

Operating Plan 2012-13 Quarter 2 Report to 30 September

Key Performance Indicators and Annual Targets –

For discussion and approval: New KPIs

The strategic review concluded that LINK's KPIs should include outcome (measuring impact) and output (measuring activity towards that) and the August board approved the refreshed strategy subject to their development. The following proposals are based on discussions with trustees. Board approval is required. Staff will then develop guidance on who/how to gather data for monitoring progress.

Strategic Objective 1: Advocating for a sustainable Scotland

Outcome KPIs:

1. Scotland scrutinises delivery of environmental commitments more than before.
Eg: Parliament scrutinises delivery against appropriate targets in Scotland's National Performance Framework; National Planning Framework 3 reflects Government's environmental commitments; Marine Act implementation is robust about environmental principles; marine renewables strategy is developed in response to agreed monitoring policy; and other 'asks' for example the proposals set out in LINK's 'Governance Matters' publication, are met.
2. Government shows commitment to delivering cross-compliance consistently across departments in ways that respect the needs and importance of the environment.
Eg: principles of the land use strategy guide decisions being made by Government and Ministers on NPF3, in the reform of CAP, and in other related policy areas

Output KPIs:

1. LINK manifesto asks, refreshed and published 5-6 months ahead of elections and reflecting needs in respect of a representative range of policy areas of interest across LINK, are picked up by parties' manifesto-writers and are reflected in the manifestos of the main political parties.
2. External stakeholder groups in which LINK is involved contribute to policy development for Scotland which respects the needs and importance of a healthy environment.
3. LINK events attract desired audiences (from among decision-makers, opinion formers and wider civic Scotland) and contribute to development of policy which respects environment.

Strategic Objective 2: Being a strong voice for the environment

Outcome KPIs:

1. LINK positions are understood and influence national policy with environmental governance in Scotland improving. *Eg., we pick up citations in the official record of Parliament, we get affirmative feedback at meetings with decision maker and when we seek critiques of our work.*
(base line at 2010-2012 is 'not so good', evidenced in LINK's 'Environment & Law' and 'Governance Matters' reports)
2. LINK continues to have good, regular access to decision-makers including relevant Ministers and these players want (or know they need) to know LINK's views. *Eg. regular meetings with Environment Minister continue, LINK is involved in all relevant forums, issues raised by LINK at meetings with decision-makers and opinion-formers are taken forward by policy makers.*

Output KPIs:

1. Collective position statements (including briefings, publications) are published by LINK to decision-makers and civic society on key priorities reflecting the range and diversity of interests across the LINK network. At least 15 per year, with at least 5 signatories each, drawn from at least 8 task forces in which at least 3 members are actively involved and which meet at least 4 times a year
2. Face-to-face exchanges between representatives of LINK and decision-makers and opinion-formers (MSPs/MPs/MEPs, Ministers, senior government officials and business leaders) on agreed key policy priorities indicate that LINK positions are respected and of influence. At least 25 exchanges per year reflecting breadth of LINK agenda.
3. Internal seminars/workshops/trainings on current issues or skills needs are arranged by LINK for members, are well attended and give positive feedback about the value in terms of knowledge exchange and capacity building. At least three per annum.

Strategic Objective 3: Efficient effective accountable network:

Outcome KPIs:

1. LINK's annual Operating Plan reflects considered discussion and agreement around strategy, priorities and integration, and engages at least 75% of the membership in its delivery.
Eg., annual strategic planning meeting gives members a platform to present on their directions, allows the network to collectively sign off on 4-5 priorities for joint work ahead with up-to-date intelligence about goals and working contexts, ensures areas for cross-working are clearly sign-posted with the leads (responsible for integration) identified.
2. The network is live to the diversity of member interests and views within it, has a robust internal process for dealing with both consensus and where consensus does not exist, and more confident in expressing LINK positions.
Eg., internal discussion (TF meetings, Network meetings, Board meetings) regularly identifies where consensus matters and where consensus is not a goal. Members are encouraged to be clear about differences and impact of these, and to see that diversity as a strength and ensure their advocacy capitalises on the diversity. TF planning more explicit on strengths within them via Operating Plan. Reporting strategic decision on priorities clearly internally, using network meetings, board report, meeting notes, trustee contact with members etc.

Output KPIs:

1. An annual operating plan of the network's intended work is prepared with Member, Taskforce and Board input, and this is subject to quarterly review and interrogation, and six-monthly evaluation.
2. The percentage of funding sourced from members holds steady at 50%-60% of the cost (annually reappraised) of 'essential services' with no over-reliance on any other single source of funding but a basket of complementary funding which allows LINK to pursue objectives and retain its independence.
3. There is proactive engagement by all members across at least 3 areas of LINK policy & governance activity annually (75% base line at 2012)
4. Citizen-led, national NGOs with shared ambitions for a sustainable Scotland want to be members of LINK (base line 34 at 2012) – it being unthinkable for solvent would-be-member bodies to go it alone.

