

The most immediate target for advocacy is the Action Plan which the Scottish Government has produced end of 2011. Thereafter, the objective will be to follow implementation of the 13 proposals contained in the LUS. Each of these proposals can, in various ways, and if implemented effectively contribute to a sustainable Scotland. **LINK BOARD 26 APRIL 2012** **Item Operating Plan Apr 2011 to Mar 2012, Quarter 4 Report to end March 2012.** **Paper 3 for Board**

Key Performance Indicators and Annual Targets

| LINK Strategic Objective | Key Performance Indicator (KPI) | Annual Target | Progress Report Quarterly |
|---|---|---|--|
| <p><i>Our focus as a facilitating network is around outcomes, such as the numbers of briefings, submissions, meetings, workshops organized through LINK. We will continue to measure these. It is also important to try to measure impact, e.g. how our contributions are valued and seen to affect policy. We will survey perceptions of the impact of these contributions towards the close of the strategy period (2009-12). Results to be reviewed through the KPI reporting cycle.</i></p> | | | |
| <p>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>On Target: 10 Taskforces: Agriculture, Climate Adaptation, Deer, Freshwater, Landscape, Local Governance, Marine, National Parks, Planning, Sustainable Land Use. ATF and SLUS meetings held together since Nov 2011. Economic Forum begun Nov 11.</p> |
| | <p>Number of collective position statements produced.</p> | <p>Produce at least 15 collective position statements (including policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each</p> | <p>Target Exceeded: 7 collective statements produced this q (43 cumulatively 2011). Some not counted as less than 5 members signed up.</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>On Target: Represented on c 50 stakeholder forums currently. No comprehensive analysis taken on whether groups have been valuable.</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: 10 Face to face exchanges facilitated this quarter (46 in total over year).</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>Target reached: None this q, 3 in total over year Facilitated workshop with CNPA in November Advocacy workshop in July Greening the Economy Seminar in August</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: 97% of members engaged (34 out of 35, 33 as of April 12)</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>On Target: Annual report & accounts for 2010-11 produced and submitted on time</p> |
| | <p>Annual Operating Plan of network aspirations (with Member, Taskforce and Board input) is subject to regular review and six-monthly evaluation.</p> | <p>Network's activity and aspiration captured, managed and evaluated with Board overview through annual operating plan, and learning applied.</p> | <p>Network aspirations captured and recorded through Operating plan, and network activity reported quarterly.</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>Latest ES cost forecast for 2011-12 is £151,404 Therefore KPI target is £75,702</p> | <p>Subs actual for 2011-12 = £70,617 This is 47% of ES costs</p> |

KEY to MAIN ACRONYMS and SHADING in Operating Plan

| | | | | |
|--------|--|--|--------|---|
| CO | Chief Officer (Jen Anderson) | | ATF | Agriculture Task Force |
| DO | Development Officer (Alice Walsh) | | CATF | Climate Adaptation Task Force |
| PO | Parliamentary Officer (Andy Myles) | | DTF | Deer Task Force |
| FITO | Finance & IT Officer (Hugh Green) | | FWTF | Freshwater Task Force |
| AISO | Administration & Information Support Officer (Kate MacColl) | | EF | Economics Forum (estab Sept 2011) |
| POA | Parliamentary Office Administrator (Rea Cris) | | LTF | Landscape Task Force |
| MPAOs | Marine Policy and Advocacy Officers (Lindsay Roberts, Sarah Archer) | | MTF | Marine Task Force |
| MBs | Member Bodies (of LINK) | | NPTF | National Parks Task Force ((estab Sept 2011) |
| TFCs | Task Force (and Forum) Convenors | | PF | Parliamentary Forum |
| Reps | The main Representatives appointed to LINK by the member organizations | | PTF | Planning Task Force |
| FSG | Board's Finance Sub Group – overseeing LINK's financial strategy | | SEFF | Scottish Environmental Fundraisers Forum |
| SEW SG | Scottish Environment Week Steering Group | | LGTF | Local Governance TF (ex SOATF) |
| AAR | After Action Reviews | | SLU TF | Sustainable Land Use TF |
| PSR | Political Strategy Report | | WiF | Wildlife Forum |
| | | | WoF | Woodland Forum |
| | | | | |
| 🟢 | Status: On target | | | |
| 🟡 | Status: Not on target | | | |
| 🔴 | Status: Board discussions required | | | |

| STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE | | | | | | | | |
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| KPI 1.1 Number and activity level of task forces. Target 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. | | | | | | | | |
| KPI 1.2 Number of collective position statements produced. Target Produce at least 15 collective position statements (inc policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each. | | | | | | | | |
| KPI 1.3 Percentage of external stakeholder groups in which we are involved, relating to our key policy priorities, where LINK's opinion is that the group has been valuable. Target At least 40. | | | | | | | | |
| KPI 1.4 Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff. Target At least 25 face to face exchanges with MSPs facilitated by LINK core staff. | | | | | | | | |
| LINK Objective | Annual Goal | Action to reach goal | Indicator of Progress | When | Lead | Support | Status | Progress |
| 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 | Q3 mainly, a | Chair CO | TFCs Reps Specified Staff | | Draft Operating Plan for April 2012 to March 2013 tabled at January Networking; subsequently firmed up; circulated to all in early April. All were notified of April networking agenda in March, and the opportunities thereat. April will be a further opportunity to amend OP in the light of new information. |
| | 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, HFs, staff | | Member work priorities & TF forward plans were circulated to inform November's strategic planning discussions, which agreed LINK should develop a referendum strategy (now in draft). Autumn PSR on website. Focus has been largely on Governance Matters, and Acting Locally, also referendum leaflet. Spring PSR circulated. |
| | Relevant info provided to MBs on developments of Scottish Parliament and Scottish Government (SG) | Parliamentary Monitoring report on forthcoming activity in Scottish Parliament (SP) with review of previous week's action | Regular monitoring to Reps, Trustees, TFs | Weekly | Staff lead AISO | | | Compiled & distributed weekly. |
| | 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) | | | Still no European monitoring, other than inclusion of what is received in the monthly bulletin, as other demands on staff time. Staff hope to meet with Scotland House officials in spring and report on SH, EEB comms in UK, and Scottish Parli opportunities, at June Board & Networking, looking for views there on how to proceed. |
| | | Delegates to EEB and IUCN engage with member input and report back to members | | | JHughes, SBrooks | PAO, AISO | | Staff continue to field IUCN and EEB alerts to relevant LINK players. PO attended EEB AGM in October – which is EEB members' opportunity to influence this Euro network's agenda Congress in November considered the role and value of IUCN, and members agreed at strategic planning discussions to continue to consider and use EU and international routes. |
| | | Keep EEB UK communications under review with other Links | | | CO and PO | | | CO & PO have pursued this with EEB UK Board member and the Links. |
| | 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, AISO on indefinite leave of absence from mid-March on compassionate grounds. Temp staff covering monthly bulletin. Other staff backfilling filtering info. |
| | Update membership fully and regularly on range & scope of LINK activities | Update MBs on LINK activity, via Bulletin, OP updates & networking meetings and website updates. | Reps, TFs get updates on LINK work | Quarterly | AISO | TFCs Staff. | | Ongoing see above, other staff backfilling AISO duties |
| | Disseminate news on LINK work to & beyond network | Compile and circulate newsletter with own and MB/guest contributions. E-version for website | 3 x pa | Q1,2,4 | DO | Reps, AISO | | Compiled and circulated in January. Next due out in May. |
| | Staff support key areas of work | TFs identify nature/extent staff support required. Networking meetings confirm. | | Q1, Q3 | TFCs Chair | TF members | | Confirmed in the annual work plans provided to staff for the strategic planning meeting, and assessed there. |
| 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 | | Happening in relation to LINK Board meetings with SEPA, SNH, CNPA, LLTNPA, FCS, Scottish Government. Date for next LINK meeting with Minister & Cab Sec is 15 May. | |
| 1.2 Build consensus on key policy priorities | Identify areas where consensus will matter at annual planning and quarterly networking meetings. | Networking meetings identify issues requiring consensus-building | Consensus exists/in hand on key issues | Each Q | TFCs Reps | TFs | | Economics Group commissioned statement on flourishing Scotland and measures in early April; report due later May. Energy statement for consultation in LINK may be offered by LTF in spring; may prompt workshop. Workshops / positioning on other issues to be determined in discussion with members at networking. Could include housing, sustainable transport, SEA. |
| | | Staff support these processes as needed | | Ongoing | CO | Staff, TFCs, Trustees | | Ongoing and may mean some adjustments in terms of allocation of |

