG).	Grants received	Q1-4	FITO				Claims up-to-date
		Regular meetings held with SNH (involving DO, PO; 1 with Chair).	Funders are satisfied	Q2,4	DO	PO, CO, Chair			DO & CO met grant contact July re her review of LINK. KW retiring; handover with new contact tba.
	Quarterly meeting with SNH grant contact by PO.		Q1-4	PO			Not happened this q. Wrapped up with SEW meetings perhaps.		

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		Trustees meet core funders as needed.		Ad hoc	DO	Trustees		Nothing this q, apart from SNH liaison.
		Annual meeting with SG on grant						Scheduled for end October (DO and PO)
	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		HS grant for 2011, 12 &13 assured. Calor grant obtained by AM for quiz. NPAs coverage of reception tbc. Approach to SEPA for sponsorship unsuccessful though they will cover costs of one event. Approach to Brodies for Congress unsuccessful. Approach to SEPA and SNH for sponsorship of proposed SOA seminar in early 2011 looking positive.
		Report on SEW, Congress, other projects		Q1 and ad hoc	PO, DO Id'ed leads			Biodiversity seminar report submitted.
		Approaches to other sources for made as openings are seen		Ad hoc	DO	CO, FITO		Triodos approached for festive rcptn, unsuccessfully. Some trusts approached for core.
3.3 Ensure LINK evaluates key activities and the network applies learning to improve corporate performance	TFs / projects evaluate effort via AARs presented to Network meetings as well as via evaluative reporting on pro-formas quarterly.	TFs to evaluate progress against strategic objectives at networking meetings once x year	Network reviews and learns from experience	Q1,2	TFCs	TF members		Fairly good coverage at Jan/April/June meetings.
		After action reviews for projects by project manager to Networking meetings		Q4,1	Rel Staff, Project managers	St groups		What AARs does the Board feel are appropriate?
		Information for OP and KPIs sought and Engagement table maintained		Ongoing	CO	DO, AISO, staff designated leads.		Happens. Engagement table is part of the SNH grant report. This is routinely maintained by all staff prompted by AISO.
	Assess value over 3 years of LINK contributions. Apply lessons to planning of network activity.	Survey opinion formers and decision makers about LINK's impact in 2011-12 for new strategy Survey members in parallel. Consider survey feedback with Reps, TFs and Board at network meetings. Determine how to change practice.	External perceptions of LINK's impact are gathered in advance of new strategy from 2012		CO CO Chair	Board/PO Board/staff All actors		Strategic review process for 2011 on October agenda, Surveys should form part of the process.