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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 |
| POA | Parliamentary Office Administrator (Rea Cris) | | EF | Economics Forum (estab Sept 2011) |
| MPAOs | Marine Policy and Advocacy Officers (Lindsay Roberts, Sarah Archer) | | GG | Governance Group (includes Legal Governance subgroup) |
| MBS | Member Bodies (of LINK) | | LTF | Landscape Task Force |
| TFCs | Task Force (and Forum) Convenors | | MTF | Marine Task Force |
| Reps | The main Representatives appointed to LINK by the member organizations | | PF | Parliamentary Forum |
| FSG | Board's Finance Sub Group – overseeing LINK's financial strategy | | NPTF | National Parks Task Force ((estab Sept 2011) |
| SEW SG | Scottish Environment Week Steering Group | | PTF | Planning Task Force |
| AAR | After Action Reviews | | SEFF | Scottish Environmental Fundraisers Forum |
| PSR | Political Strategy Report | | SLU TF | Sustainable Land Use TF |
| | Status: on Target | | WiF | Wildlife Forum |
| | Status: Not On target | | WTF | Woodland Task Force |
| | Status: Board discussion proposed | | OS | Organisational Supporters |

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| STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE | | | | | | | | |
|--|---|---|--|---|---|-------------|---|--|
| 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 & of resources to hand & required, addresses key gaps | Autumn annual planning involves representation at 85% of TF & Board and 65% of MBs | Each Q | Chair CO TFCs Reps Specified Staff | | Well attended network meeting held August. Local Governance TF agreed to stop. | |
| | 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 & reviewed x2 pa. SWOT of LINK carried out in discussion. EU & international context considered. Extent of staff support or DPF required to be flagged. | | Q3 | Chair CO, PO TFs, Reps, TFCs, Trustees, HFs, staff | | Spring P.S.R done. Autumn PSR circulating for October Board and November strategic planning meetings . Members and TFs invited to submit forward plans for SP meeting 23/11. | |
| | Relevant info provided to MBs & OS on devts of Scot Parl (SP) & Scot Gov (SG) | Parliamentary Monitoring report on forthcoming activity in SP with review of previous week's action | Regular monitoring to Reps, Trustees, TFs | Weekly | POA leads PO, | | POA now leading on this. Service to members uninterrupted. | |
| | Help to inform MBs about European & international contexts & opportunities through proactive membership of EEB, IUCN, CIVILSCAPE | EEB/IUCN/CIVILSCAPE info monitored for regular report to MBs with targeted flagging of other opportunities (via bulletin) | Regular & targeted updates to Reps, TFs | Monthly | Staff tbc JHughes (Trustee) | | EEB and IUCN info included in bulletin/Parliamentary Monitoring. | |
| | Make more use of available international channels to support our advocacy. | Delegates to EEB and IUCN engage with member input & report back to members Use IUCN better, including UK Committee meetings For EEB engagement – pursue better UK comms Input to Rio+20 (building on Dec 2011 event) Scotland House Brussels discussions wrt accessing information April Board discussion of working through EU Members internal channels can inform | | Ongoing | JHughes, SBrooks PAO, | | S Brooks liaising directly with members on UK IUCN. J Hughes & Clifton Bain rep'ed LINK at World Congress Sept, useful for Peatlands agenda. JH elected to IUCN Council. | |
| | | | | June | DPF for Rio report. | | ABM to report to Oct board on EEB October meetings JH to report on IUCN Congress Paper on strategic links (inc Europe) to October Board | |
| | | | | Spring 2012 | CO and PO | | LINK parli monitoring includes Europe headings from July | |
| | | | | Ongoing | Reps | | | |
| | | Relevant incoming info passed on to network | Filter incoming material for relevance Circulate monthly bulletin | Bulletins & targeted alerts to TFs,Reps | Monthly | DO, CO, DO, | | DO covered last 3 bulletins. |
| | | Update membership fully & regularly on range & scope of LINK activities | Update MBs on LINK activity, via Bulletin, OP updates & networking meetings & website. | Reps, TFs get updates on LINK work | Quarterly | TFCs Staff. | | LINK activities collated and circulated to members via bulletin and website. |
| | Disseminate news on LINK work to & beyond network | Compile & circulate newsletter with own & MB/guest contributions. E-version for website | 3 x pa | Q1,2,4 | DO Reps, | | Newsletter circulated end September. Print run much reduced for Supporters, some comps, and members who request it. | |
| | Feed back to MBs/network from events/initiatives where LINK represented. | Delegate, staff or designated person report on meetings with Ministers, agencies, externals to inform other relevant parties in LINK & ensure integration | Reports provided on website/ circulated mainly via bulletin | Ongoing | Identified lead. other Staff | | Ministerial, agency and Liaison meeting notes posted on website and circulated to members via bulletin. | |
| 1.2 Build consensus on key policy priorities | Identify areas where consensus will matter at annual planning & quarterly networking meetings to have | Networking meetings identify issues requiring consensus-building & identify means to progress Staff support as needed. 1.Energy: Draft statement for internal consultation and sign-up on impact of onshore wind on landscape as part of Scotland's energy 'strategy'. Consider | Consensus exists/in hand on key issues. Stronger eNGO positioning to better | Each Q | TFCs Reps TFs Staff, Trustees 1.LTF initially Board advise on need for | | 1.LTF statement on energy and landscape agreed within TF at end August. With this as a basis for discussion a workshop for members has been organised for 6 November 2.Housing Policy: Shelter identified as appropriate potential ally and information passed on. | |