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| | | | | | | | | staff time to work areas in 2012/13. | |
| | | MBs contribute to development of LINK positions by participating in relevant TFs / workshops | | ongoing | | Reps | | MBs canvassed for TFs and work areas for well attended Strategic Planning meeting, note on website. Good member attendance at CNPA LINK workshop, and sign up to woodland expansion consultation & PEO response. | |
| 1.3 Facilitate good Comms between MBs, their supporters & wider public inc. media – | 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 | | | | |
| 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 | Dependent on dialogue with SG post-election. Consult network for key issues for ministerial meetings; assemble appropriate delegations, ensure preparation, and supporting information. | Relevant topics Turnover of delegates Joint positions promoted | Q 1-4 | Chair CO | TFCs Reps Staff | | February meeting covered Active Travel, Hill Tracks, Nat Perf Fmwk, MPAs, Biodiversity and more. Next meeting in May with both Ministers. | |
| | | 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 | | LINK Chair attended G6 meeting in early January – agenda of SRDP, Climate Change (inc Peat), Habitats regulations, and Marine issues. Chair's note of meeting at will go on website. Next meeting may. | |
| | Ensure political parties are informed of LINK concerns | Liaise with the political parties to communicate LINK positions, including via rolling manifesto, meetings with the political parties, researchers and MSPs. | Parties understand collective positions | | PO | TFCs Reps, POA | | LINK rolling manifesto will be refreshed in the winter of 2012/13. LINK local manifesto (Acting Locally) published late October LINK presence at political party conferences spring featured fringes on Governance Matters. All MSPs contacted after election. Several informal meetings with MSPs held since – esp during SEF. Meetings with political parties involving convenors, trustees and PO held in the autumn. Meeting with SPICE held autumn to discuss how LINK and SPICE can work more closely in future. Further meeting on SPICE on SD planned for spring. | |
| | Use political party conferences to promote key network concerns | Coordinate LINK presence based on agreed aims via PF. Organise materials, rota of members. Members participate and support costs. TFs lead on fringe events. | Attend confs, Fringes on key issues. Reps take part. | | Spring Autumn | PO and POA | PF, MBs, TFs, | | LINK attended and held fringe meetings at the SNP and Green Autumn conferences in the Autumn. In the spring we attended the Liberal Democrats and the Conservatives. All meetings discussed Governance Matters. |
| | 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 | | Ongoing as detailed above including rolling manifesto update, pub of local manifesto in October, preparation of cyberaction and hustings for Local Government elections. LINK invited feedback from all political parties on the local manifesto; received some positive commentary, no media coverage. |
| | Ensure effective 'soft' lobbying opportunities for MBs focussed mainly on MSPs and researchers | Plan SEF through previous year, informing MBs on format & theme, identifying £ and political sponsors and liaising with Parliament early . | SEF events well supported by MSPs, researchers | | Qs 1, 2,3,4 | PO, POA, | CO, DO SEF St Gp, Reps, Events planners | | SEF events (x4) went well. Contact with at least 30 MSPs. Sponsorship received from four supporters. Report and assessment prepared. Start made to planning for SEW 2013. |
| | Environmental issues should form a core part of party manifestos and should be debated in lead up to elections | Update toolkit for local level activism advising MBs Autumn 2011 Promote environment /sustainable development in lead up to Local Gov elections via rolling manifesto mainly | LINK ideas clearly identifiable in the party manifestos | | | LGTF PO | PF, POA | | Members were informed from early autumn of local election campaign plans to be coordinated by LINK (manifesto launch, cyberaction, manifestos, 'chasing'). Little effort by parties in relation though some interest in our manifesto. LINK press releases commenting on this in March got zero coverage. |
| Agriculture Task force | 1. Implementation of an SRDP which contributes to ATF's goals for a sust agl sector that delivers the max poss env'l & other public benefits. | 1. Continue involvement with SRDP PMC. Monitor what is included in scheme. LINK ATF reps on above groups with input from other ATF members. (high effort) 2. Follow up results of Pack review and environmental impacts are suitably assessed. ATF led by convenor (high effort) | 1.No decrease in funds to axis 2 options or Rural Priorities. Involvement with development of new SRDP which | | Arch Scot, B'bee CT, Butter Cons | Parliamentary support for some aspects of work, e.g. promoting CAP vision DPF allocation for publication of | | The LINK ATF continues to work closely with the SLU TF, having had joint meetings on 30 th Jan & 28 th March. Members of the TF continue sit on the CAP Stakeholder Group and LINK is represented on 7 (Advisory Service/LEADER/Forestry/Agri-environment/Areas of Natural Constraint/Rural Economy/Monitoring & Evaluation) of the 8 (Animal Welfare & Health has no LINK rep) Working Groups to help design the next SRDP. RSPB is also represented separately on the same 7 | |