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| | | running member workshop around the statement 2. Housing policy: Identify work and players on housing policy beyond LINK. Investigate whether alliance & poss joint work with these is possible to develop set of principles. Consider whether separate LINK research on some key housing issues is important. Consider value of member workshop. | influence wider policy community | | workshop 2. PO scopes contacts. Joint PTF, NPTF, LTF discussion & report to Apr meeting. Staff support liaison, circ. | | |
| | | MBs contribute to development of LINK positions by participating in relevant TFs / workshops. | | ongoing | Reps | | Members contributed to Climate Adaptation report via workshop on 4 September. Report to be published shortly and submitted to SG adaptation team. |
| 1.3 Facilitate good comms between MBs, their supporter & wider public inc. media | Spokespeople communicate positions to media & externals | Most would usually originate through TFs. Adequate briefing provided by policy leader. The supporting MBs ensure comms within their own orgs as appropriate. Relevant LINK staff and honorary officers copied in. Staff ensure wider LINK players kept informed. | Operating principles followed | Ongoing | Designated leads | | Media work around economics report to be organised w/b 15 October (staff, EF Convenor) Media work around delays with national marine plan organised by MPAO and MTF w/b 8 October |
| 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, & supporting information. | Relevant topics Turnover of dels. Joint positions promoted | Q 1-4 | Chair CO TFCs Reps Staff | | Issues lined up for November meeting with P Wheelhouse (only, as Cab Sec has had to pull out, though we are promised both ministers for our early 2013 meeting). |
| | | Continue liaison with 'G6' group to ensure integration of positions & updates to members. | | Q1-4 | Chair, CO LWA, NGOhds | | Continues, loosely, to ensure (i) LINK place filled and (ii) separation of agendas as far as possible. |
| | 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. Rolling manifesto refresh project Addressing gaps, restructuring, and updating asks. <u>Integration:</u> Open to interested members to join/input, engage more closely. Draws on members and TFs for content. | Parties understand collective positions Refresh: Late autumn 2012 into 2013. | | PO TFCs Reps, POA | | Ad hoc liaison around own work programme this quarter Manifesto refresh project plan to circulate early November |
| | Use political party conferences to promote key network concerns | Coordinate LINK presence and materials as reflects priorities of the network, and including reps/convenors/trustees as appropriate. PO coordinates with TFs and PF wrt priorities for fringe events. | Attend confs, Fringes on key issues. Reps can take part. | Spring Autumn | PO and POA PF, MBs, TFs, | | None to end September, Fringes for Greens and SNP organised on Economics report. |
| | Hold parties to account on manifesto commitments | LINK strategy devised via PSR & LINK Manifesto. Monitoring by TFs, Board, PF, Reps ongoing. | Process & resources, clear | Ongoing | PO TFs, Reps, PF | | PF meeting arranged for mid November. Will finalise its review of the LINK approach to elections and report to strategic planning later that month. |
| | Ensure effective 'soft' lobbying opportunities for MBs focussed mainly on MSPs & researchers | Plan SEW/SEF through previous year, informing MBs on format & theme, identifying £s & political sponsors & liaising with Parliament early. | SEW events well supported by MSPs, researchers | Qs 1, 2,3,4 | PO, POA, CO, DO SEW St Gp, Reps, Events planners | | Programme on the website, incorporating members bids for seminar opportunities. Constituency visits sought from members. Funding secured. |

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| | Environmental issues should form a core part of party manifestos and should be debated in lead up to elections. | Promote env /sus dev in lead up to L. Gov elections via <i>Acting Locally</i> and hustings guidance mainly. Manifesto refresh autumn and winter 2012/13 (since there are no elections 2013) Use LINK's referendum strategy to promote sustainable development/environment in context of Independence discussions | LINK ideas clearly identifiable in the party LG manifestos. | | LGTF PO PF, PO, POA PO | | Election engagement review to be finalised by PF mid November and reported to strategic planning. Ref Strategy published June, and 'out there'. In due course campaigns will be reminded to respond, and their responses published by LINK. |
| Agriculture | <p>3.Imp of an SRDP which contributes to ATF's goals for a sust agric sector that delivers the max poss env'l & other public benefits.</p> <p>2. Input into changes of the agric support used in Scot until 2013 to ensure they are best suited to Scot env.</p> <p>3. Continue lobbying for further CAP reform on a EU scale & dev 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 & agric 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>6a. Develop position for agric & woodland</p> <p>7. Scot food policy contains sufficient env'l objectives.</p> <p>8. Soil strategy includes measurable env'l targets.</p> <p>9. Input to review of Scot Organic AP & its replacement.</p> | <p>1. Continue involvement with SRDP PMC. Monitor what is included in scheme. LINK ATF reps on above groups with input from other ATF members. (high effort)</p> <p>2. Follow up results of Pack review & env'l impacts are suitably assessed. ATF led by convenor (high effort)</p> <p>3. Develop briefings updating <i>Beyond the CAP</i> 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 SG Agriculture & 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. Monitor Scottish Government developing food policy, ensure env't not forgotten (low)</p> <p>8. Continue involvement with development of framework (med effort)</p> <p>9. Continue involvement & w. brief (low)</p> <p><u>Integration needs:</u> Meeting jointly with SLU TF as have many of same players. Also coordinating with Woodland Forum eg over positioning on woodland expansion. Need to coordinate with LTF, CATF, FWTF, DTF, SEFF on CAP reform & SRDP which overlap a policy areas. This could mainly work through e-mail comm though occasional joint meetings required.</p> <p><u>Allies/liaison:</u> SNH, SEPA, National Parks, Scot Gov, SGRPID, SG Wildlife and Habitats division, agriculture policy unit in SNH, SEPA land use policy. Some joint Links work</p> | <p>1.No decrease in funds to axis 2 options or Rural Priorities; Involvement with development of new SRDP which is well targeted at envl delivery.</p> <p>2. Movement of SFP away from hist model. Better x compliance measures.</p> <p>3. Production of briefings & UK vision. Use of it by others.</p> <p>4. LFA targeted better at envl delivery</p> <p>4. ATF rep on group.</p> <p>5.Production of ag measures that stand scrutiny against targets of the CC delivery plan.</p> | | <p>Led by: Arch Scot/RSPB</p> <p>Bumblebee CT, Butterfly Conservation NTS, RSPB, SWT, WTS, Soil Ass</p> <p>Representatio n on various groups by ATF members.</p> <p>Parly support for some aspects, e.g. promoting CAP vision</p> <p>DPF allocation (carried forward) for publication of factsheets on CAP.</p> <p>Possible event. (What, when?)</p> | | <p>TF continues to be represented on the SG Common Agricultural Policy Stakeholder Group contributing an environmental perspective to this forum. Papers from these meetings can be seen at http://www.scotland.gov.uk/Topics/farmingrural/Agriculture/CAP/regulations/Meetings2012 Unfortunately papers are posted on this site in some arrears but can be circulated separately beyond current ATF if required.</p> <p>TF members completed their LINK representation on the 8 Working Groups set up to by the ScotGov to inform the next SRDP 2014-2020. This will be followed by an SG workshop on 02/10/12. The completed working group reports are available at http://www.scotland.gov.uk/Topics/farmingrural/SRDP/SRDP20142012 & under the LINK Members Discussion Forum on the LINK website. THE ATF have contributed to a Joint Links briefing for MEPs, & produced a briefing for a CAP debate in Holyrood on 20/9.</p> <p>It is clear a more pro-active approach to issues such as allocation of the new Basic Area Payment/ Regionalisation & the integration of HNV criteria in policy discussions will be required. Advisory service provision & Whole Farm planning that adequately covers environmental concerns are also crucial. Biodiversity measures for next SRDP are likely to be similar to current Axis 2 agri-environment provision. Current proposals for the historic environment, landscape & access are poorly developed & all are dependent on decisions on future CAP budget which could be decided in Nov but is more likely to be settled in 2013. SG is hoping to develop its main positions for the next SRDP over the next few months, so the next quarter will be critical.</p> <p>The Campaigns Subgroup has not met separately. Capacity continues to remain a problem.</p> <p>SG position remains significantly different to the UK position developed by Defra & Natural England with a much greater focus on maintaining farmer incomes.</p> |