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| | <p>2. Input into changes of the ag 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 & develop thinking on how it could best be tailored for Scot conditions</p> <p>4. Aim to target funds better at High Nature Value farming inc through Less Favoured Areas Support scheme reform</p> <p>5. SG policies on climate change & 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>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>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>Integration: 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>Liaison/allies: 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>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 & UK vision. Use of it by others</p> <p>4. LFA targeted better at envl delivery</p> <p>5. ATF rep on group. Production of ag measures that stand scrutiny against the targets of the Climate Change delivery plan.</p> | | <p>NTS, RSPB, SWT, WTS, , Soil Ass, SCN~P</p> <p>Led by AS</p> <p>Representation on various groups by ATF members</p> | <p>factsheets on CAP.</p> <p>Possible event.</p> | | <p>workgroups so good environmental cover has been reached. A web members forum has been set up on the LINK website to place and discuss papers submitted to these groups. LINK members not on the TF are welcome to sign in and contribute to the discussions in trying to formulate joint LINK positions as this process develops. A policy group to promote a more prominent LINK position and agenda on both CAP and SRDP has its first meeting on the 23rd April. LINK responses to the 3 SG Consultations on Direct Payments, Rural Development and Finance & Controls have been developed but with only generic LINK positions taken on these. This will have to be developed further as policy is refined. Bruce Wilson, SWT is organising a sub-group on public campaigns on the CAP, meeting 4 May.</p> |
| Wildlife (ex Biodiversity) Forum | <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-cttees. Short-lived proposal for wildlife pledge aimed at candidate MSPs.</p> | <p>Craig MacAdam managing wind-down of BTF business. Deborah Long continue to represent LINK at SBC. Run a wildlife pledge campaign April/ May 2011 for candidates and hold event post-election. Members to meet SNH on to discuss future of Biodiversity process. Review how LINK addresses biodiversity at June networking.</p> | | <p>Spring</p> <p>Ongoing</p> <p>April – May</p> <p>5 May</p> <p>3 June</p> | DL & CM | <p>DPF funding for wildlife proclamation & post-election event £2.5k</p> | | <p>Wildlife proclamation: revised postcard has been produced and is being sent to all MSPs to request their support. Website refreshed (www.wildlifeproclamation.org.uk). A reception is being organised with the help of the RSPB – 26 June 2012.</p> <p>Various members have been involved in the refresh of the Scottish Biodiversity Strategy. This work is ongoing with a full public consultation due during the summer and publication scheduled for December 2012. Various members have had meetings with SNH concerning the SBS refresh.</p> |
| Climate Adaptation Task force | <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</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>Integration: 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>Liaison/allies: Stop Climate Chaos Scotland –</p> | | | <p>Soil Assoc, Buglife, P'tlife, Butter Cons, SAGS,</p> | <p>Support for integration</p> | | <p>TF met Feb. Continued to work towards influencing development of Scot's Adaptation Prog. TF members/other colleagues made contact with or continued to work with sector contacts for 6 of the 12 adaptation sectors; mainly those sectors with a land use or env'l link. LINK reps continue to offer support to these sectors in developing their measures for inclusion in the Adaptation Prog consultation. CATF has been analysing Defra's Climate Change Risk Assessment who sets the baseline of risks to be addressed by the Adaptation Prog. CATF met ScotGov to understand progress on developing the Prog, the t'table and the next steps. Useful meeting, we are concerned about</p> |

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| | does not damage the natural environment. | through SCCS policy group. SNH –Strategic Direction Scottish Gov - Adaptation team | | | Led by RSPB | | | sector coordination, assessment of proposals against principles & funding. The CATF is in the final stage of drafting a briefing on the Adaptation Programme and LINK concerns, for MSPs and the RACCE committee. The Vision of the CATF has been amended to widen it's scope beyond biodiversity – 'The natural environment is enabled to adapt to the impacts of climate change' |
| Deer Task Force | Pursue sustainable deer management planning and a duty on landowners to manage deer sustainably. | Engage with Wildlife & Natural Environment Act implementation. Continued liaison with SNH on sustainable deer management. Liaison with ADMG, SRPBA BASC through various fora. | Delivery of statutory deer mgt planning. Del of duty of sus deer mgt on landowners | | RSPB lead JMT, NTS, SWT, SNW, CC | | | TF responded to the Scottish Gamekeepers Report with a PR on 1 March that received some coverage. Attended recent Deer Mgt Round Table. Key item was proposed SNH Wildlife Mgt Framework. DTF will be making a formal response and meeting SNH in May to discuss. Contributed DTF input to WTF response to FCS proposals for woodland expansion. |
| Economics Forum | TBC at first meeting – and generally to progress objectives of Augs 2011 Seminar | A meeting of the TF to be scheduled in October. Initial work likely to include developing a LINK response to Scottish Budget and Spending Review w.r.t. environment The other key focus will be development of proposals for additional measures to GDP | | Starting late autumn 2011 | WWFS lead | WWFS, FoES, HWDT, RSPB, WTS, SWT and NTS attended first meeting. MCS, MTF project, JMT, Plantlife, SCNP had earlier also expressed interest in the Forum. | | EF drafted brief for consultant report setting out our high level vision of a flourishing Scotland & what that means for the nature of our economy and measurement of progress to achieving that. The aim is to underpin LINK members' advocacy on this debate. Tenders are invited for 24 April, start early May, workshop with LINK, report 9 Jul. EF will then develop an advocacy strategy. Other work: LINK meeting with Scottish Government Greener officials on National Performance Framework: little clarity on understanding lack of stakeholder engagement in the process. NPF/measuring progress issues and concerns raised as part of a range of broader meetings including <ul style="list-style-type: none"> - Meeting with Minister Stewart Stevenson - SEPA – Summit and CEO/Chair meeting - Scottish Parliament – SPICe team member leading review of parliamentary scrutiny of sustainable development. There are links to be made to Oxfam's HumanKind Index and the work of other players – being explored ahead of a meeting of the EF. |
| Freshwater Task Force | <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 & policies will improve Scotland's water envt & 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 mgt Plans:)</p> <p>Respond to consultations and input via stakeholder place on the Scottish Advisory & Implementation Forum for Flooding - ongoing until 2015 when Scotland's first FRMPs are to produced (med effort)</p> <p>Integration: With MTF on coastal issues. & Agriculture TF on land use issues relevant to diffuse pollution.</p> <p>Liaison: Periodic meetings with SEPA and SNH</p> | <p>SEPA's priority catchment work reduces the number of regulatory breaches contributing to diffuse pollution.</p> <p>Local flood plan areas & advisory groups are set up to maximise stakeholder engagement.</p> <p>Natural flood mgt measures fully considered & undertaken 'on ground'.</p> <p>Scot Water undertakes sust land mgt in catchments to improve water quality while delivering other benefits for the env.</p> <p>Next water ind'y investment period</p> | | RSPB lead, RAFTS depute, SWT, Buglife, WWT | | | <p>TF convenor attended 3 stakeholder group meetings on behalf of LINK between Jan & March:</p> <ul style="list-style-type: none"> • Natural Flood Management Task and Finish group (2 March) • Diffuse Pollution Mgmt Advisory group (12 March) • Flooding Policy Stakeholder Group (21 March) <p>Some FWTF members met on 2 February to discuss taking forward the 'RBMP review'. A draft is now in preparation, and we're aiming to have something finished by May/ June.</p> <p>The FWTF, with members of other TFs, prepared and submitted a response to the Government's Hydro Nation consultation. The consultation set out proposals for the vision of Scotland as a 'Hydro Nation' and contained draft legislative proposals for the forthcoming Water Resources Bill. This area of work around water industry will require considerable attention and input from the FWTF from spring onwards.</p> |