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| Climate Adaptation | <p>Influence the development of SG's Adaptation Framework Sector Action Plans & the statutory Adaptation Programme (likely in 2013). (HIGH)</p> <p>'Silo busting' needed in relation to SG early 2012</p> <p>Analyse the outputs of the UK Climate Change Risk Assessment 2012. (MED)</p> <p>Analyse Committee on Climate Change's (CCC) preparedness report for Scotland & provide response to Gov't. Continue to influence further work of the CCC. (MED)</p> | <p>Meeting with SG to discuss Gov't plans for Programme development – Mar 2012 plus others during the year.</p> <p>- CATF meeting to plan response & supportive action.</p> <p>Use LINK 5 Principles of Climate Adaptation Position Statement in advocacy with MSPs, Gov and Sector Leads – Mar onwards.</p> <p>Respond to Government consultation on Adaptation Programme (HIGH) – Q4 2012.</p> <p>Remind SG of LINK interest in being part of the group.</p> <p>Commission gap analysis of UK Risk Assessment first half of 2012</p> <p><u>Integration needs:</u> Adaptation is a cross-cutting issue which is important for a majority of TFs. CATF needs to decide the best way to engage with the other TFs in a formal way. Written briefings & discussions with members may be needed to inform & seek input/expertise from members of other TFs.</p> <p><u>Allies/Liaison:</u> informal links with SCCS to provide adaptation messages as appropriate.</p> <p>SNH.</p> <p>Adaptation Scotland</p> | | | <p>Led by: RSPB Soil Assoc; B'life; P'life; Butterfly Cons; SAGS; corresp'g members F'life; WTS. PO support likely sought for briefing MSPs on Adaptation & the adaptive responses we seek from Gov't. – Date unknown. Possible £s for Gap analysis, conf/w'shop, doc on climate impacts on bio & case studies</p> | | <p>TF organised workshop to inform members of climate adaptation issues & to dev LINK's position ahead of SGov's Adaptation Programme consultation due Oct/Nov. Simon Pepper was contracted to organise & chair the event & to draw together conclusions – soon on LINK website. Morning session heard background to climate impacts & the Gov Process from Joseph Hagg , Adaptation Scot, & the ecological response from Iain Brown, James Hutton Inst. In addition to LINK members experts from SNH, FC & Climate research institutes attended. Smaller groups considered sectoral action plans for marine, forestry, agriculture, biodiversity & freshwater in more detail, reconvening for x-cutting generic issues, including concerns raised in our earlier response & briefings on Scot's CC Adaptation Prog. Members discussed LINK's input to the cons & our advocacy strategy in relation to some fairly fundamental changes in traditional approaches required to meet the challenges ahead. The CATF will complete the workshop report and use it to influence the draft Adaptation Prog both pre and post launch of the official cons. In its response, CATF will be seeking the support of other TFs.</p> <p>Jim D met Amie Fulton COSLA, 1/8 in joint meeting with SCCS, aim to introduce LINK's position on adaptation & seek thoughts of COSLA. (AF now left COSLA). He outlined work we'd been doing on Adaptation & provided briefings; asked what COSLA is doing to influence the AP. Amie said that while working with the LAs to have them think about adaptation & that it's not all about mitigation, they would not be doing Adaptation Scot's job of advising LAs on Adaptation. She expected Adaptation to be on agenda for 2/10 meeting of Public Sector Climate Advisory Group (PSCAG); JD noted that the preventative spending & cost effectiveness approaches are useful rational for spending on A. Amie said COSLA would be keen to see any good eggs of such PS, showing the ££s it would save. She said more traction where there is impact on delivery of services & accessibility of services.</p> <p>Jim presented at the International Association for Landscape Ecology 2012 conf 19/8 - Landscape Ecology: Linking Environment and Society. The presentation featured LINK's 5 Adaptation Principles and the need for Landscape Scale approaches. Abstract http://iale.org.uk/conference2012/abstract/480</p> <p>Davie B attended a meeting with the Adaptation Team in ScotGov 27/8, to develop Gov's own Adaptation Principles for the Ad Programme. Davie shared the LINK Principles & contributed to discussion. This also led to the CATF providing written input to the proposed draft SG Principles.</p> |
| | Deer | <p>Sustainable deer management policy and practice in Scotland</p> | <p>In wake of Jan submission input to Woodland Expansion Group.</p> <p>Monitoring Deer Strategy implementation and implementation of Wildlife & Natural Environment Act (2011)</p> <p>Planning to widen focus of advocacy to 'management of wildlife', in line with SNH policy</p> <p>Continue to meet SNH bilaterally</p> | | | <p>Led by: RSPB Depute: JMT Members: NTS, Cairngorms Campaign, SWT</p> | |

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| Economics | <p>Influence the debate around economics in Scotland</p> <p>Audience: policy community in Scotland and wider (international, eg Rio+20, EEB, IUCN)</p> <p>Allies: will be invited to comment on our position before it is published.</p> | <p>Act as info ex forum to inform MB's work. Commission consultant report which: defines 'flourishing Scotland' & what economy shd deliver; values ecosystem services approach & says how that should be applied; outlines what needs measured to assess 'flourishing'; re-presents SD in fresh terms; tackles 'growth' (as proxy for jobs), ids how to protect economy from boom & bust; illustrates how this can be delivered. Develop advocacy strategy for this. Publish summer. Consider LINK role in wider work to promote alt to GDP</p> <p><u>Integration</u>: Relates to LINK's wider work areas; may draw on MB & TFs for examples in the report. <u>Allies/Liaison</u>: TBC as part of the advocacy strategy from March 2012; could include development, poverty, health, business interests.</p> | | <p>Ongoing</p> <p>April 2012</p> <p>Apr/May</p> <p>June/July</p> <p>Summer</p> | <p>Led by: WWFS Depute:</p> <p>Members: WTS, FOES, JMT, RSPB, SWT, HWDT CO and PO supporting</p> <p>Group has £3k from LINK DPF 2011/12. Members offer £2.5k.</p> | | <p>Published economy and environment report, ahead of SNP party conf 20/10 at which LINK fringe on report organised. DB gave evidence to RACCE on budget with input from TFCs, can form basis of LINK response. Meeting with CBI 2/10 on economy/GIB/green economy.</p> |
| | Freshwater | <p>Implementation of the FRM Act & promoting sustainable flood management.</p> <p>Pressing Scottish Water and its regulators to improve sustainability & advocating the benefits of sustainable land management.</p> <p>RBMP implementation & restoration of the water environment</p> | <p>Monitor implementation of RBMPs & meeting WFD requirements:</p> <p>Review SEPA's priority catchment work & compliance with diffuse pollution regs, & press for enforcement of regs. Use LINK place at DPMAG to influence action on diffuse pollution</p> <p>Work to influence SEPA's Better Regulation agenda.</p> <p>Influence water industry to improve sustainability (reduce abstraction & leakage, & landgmt. to reduce pollution at source) – early 2012</p> <p>Influence Q&SIV via stakeholder engagement workshops planned for early 2012</p> <p>Ensure that SW are delivering sustainable landgmt.</p> <p>Identify LINK priorities for a Water Bill & advocate these during 2012. Work with and support Aquaculture group of the MTF during passage of Aquaculture & Fisheries Bill.</p> <p><u>Integration</u>: Some aspects require discussion & consensus with ATF (on diffuse pollution/ land management issues) & MTF (on coastal issues). <u>Allies/Liaison</u>: works with SEPA, SNH. FCS on a range of freshwater policy issues. There is frequent liaison with SNH & SG Environmental Quality Division & Water Industry Team. There is potential to work on WFD issues and to learn from their experience with water industry. Some MBs communicate & maintain frequent contact with UK colleagues.</p> | <p>1.Compliance with GBRs is increasing & diffuse poll of water env reduced</p> <p>Effective reg in place & adeq'ly enforced to protect & improve water env't</p> <p>Next water industry investment period (2015-2025) has strong emphasis on sust & indic.</p> <p>Measures in place in catchments to deliver multiple benefits. Monitoring & demonstration is underway to show benefits of SLM.</p> <p>Water Act that drives the prot & improm't of env't.</p> | | <p>Led by: RSPB, Depute WWT</p> <p>Members: NTS, Froglife, Buglife, SWT, WWF Scotland, Ramblers' Association</p> <p>PO assistance may be required on the Water Bill & Aquaculture & Fisheries Bill.</p> | |

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| Governance | Promote debate around and a focus on the way in which Scotland's environment is governed | <p>Referendum initiative re Env/SD Publish key areas of concern w.r.t. env'l governance seeking responses on how the various constitutional scenarios being debated will deliver for env & sus dev.</p> <ul style="list-style-type: none"> - Revision, design in wake of internal consultation - Advocacy strategy determined - Publish - Review & coordinate press commentary <p><u>Integration:</u> MBs will be kept in touch of responses & consulted over next steps in strategy</p> <p>Governance Group:</p> <ul style="list-style-type: none"> • Disseminate GM report and seek views • Promote GM via events incl : poss Constitution Cmmsn event, poss autumn seminar • Take stock/next steps • Convene wider civic discussion of Gov'ce Mttrs <p>Legal Governance Subgroup:</p> <ul style="list-style-type: none"> • informing & supporting work (led by FoES) around environmental justice • Influence the 'Gill Bill' • Respond to PEOs consultation by SG | | Ongoing | <p>1.Led by: FoES Supported by: LINK PO, Plan Dem, APRS, RSPB, WWFS</p> <p>2.Led by : LINK PO Supported by Gov'ce Gp FoES, JMT, Plan Dem, RSPB, WWFS</p> <p>3.Led by: PO Supported by Governance Group. DPF potentially required</p> | | <p>Referendum Challenge leaflet published, publicised & disseminated June – no further action this quarter. Short version of Governance Matters, prepared, published & autumn conference planning continues.</p> <p>Governance Group wish to organise a national 2-day conference in 2013 to further promote the topline issues & encourage debate. Funding (inc FCR) needs to be identified before planning can go further. LINK is working on a reduced core staff complement.</p> <p>Legal Governance Group developing position statement on using Aarhus Convention, for sign up by LINK members, supporting use of Aarhus mechanisms by all, without ref to specific cases. Not for pro-active promo beyond network, though can share with Govt and stakeholders if nec. Also meeting with Scottish Human Rights Commission - SHRC may do a report which could undermine our campaign by indicating that only small changes needed to achieve Aarhus compliance. TF will share findings of environmental courts research (below) with SG asap. Scottish Civil Justice Council Bill - Evidence submitted. Stage 1 report expected early Oct. TF lobbying Justice Ctte members, esp SNP, September. Key issue is appointments process though will introduce our broader Aarhus campaign aims. Mary was drafting briefing. Meeting SG September - to discuss Rules of Court on PEOs and broader civil court reform ahead of next Court of Session Rules Council meeting. Wanted to cover Civil Justice Council Bill (esp apptmnts, Court fees, Tribunal Reform), update from Govt & timings, Environmental Courts (Govt timetable for options paper), Gill Bill (is this in next legislative programme ?) Environmental Courts / Tribunals research – Draft report from Frances seen and adjustments agreed. Discussed possible publication strategy including publishing as a LINK report (noting commissioned by FoES and written by ELCS) to add weight to ask; including a foreword by Ross Finnie (LINK President); share with key decision makers ahead of launch; launch at legal seminar with possible invited speakers judges / ex-judges from Vermont / NSW.</p> |
| | | | | March | | | |
| | | | | Winter & Spring; Spring & Summer; Summer; Autumn. | | | |
| | | | | AprMar- Apr-May May-Jun Autumn | | | |