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| | | Wetland and Water policy lead and Scottish government Environmental Quality Division | (2015-2025) has strong emphasis on sustainability inc eg sust indicators | | | | | |
| Environmental Governance Group | Scrutiny of legislation (holding Govt to account) | <p>Manifesto sub section for discussion with parties. Pursue agreed priorities in LINK governance paper post-election as resources allow. Assess degree of wider Scottish civic support for advocacy work around LINK governance paper. Lobby and build into policy work. Liaise with other Links re UK Government</p> <p>Integration: Will draw on TFs/ members</p> <p>Liaison/allies: BEFS, SCVO, Links, Other civic society contacts.</p> | | <p>early 2011 Jun onwds</p> <p>Augs onwd Autumn onwds</p> | <p>Board lead</p> <p>Cross-TF approach</p> | <p>PO</p> <p>FoES lead</p> <p>PO lead</p> | | <p>Governance Matters launched October. Follow-up discussions organised at party conferences and with other sectors of civic Scotland, indicating good level of interest and support. Governance Group agreed in April to commission shorter version and plan national conference for political and civic audiences in October. Legal Governance Group established autumn 2011 focussing on Government consultations and the environmental justice petition in the Parliament. Also responded March to consultation on Protective Expenses Orders. Governance Group also agreed in April to revise the LINK Referendum Leaflet and publish – together with the short version of Governance Matters - after the local elections (late May/early June). Seeking to get the parties to think about what objectives they will deliver, regardless of the referendum outcome, and then publishing their responses, challenging parties to tackle the issues at hand.</p> |
| Landscape Task Force | <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>Exchange information about current landscape-related issues (effort – low)</p> <p>Landscape TF members consider that the protection, restoration and enhancement of landscapes are integral parts of a sustainable Scotland</p> | <p>Promote European Landscape Convention</p> <p>Promote sign-up to & 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 landscape issues towards other LINK orgs</p> <p>Ensure landscape concerns integrated into LINK statements,</p> <p>Share info on current landscape-related casework, seeking consensus where possible</p> <p>Share info on development of policies for wildland protection</p> <p>Integration: 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</p> <p>Exchange of info on landscape issues involves PTF-some overlap of members</p> <p>Liaison/Allies: Will be leading on dev of future liaison mechanisms post SLF. Regular & positive liaison with SNH. Occ SG Landscapes and Habitats Team</p> | | | <p>Arch Scot, APRS, JMT, MCoFS, NTS Ramblers SCNP, SWLG, Bob Aitken Hon Fellow, DB obsr.</p> <p>Led by APRS, depute ArchScot</p> | <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> | | <p>LINK application to join CivilScape has been accepted, LTF the locus for receipt of information.</p> <p>TF met 2 Feb, where the objectives of proposed energy statement were discussed. 2 papers had been circulated for consideration, both useful for clarifying issues. It was agreed that one version, after amendments were received, would provide the basis of the LTF statement which would then be circulated more widely in LINK, with discussions with individual member bodies as necessary aiming for wider support. Progress is slow, but ongoing. The next TF meeting scheduled for 10 May.</p> |