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| STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE | | | | | | | |
|---|---|--|-----------------------|------|---|--------|--|
| LINK Objective | Annual Goal | Action to reach goal | Indicator of Progress | When | Lead & Support | Status | Progress |
| Landscape | Landscape concerns must be an integral part of any decision making. Landscape TF members consider that the protection, restoration & enhancement of landscapes are integral parts of a sustainable Scotland | <p>Seek to ensure l'scape concerns are integrated into all relevant areas of SG policy (effort - high)</p> <p>L'scape mapping work early 2012 with MTF, CATF, JMT</p> <p>Promote positive mgt of relevant protected areas</p> <p>Raise levels of understanding of l'cape within LINK</p> <p>Promote European Landscape Convention</p> <p>Explore membership of Civilscape monitoring usefulness after 1 year.</p> <p>Promote sign-up to & implementation of Scotland's Landscape Charter</p> <p>Lead dev of future liaison mechanisms post Scot L'scape Forum</p> <p>Research actual as against claimed socio-economic benefits of previous devs which MBs opposed on l'scape grounds</p> <p>Take active part in outcome of Nat Parks Review, partic Ministerial Strategy Group</p> <p>Promote dev of Mgt Strategies for National Scenic Areas</p> <p>Encourage LAs to review Areas of Great L'cape Value & to show replacement Special L'cape Areas clearly in forthcoming suite of Local Dev Plans.</p> <p>Take active part in SNH Protected Areas Review</p> <p>Seek opps to direct internal advocacy on raising understanding of l'cape within LINK may require ltd staff input re opps.</p> <p>Exchange info about current l'scape related issues.</p> <p><u>Integration</u>: Concerns about visual and soil impacts of renewable energy policies need to be further addressed by LINK, as well as processes for agreeing joint LINK positions.</p> <p>LTF to develop consensual high level statement re financial drivers for renewable energy for wider membership discussion and support.</p> <p><u>Allies/Liaison</u>: Relationship with other nat orgs less well defined & often restricted due to capacity, though NGOs may have a significant indiv influence. LTF work closely with SNH L'scape Pol team & with other members of SG dealing with l'scape, inc H Scot. Through LUS TF members of LTF individually respond to Land Use Strategy</p> | | | <p>Led by: APRS Depute: Arch Scot Active Members: JMT, NTS, Ramblers, SCNP, SWLG, Corres'g members Bob Aitken Hon Fellow, Dorothy Breckenridge, observer.</p> <p>c£3k may be sought for research on actual versus claimed socioeconomic benefits of previous devs which MBs opposed on landscape grounds.</p> | | <p>Landscape Energy statement finally signed off by LTF end August. Discussions held by Convenor with WWF /RSPB and others to garner support. Workshop discussion open to all members now arranged for 6th November.</p> <p>Andrew Bachell (SNH) attended most recent LTF meeting. 30/08. SNH discussing Protected Areas, ELC, Wild Land Mapping & Renewables SNH Wild Land briefing circulated within SG and now with Minister. Capacity studies for windfarms (e.g. D & G) being developed by LAs. Perception study CNPA. ?review of protected areas. Year of Natural Scotland focusing on big 5 iconic species & promoting journeys across Scotland and Placebook Scotland to be refreshed but no extra money for SNH for these. Marine Scotland developing Seascapes.</p> |

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| LINK Objective | Annual Goal | Action to reach goal | Indicator of Progress | When | Lead & Support | Status | Progress |
| Local Governance | | <p>Devise & coordinate LINK strategy for Local Govt including elections in May 2012: Follow up publication of Acting Locally seeking political parties' response with press work to profile response, cyberaction, coordination of hustings by members and others. Follow up elections with briefings to Cllrs. Seek dialogue with Nat & Local Gov't interests around duties & powers and monitoring. Take to parliamentary level if need be, to LG Committee, LG Ombudsman. Input to development of NPF indicators & menu of local indicators via meetings & briefings. Explore & influence proposed Local Community Empowerment & Renewal Bill Maintain scrutiny of delivery of SOAs by Councils, with possible further audit in 2013.</p> <p><u>Integration</u>: May draw for policy input & in relation to the CER Bill, on other TFs <u>Allies/Liaison</u>: TF has liaised closely with SSN, though not as yet, with other voluntary networks. Keeps in touch with SNH, SEPA. Maintains some contact with COSLA, SOLACE, Improvement Service. Also seeks dialogue with SG, AuditScotland.</p> | | <p>Spring. Spring May Spring/Summer During 2012 Spring / Autumn</p> | <p>Led by : SWT Active Members: ArchScot, FoES, SAGS, SCRA Other members: Bugs, BCS, NTS, RS, RSPB, WWFS Supported by PO, CO As area prioritised at annual planning this has CO and PO support to date. Might bid to DPF in 2012/13 towards further audit.</p> | | <p>TF has ceased activity in Summer due to lack of capacity of members and lack of a clear target for advocacy. Main tasks have been done.</p> <p>Will be revived if prioritised by network when the next round of SOAs due.</p> |