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| Local Governance Task force | Building on previous effort (very influential SOAs report, Audit and seminar) member bodies are keen to continue monitoring delivery of national SD and environment commitments at the local level. | <p>Follow up outcomes of Feb 2011 SOA Seminar with Improvement Service, Aud Scotland, Agencies, briefing meeting with new Scot Gov players.</p> <p>Monitor governance of local communities, involving development of a list of duties and powers, poss with graduate/intern/secondee support (to be explored with various potential partners).</p> <p>Manifesto refresh with key asks for Local Government elections, disseminating by autumn 2011.</p> <p>Influence Local Community Empowerment Bill.</p> <p>Liaison/Allies: SNH, SEPA and Historic Scotland; SSN, CoSLA, Imp't Service; ScotGovt; BEFS.</p> | | | SWT lead LivSts depute, FOES, ArchScot, RAS, SCRA plus RSPB, SAGS, WWFS supprt | CO, PO | | <p>SG declined LINK request to jointly (with LINK and COSLA) list and monitor env &SD duties and delivery. LINK was instead invited to input to an SG review of CPP and SOA process (largely complete at spring 2012). LGTF therefore agreed March to start to brief parliamentary contacts on the issues and seek scrutiny at that level; briefing papers will be prepared for late April discussion within LINK. 2 press releases were issued by LINK in March to raise awareness of elections, of our manifesto, and to flag the need for information from the parties for voters about their manifestos for the local level. At national level, several of the parties have noted LINK's 'Acting Locally', welcoming our prompt, and Sarah Boyack addressing SE Festival in early March encouraged LINK to apply its successful lobbying work to these elections. The cyberaction has closed – around a hundred people were active (there would be value in considering cyberaction software for LINK). Between 4 and 5 hustings are planned for April by NGOs including LINK member bodies.</p> <p>Consultation is due shortly on Community Empowerment & Renewal Bill scope, though early indications are that this will be limited, and that Government is not convinced that communities of interest should have equal footing with those of place, in this respect.</p> |
| Marine task force | <p>Ensuring effective implementation of the Marine (Scotland) Act 2010.</p> <p>Aquaculture, fisheries and offshore renewables are also important areas for potential collaboration although capacity is limited. 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.</p> | <p>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.</p> <p>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.</p> <p>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.</p> <p>All tasks will require a high level of effort.</p> <p>Integration: Co-ordination with Planning TF will be important as the national and local marine plans are developed and as plans for offshore renewables develop.</p> <p>Liaison/Allies: Regular liaison with SNH on key matters e.g. offshore renewables, marine protected areas ongoing.</p> <p>Regular liaison with Marine Scotland officials on all elements of marine planning and marine nature conservation provisions will also be necessary.</p> <p>On average meetings with SNH and MS are likely to be quarterly, with some meetings involving both organisations, but additional meetings may be</p> | <p>Nat marine plan configured to del sus dev & prot & recovery of the Scot mar area</p> <p>Nat & local mar plans underpinned by Mar Ecosystem Objectives</p> <p>Scot marine regions cover all Scot mar area</p> <p>Plans for MPA network are deemed ecologically-coherent, inc broadscale habitats & Natura features, & integrated with wider UK network</p> <p>MPAs are well-managed; Inshore Fishery Plans are integ'd with local mar plans</p> <p>Wider seas measures eg Inshore Fishing leg are used to deliver mar cons benefit.</p> <p>IOPs judged on final pols prod by</p> | | <p>MCS lead WDCS depute, NTS HWDT SWT WWFS RSPB</p> <p>Led by MCS Supporte d by 2 project officers. MR</p> <p>Non-marine LINK staff support already factored into work plans.</p> | <p>The main focus has been on aquaculture & marine protected areas – new MPAs under the Marine (Scotland) Act 2010 & the proposed designation of a European Special Area of Conservation (SAC) in the Sound of Barra. Also some other areas of work incl. seal licenses & climate change mitigation in the marine env't.</p> <p>Sound of Barra proposed SAC As reported last Q, MTF responded to the cons. As a result of the consultation, a member's debate held in Parl calling for the proposal to be reconsidered on socio-economic grounds. MTF was aware of some very vocal local opposition & was extremely concerned about the impact this may have on the designation process. While discussion with the local community is vital to the process, it is important to note that the EC Habitats Directive requires SACs to be designated on a scientific basis – socio-economics can only be considered during the mgt of the site. The case for the SAC is strong. SNH have established a compelling scientific rationale for designation & SG must complete its Natura 2000 network by the end of the year or may be subject to infraction proceedings & face a substantial fine. Strong political will & a balance toneg voices was still required. MTF provided a briefing to all appropriate MSPs and wrote to the Min to highlight our support. Met Alison Johnstone (SGreen Party) to discuss the issues with her ahead of the debate. MTF convenor also met Min as part of a wider LINK meeting and reiterated importance of the primacy of science when making his decision.</p> <p>MPA promotion: met Marine Scotland & SNH in Jan to discuss how we could work together and support each other to promote the bens. This will be particularly important as the SaveScottishSeas viral video will be completed in due course. The short film, produced by Urban Croft, will show clips of individuals from all over Scotland voicing their support for MPAs. Filming took place in early March. It will be shown on the SaveScottishSeas website (in development) & used alongside members campaigns to raise awareness for the MPA process, and give opp for individuals, who might otherwise not be able, to show their support. Ultimately, we aim to be able to show MSPs & Ministers the public support that exists for MPAs. This will prove important when tough decisions have to be made.</p> <p>MPA policy: also been busy working on MPAs from a policy perspective. Members submitted 3rd party MPA proposals to SNH for sea lochs, seabirds and cetaceans. Marine Scot, together with SNH and JNCC, held the 4th of 5 stakeholder workshops in March; aim to present interested parties (industry, eNGOs, local community reps) with an update on the MPA project & for them to provide feedback on the latest recs from SNH & JNCC. MTF members pre-met before to identify key concerns, inc the lack of search locations for cetaceans & the need for adequate representation, connectivity& replication for features; meeting key in allowing members to reinforce their principle concerns over the 2 days. As a result, assurance was given that additional work will be carried out on some key areas, eg MPA search locations for Lochs Duich, Long and Aish, white-beaked dolphin, black guillemot and burrowed mud will all be considered further. MTF still has some major concerns that need addressing. A meeting to discuss scheduled April with Marine Scot. MTF also had opp to provide comments on Marine Scotland's draft stakeholder engagement plan for MPAs.</p> <p>Aquaculture and Fisheries Bill: MTF & FWTF responded to the cons; largely supportive of aims to improve the transparency & openness of the industry. We recognise that aquaculture & FW fisheries are nationally important industries for Scotland & this Bill would provide a significant opp to ensure Scot becomes an int..l</p> | | |

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| | | required as necessary in response to events and MTF concerns with MS and SNH policy that are likely to arise | SG e.g. measuring whether nat mar plan delivers sus dev based on how plan is drafted. | | | ex. for best practice, promoting the highest poss env'l standards whilst recognising the need to secure a vibrant economy. Again, this is another area where Gov is up against strong (very vocal) opposition. MTF will explore ways to support Gov to ensure a healthy marine env't is seen as central to sustainable & successful aquaculture & fisheries mgt. | | |
| National Parks Task Force | Examine policies of existing NPs and test Scottish model of NPs wrt conservation & sustainability issues. Encourage informed debate on potential of Scottish NPs to serve these purposes. Develop strategic thinking on securing conservation objectives in all parts of Scotland, particularly those areas of existing high conservation value which may become national parks.- | Establishment of LINK TF. Development of action plan including: <ul style="list-style-type: none"> - Workshop with CNPA on new draft Plans - Develop plans to mark 10th anniversary in 2012 of Scotland's NPs - Legal challenge issues (CNP area) | | Sept 2011 Oct 11 Nov 11 from Oct 11 to 2012 Early 2012 | Led by SCNP, involving BSCG, Buglife, NEMT, CC, PL, SB, JMT, RS, APRS, RSPB, SWLG | PO and CO with establishment, preparation of briefings for decision makers, possible events in Parliament in future | | TF met January; still at the stage of sorting out key priorities for joint work. Discussed diffs in housing policy between the Scottish Parks which Convenor would research with LINK DPFunding. Also considered recent Court of Session Case (decision awaited). Discussed draft work plan, which links to SCNP/APRS work on NP strategy, agreeing to explore some proposed elements of work further with other bodies before finalising plans. The housing research has since been carried out by Convenor Bill McDermott with his initial report going to the TF's April meeting for discussion and decision on next steps. April meeting will agree TF comms strategy and overlaps to work by SCNP & APRS on NPs strategy; this may include report (2012) and national conference (2013) - tbc. Bill McDermott met Ross Finnie in March ahead of a meeting to which CNPA Convenor has invited Ross, to brief Ross on concerns and key issues. Bill has contributed thoughts towards an introductory meeting which Deborah Long has with Fiona Logan of LLTNP in mid-April. |
| Planning task force | Monitoring implementation of planning modernisation to ensure sustainable outcomes. Maintain overview of SNH and other statutory consultees' involvement in the planning system to ensure sustainable outcomes. Encourage review of process for designating developments as national developments in National Planning Framework | TF meetings discuss emerging planning issues, and info exchange. Prepare & submit responses to consultations on govt policy and legislation. Through information exchange and experience of the new system, share experiences and identify opportunities for improvement. Advocacy & lobbying of Parliament & relevant officials to ensure greater accountability & opps to influence national development designation process. Integration: With MTF to ensure sustainable implementation of marine planning system. Liaison/Allies: SNH, ScotGov,, SEPA. Ongoing contact with relevant officers in statutory agencies to help influence their planning roles | | | SWT, BSCG, APRS, FoE S, JMT, MCoFS, ArchScot, Buglife, Scot Badgers, Living Sts Led by RSPB | Staff support for reactive work responding to consultations and advocacy on National Planning Framework. | | Wrote the LLT NPA Sept to remind them of their statutory duties and the "Sandford" principle when considering the Cononish goldmine proposals. The mine was subsequently consented but with lessened environmental impacts and improved enhancement provisions. Through October - December have been working to try and influence government's review of non-domestic permitted development rights, although this has proven difficult as officials are reluctant to engage. A draft order is anticipated early 2012. TF met 30 March and will consider the LINK response to the Protected Expenses Order consultation, based on FoES response (10 members signed up). |
| Scottish Environmental Fundraisers' Forum | SEFF work helps raise the money needed to do the work to contribute to a sustainable Scotland. | 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. Liaison/Allies: | | | Wide membership varies each Q. Led by SWT, depute RSPB | | | One meeting held with speaker from BIG on the new fund from Crown Estate. Paul Walton elected LINK delegate to WREN Scottish Cttee though subsequently learnt that no meeting would be held this year as no Scottish applications were being considered for funding. |
| Sustainable Land Use task force | To influence the SLU Action Plan which Government must produce for winter 2011/12; | Discuss SLUS with Env Minister post-election. follow up SLUS with key Agencies. promote LINK views on SLUS by demonstrating the social aspects/benefits of sustainable land use likely to interest & draw on other TF s (potentially commissioned work, to be discussed wider in June. | | | WTS, SWT, RSPB, Plantlife, JMT, Living Streets, | | | Briefing prepared for anniversary of the LUS (17 March) sent to LINK and to those who attended the November 2010 conference. Joint meeting with ATF on 28 March. Work has been commissioned from John Thomson to highlight benefits of a LUS to farmers and foresters. |

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| | | continue as overarching coordinator on sustainable land use in relation to LINK TFs. (Suggested at Nov planning meeting: focus on indicative spatial planning and national marine plan, environmental indicators, services which identify appropriate land for different uses, potentially links with land ownership issues. Link proposals with CAP aims to influence 2013 negotiations.) Integration: ATF, Deer, FWTF, LTF, MTF. Liaison/Allies: Scot Gov, SNH SEPA, others. | | | Arch Scot, SAGS, SCNP Led by RSPB Depute SWT | | | | |
| Sustainable Development & economics (area to be developed) | Engage with The Economics of Ecosystems and Biodiversity (TEEB) to promote the thinking in our advocacy. Build on and complement sustainable economics work done/being done by members, SNH, Carnegie. | Organise workshop for members in August on SD/Economics agenda to develop action plan for promotion in relation to our work areas. Include Carnegie, TEEB, NPerFF in content. Explore scope for joint conference with SNH and others. Theme for Congress Liaison/Allies: Work collaboratively with SNH. Carnegie Commission, SEPA, BEFS, SCVO. | | 30 Augs May-June Summer | JMT, FoES, SWT, RSPB, P'life, WWFS interest - | AISO to coordinate. TEEB workhop | | See economic forum above. | |
| Woodland Forum | | 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 | | | Submitted response to Woodland Expansion Advisory Group consultation on woodland expansion. In process of setting up meeting with representatives of the WEA group to talk through our response. Work on a LINK position on the future of forestry in Scotland is delayed but will be progressed in quarter 2 with draft to circulate in May to wider LINK | |
| Maintain watching briefs on developments of general network interest | Civic Scotland: Public Attitudes: Access to Justice: | Elections, budget and SD work, look for common ground with SCVO & BEFS etc Workshops (internal) re our potential role in behaviour change and other cross cutting issues FoES lead, LINK maintain watching brief and support where requested. If campaign opportunity emerges all members will be consulted about possible action | | | Trustees | staff | | FOES e-action on PEOs circulated to all members end March. FoES drafted LINK response to consultation on PEOs for members to input to and sign up to, end March. | |
| 1.5 Build partnerships with relevant organisations to promote agreed key policy priorities more widely | 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 | | | Summit with Agencies, FCS and R Crofts held Feb 2012, with strong agreement on priorities for the environment sector..... Grant related meetings on future grant (SG and SNH funds coming through SNH). Informal liaison has been maintained on Parliamentary matters with SEPA and SNH. | |
| | 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 | | | Meeting with SEPA CEO and Chair planned for mid April. Board lead. | |
| | 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 | | New forums for SEFF FWTF ATF and 3 on wider issues, Feedback sought for reporting to network |
| | | For wider issues AISO facilitates delegate election. Delegates feed back via TFs or Bulletin | As above | | Ongoing | AISO | Staff, Trustees. | | Delegates contacted. Patchy feedback which staff are trying to improve on. |
| 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 Organisers | Staff | | Good turn out of guests at SEW reception. TFCs keeping contacts up. | |

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KPI 1.2 Number of collective position statements produced. **Target** Produce at least 15 collective position statements (inc policy and parliamentary briefings/consultation responses) with at least 5 member bodies signed up to each.
KPI 1.3 Percentage of external stakeholder groups in which we are involved, relating to our key policy priorities, where LINK's opinion is that the group has been valuable. **Target** At least 40.
KPI 1.4 Number of face-to-face exchanges on agreed key policy priorities with decision-makers and opinion-formers facilitated by LINK core staff. **Target** At least 25 face to face exchanges with MSPs facilitated by LINK core staff.

| LINK Objective | Annual Goal | Action to reach goal | Indicator of Progress | When | Lead | Support | Status | Progress |
|----------------|---|--|-----------------------|-----------------|-------------------|-----------------------|--------|---|
| | 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 | | One OS – Paths for All. |
| | The UK Links | Regular liaison by telecon on policy and operations, identifying joint opportunities. Regular exchanges of plans and reports. | | Ongoing | CO | PO, TFCs | | Links are coordinating Joint Links Seminar in Northern Ireland on 26 and 27 September around the theme of valuing environment, with other workshops on issues members have flagged for joint discussion. Links are also in discussion at April about extending the marine project funding, and how this should be taken forward. |
| | SCVO | Participate in SCVO Pol Ctte Keep engagement/membership under review. | | | CO & PO, Trustees | | | Though no longer involved on SCVO policy committee we liaise with SCVO on issues such as governance, referendum strategy, and more. |

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 Assessment may flag barriers | New MBs join at least one work area. | Ongoing | Chair, CO | TFs, Reps, Staff | | Induction for Planning Democracy held in January. |
| | | Timely reminders to members of upcoming opportunities to engage Website up to date | All MBs involved in some area of LINK work over a year | Ongoing | CO | AISO and other Staff | | Happens. All invited to April meeting, in email of 26 March. Agenda circulating early April to inform. |
| | Strengthen capacity and confidence of members to engage in public policy development through information exchange, trainings and policy workshops | Trainings organised in media and advocacy as capacity allows. Workshop on TEEB planned | Members take part and find useful. | Ongoing | Organisers PO, POA | TFs, Staff, Reps | | N/A this Q |
| 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. Engagement Table maintained. | 80% of members to be involved in some leadership capacity over 3 year period. | Q1 Ongoing | Chair Reps | TFCs Trustees Staff | | Skills register reviewed and updated for April Board. Board succession under review for AGM in November 2012 Engagement table is being maintained by staff, though no longer necessary for reporting to funders. |
| | 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 | | Themes discussed Jan board and network. Venue booked in Birnam. Steering group to discuss after April. |
| | Ensure members know of annual cycle (4 meetings) and wider opportunities to engage in the network. | Notices and agendas go to Reps and Convenors. Dates maintained on website. | Member Reps attend at least 1 network meeting pa | Ongoing | CO AISO | Staff | | Members regularly informed. Dates on website. Draft Operating Plan for 2012/13 circulated January, reflecting members' discussions at strategic planning meeting in November. Firm version circulated in April. |
| 2.3 Use targeted campaigning to encourage wider public support where important | 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 | | | Wildlife campaign re-activated in February ahead of an awareness raising event in Holyrood later in spring. Various marine focussed campaigns afoot, and possible other marine campaigning ahead. |
| | Marine project continues, focussed on implementation of Scottish and UK legislation | MTF Convenor line manages project staff supporting work | | Ongoing | MTF C | MTF, MPAOs, CO, FITO | | Ongoing |
| | | Support fund application and reporting, HR and development | | Ongoing | CO, FITO | MTFC | | Ongoing. The Links are exploring extension funding. LINK's reserves are higher given Tubney Trust's closure and payment to LINK of 2 years' grant in current year. |
| | | Support advocacy work | | Ongoing | MTFC | PO | | Via MPA Officers and PO |

STRATEGIC OBJECTIVE 3: AN EFFECTIVE, EFFICIENT, ACCOUNTABLE NETWORK

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

| LINK Objective | Annual Goal | Action to reach goal | Indicator of Progress | When | Lead | Support | Status | Progress | |
|--|--|--|---|----------------------|--------------------------------|--|----------------------------|---|---|
| 3.1 Ensure LINK well governed and managed in line with good practice | Board overviews progress against corp strategy and op plan | Identified leads provide data. Staff collate. OP & KPI progress reviewed by Board. | Quarterly Board meetings held | each quarter | Chair / Board / CO | Trustees, CO, DO, AISO and other Staff | | Ongoing. This is the fourth quarterly report on the 2011/12 Plan. LINK's refreshed corporate strategy will include refreshed KPIs, tbc in the review taking place in spring 2012 (Board awayday 10 May) | |
| | Work is planned in advance with integrated approach to strategic priorities | Env't needs & opportunities analysed, fresh approaches considered, by good horizon scanning process. MBs indicate own priorities by Sept. TFs discuss plans Aug to send LINK Sept | | Q3/4 | Chair (CO) | Reps, DO, AISO, PO, | | Info collected from members and TFs and circulated to all in early November for strategic planning meeting. Autumn PSR circulated to all in November. Spring PSR circulated April. | |
| | 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 | | | Ongoing, with next meeting opportunity on 26 April (Networking) | |
| | 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 | | Year-end close for 2011-12 in progress. |
| | | Budget outturn and forecast prep to month end precede Board meetings (ex June: email July), checked with Acctt. | Outturns ratified by acctnts, Treasr and Board | Each quarter | | FITO | Treasurer for Board | | Outturns delivered on time |
| | | Close accounts 31/3, sign off with Auditor, send MBs for AGM. Draft narrative for Trustees to sign off. Submit to OSCR and Co House. | KPI 3.1 app by OSCR & Co House. | Q1 | | FITO CO FITO | Chair, Treasurer, Staff. | | On target for 2011-12. |
| 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. 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 | | Members approved the proposals for a 5% rise in subs for 2012/13, at the SGM in March 2012. Proposals for the following year 2013/14 will be circulated later in the year, ahead of the AGM in November. | |
| | Employment SG supports HR policy and practice | CO / ESG prompt discussion as needed re HR issues and recruitment issues ESG assesses next steps wrt job evaluation & salary review (in context of Scottish voluntary sector good practice) when core funding confirmed | Advice on good practice applied as far as possible | Q2 | CO, ESG | Trustees | | ESG review took place in autumn 2011. | |
| | Audit of Trustees' skills is maintained; Trustees share load. | Trustees complete skills chart. Chair leads review to address gaps, share tasks, plan for succession. Chair has 1:1 with trustees to identify issues. | Trustees cover nec. range of expertise | April Board | CO Chair | Trustees | | Skills under review at spring 2012 ahead of AGM. Chair reporting to April board on 1-1s with 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 | | Due to come to the Board April 2012. | |
| | All players understand how to work under LINK name | Staff keep overview of TFs advising on LINK protocols, reporting outputs. Protocols on members' website. New Convenors, Trustees and Member reps inducted. | | Ongoing | CO, DO, PO, POA, AISO | | | Ongoing Members and TFs were advised early 2012 of LINK publication protocols on website which aim to ensure revised grant guidance from SNH relating to press work and publications by LINK (SNH require a heads-up, in short, of LINK plans, so as to be able to issue own statement if they consider that necessary). LINK also has social networking protocols – see Operating Principles on website. | |
| | 3.1 Ensure LINK well governed and managed in | 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 | | Ross Finnie's appointment was confirmed by the March SGM. Briefings and regular meetings between Chair, senior staff and President are ongoing. |

STRATEGIC OBJECTIVE 3: AN EFFECTIVE, EFFICIENT, ACCOUNTABLE NETWORK

KPI 3.1 Quality of annual reports, accounts & returns in accordance with OSCR and Companies' regs. **Target** Produce annual Trustees' report and accounts, and annual return, in accordance with OSCR and Companies regulations.

KPI 3.2 Annual Operating Plan of network aspirations (with Member, Taskforce and Board input) is subject to regular review and six-monthly evaluation. **Target** Network's activity and aspiration captured, managed and evaluated with Board overview through annual operating plan, and learning applied.

KPI 3.3 50% of LINK's Essential Service costs raised from subscriptions, to retain understanding that LINK can deliver services proportionate to what the membership is willing to fund, and to maintain a measure of independence from government grant income **Target:** £ 76,097 for 2010-11

| LINK Objective | Annual Goal | Action to reach goal | Indicator of Progress | When | Lead | Support | Status | Progress |
|--|---|--|---|---|--|--------------------|---|--|
| 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 | | Continuing to try to achieve this re events organised by staff and to inform those organised by TFs. |
| | | LINK monitors and reports on emissions on core business | Overall emissions reduce | | FITO | all Staff FITO | | Draft Carbon emission report for 2011-12 will be tabled at Board. |
| | Member bodies are assisted in undertaking appropriate carbon accounting, so that network reputation is safeguarded. | LINK Carbon Accounting review of member bodies presented to Board with Recs. Circulate report to LINK members for own information. Set up email working group for exchange of info and practice Hold one-off workshop for interested members on carbon accounting. Repeat survey of members every two years. | | April 2011 For workshop Summer Autumn 2012/13 | FITO, trustees | CO, Board | | Report distributed; Electronic forum created but not being used; Workshop offered – but no takers; We're not putting more effort into this during 2011-12, owing to other priorities, but if members would be interested, a workshop can be organised. |
| | 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, almost full team met August, October, December, January. Roughly monthly 1-1s / musters held between staff and line managers. PDRs held during winter 2011/12. Good coordination between 2 offices and all staff in relation to joint work and membership needs. During Kate MacColl's leave of absence other staff are dividing duties with some paid temp help for bulletin and Parly monitoring. |
| | Ensure staff training | Staff are encouraged to consider and pursue training/ development needed to carry out roles in agreement with their managers and via SCVO, ACOSVO, and other routes identified | | | Staff member | | | This remains our intention. Whilst the training budget is not huge there is scope for spend where important needs are identified. Some training is delivered in-house between staff. |
| | 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 | | SGM held electronically during Feb to March 2012 to ratify subscriptions for 2012/13 and to confirm Ross Finnie's appointment as President. This also agreed two amendments to the Memo & Arts. |
| | Organise 4 Board meetings | Prepare agendas, papers, venue, catering, notes and circulation | Good turnout of trustees for each meeting | | Chair, CO | staff | | Ongoing. |
| | Organise 4 network meetings per year | Prepare agendas, papers, venue, catering, notes and circulation | Good turnout of members for each meeting | | Chair CO | staff | | Ongoing. |
| | 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 | | IT Systems very stable |
| | | Interface between LINK and IT suppliers | | Ongoing | FITO | Suppliers | | Ongoing – see below |
| | 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 | | New supplier chosen (Shackleton) and transfer of support and replacement of server infrastructure successfully achieved. Quality of service from Shackleton is a great improvement over SCVO. | |

| STRATEGIC OBJECTIVE 3: AN EFFECTIVE, EFFICIENT, ACCOUNTABLE NETWORK | | | | | | | | | |
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| 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 - continued | Dynamic accessible website | Updated regularly. Carries general information as well as outputs. Used by all as a key resource. | | ongoing | AISO Reps | DO, POA | | AISO leading on improvements to the structure of the website and ease of mgt for staff. Planned improvements shelved until Kate back at work. | |
| | MBs access meeting space | Meeting room Perth is free resource for MBs and TFs, Staff maintain diary, supplies, clean, set up as needed. | | ongoing | AISO, FITO | Perth staff | | Meeting room used regularly by various members. | |
| | | External use is billed | | | FITO, AISO | | | Happening | |
| | | Meeting space available and drop-in encouraged at Edinburgh office | | | PO, POA | | | Drop in facility still used regularly. | |
| | Outputs / reports archived | Master copies reports kept & sent to Scottish and British national libraries. All LINK outputs routinely forwarded on production to SNH, SEPA, ScGovt, CoSLA, SPICe & others as relevant. | | ongoing | AISO AISO / Parly staff | | | Outputs regularly forwarded to SNH, SEPA, Scottish Government and others as required. | |
| Database in-date and relevant | DB kept under review and in-date. All staff report changes/new info for entry. TFCs/Reps regularly asked for changes. Annual IT meeting assesses. | | | AISO, POA FITO | Staff, TFCs | | Database requires some redesign and update which staff hope to prioritise for March/April. Shelved until Kate returns to work. | | |
| | Vital Statistics of member organisations maintained | Annual data gathering from membership on core data relating to sector. Maintained on member website | | Q2 | AISO | Reps | | Incomplete. Follow up to members who haven't responded required. Shelved until summer 2012 | |
| 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 | | An FSG meeting in June is being arranged, well ahead of the November AGM. | |
| | Subscription income generated from MBs maintains critical autonomy. | Members advised of new rate and offered dialogue before AGM. | | Q1/2 | FITO | CO, Treasurer, | | Members were informed of these proposals in December 2011 and of the plan to ratify these via an electronic SGM in the spring of 2012. That took place. | |
| | | FITO generates invoices in April & manages prompt payments. | No bad debt by year-end | Q1 | FITO | | | No bad debt in 2011-12, except for SNW insolvency situation. Sub has been written off, but liquidation credit claim made. | |
| | 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 | | Grant from SG is being administered through SNH. 2 meetings held to discuss and agree new KPIs (on board paper fyi). Offer letter to come with agreed KPIs. Funding amounts to March 2014 confirmed. |
| | | Quarterly claims submitted (SNH, SG). | Grants received | Q1-4 | FITO | | | Ongoing, no major issues, although SNH's grant assessment conditions are tighter than previously, with the result that LINK cannot always claim to the full potential. | |
| | | Regular meetings held with SNH re grant | Funders are satisfied | Q2,4 | DO PO | PO, CO, Chair | | 2 meetings held this Q. | |
| | | Annual meeting with SG on grant | | Q1-4 | DO PO | | | Same 2 meetings as above. | |
| | | Trustees meet funders/existing and prospective as needed. | | Ad hoc | DO | Trustees | | Nothing specific required last quarter | |
| | 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, CNPA, LLNPA and Calor sponsored elements of SE Festival in 2012. Awards for all funding sought for 25 th anniversary/Congress. |
| | | Approaches to other sources made as openings are seen | | | Ad hoc | DO | CO, FITO | | Extra fundraising effort to trusts during autumn 2011 yielded no new funding. |
| 3.3 Ensure LINK evaluates key activities | TFs / projects evaluate effort via AARs presented to Network meetings as well as via evaluative reporting on | TFs to evaluate progress against strategic objectives at networking meetings 1 x year | Network reviews and learns from experience | Q1,2 | TFCs | TF members | | SLUS and WANE & Congress evaluations provided up to December. SEF, Marine, Agri, Rio+20, NPTF housing work due for April . | |

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|---|---|---|---|--------------------------------|-----------------------------|-------------------------------|--------|--|
| and the network applies learning to improve corporate performance | pro-formas quarterly. | 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 | | Will be invited for April 2012. |
| | 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 | Board/PO | | Bruce Britton commissioned in March 2012 to carry out review of external perceptions, report for delivery early May. |
| | | 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. | | | CO Chair | Board/staff All actors | | Member survey results available on website from April. Revision to strategy to be carried out May for sign-off June/July. |