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| STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE | | | | | | | |
|---|---|--|--|------|---|--------|--|
| LINK Objective | Annual Goal | Action to reach goal | Indicator of Progress | When | Lead & Support | Status | Progress |
| <p>Marine Taskforce</p> | <p>Our vision for the Scot marine env't is one of healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected, connected & thriving, & coastal communities are sustained.</p> <p>Annual goal: Ensuring effective implementation of the Marine (Scotland) Act 2010. Aquaculture, fisheries & 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 & marine protected areas.</p> | <p>Responding to consultations and SG policy flowing from Marine Act, incl marine planning & planning regions, marine nature conservation, marine licensing & priority marine features, & responding to consultations arising from other drivers inc offshore renewable energy development.</p> <p>Concerted advocacy needed where concerns exist wrt unsustainable elements of policy & 2ndary regs flowing from Act. Has happened rt members concerns about an incomplete approach being taken to implement an ecologically-coherent MPA network, with the omission of important feature data & influence of socio-economic factors. Advocacy has taken place through stakeholder workshops, bilateral meetings & direct correspondence. Includes focus on marine renewables strategy as well as some casework.</p> <p>Aquaculture – subset of MTF work & involving other players – detail tbc</p> <p>Fisheries – subset of MTF work – detail tbc</p> <p>Most policy & advocacy work to be carried out by MPAOs with input & sign-off by members of the MTF. They will do this by consulting relevant policy & planning experts within the TF & carrying out further background research where necessary to develop and refine policy, developing briefings & policy documents, advocating LINK MTF policy to SG officials, other relevant statutory contacts and MSPs.</p> <p><u>Integration:</u> Co-ordination with Planning TF will be important as the national & local marine plans are developed & as plans for offshore renewables develop. Coordination should also take place to incorporate the Landscape TF concerns into the national & regional plans. Preferred communication is through discussion with the Policy & Advocacy officers & through circulation of written briefings.</p> <p><u>Allies/Liaison:</u> MTF maintains close contact with other NGOs at a UK level through the Joint LINK network. Particularly important in relation to cross-border cooperation for marine planning and creation of an ecologically coherent network at UK level. Liaison with Marine Scotland on Nature Conservation (MPAs); Marine Planning; Renewables, & with SNH on Nature Conservation (MPAs); Marine Planning, Renewables - Responding to consultations, bilateral meetings & comms, stakeholder workshops/steering groups. On average meetings with SNH and MS quarterly, with some meetings involving both orgs, but additional meetings may be required as necessary in response to events & MTF with MS & SNH policy that are likely to arise.</p> | <p><i>Nat mar plan configured to deliver SD & protcn&rcvry of Scot mar area. Nat & local mar plans upinned by MEOs. Scot mar rgns cover all Scot marine area. Plans for MPA ntwk deemed ecologically-coherent, incl appropriate representation, replication, connectivity of features, & integration with wider UK network. MPAs are well-managed. Inshore Fishery Plans integrated with lcal mar plans. Wider seas measures eg IF leg being used to deliver mar cons benefit. IOPs to be judged on final SG policies e.g. measuring whether nat mar plan delivers SD can only be based on how plan drafted rather than assmt of every decision on the coast & at sea over more protracted t/scale</i></p> | | <p>Led by MCS Depute WDCS</p> <p>Reporting to LINK: Sarah Archer and Nick Underdown (Marine Policy and Advocacy Officers)</p> <p>Hebridean Whale and Dolphin Trust, Marine Conservation Society, National Trust for Scotland, RSPB Scotland, Scottish Wildlife Trust, Whale and Dolphin Conservation Society, WWF Scotland, Scottish Ornithologists Club.</p> | | <p>Key areas have been marine protected areas, the aquaculture & fisheries bill & renewables. MTF has re-organised working arrangements slightly so that the MPAOs focus on MPAs & planning while TF members lead on other areas of work.</p> <p>Marine Protected Areas: Following final stakeholder meeting, June, MTF wrote to the Cabinet Secretary & Linda Rosborough at Marine Scotland to highlight continued concerns with the MPA process. The TF have highlighted 4 key areas to focus on: the existing gaps in the proposed network (e.g. cetaceans, basking sharks, seabirds); the duty to protect & recover; use of best available science, & ecological coherence. The TF met RACCE Committee members to highlight these concerns & to encourage the Ctte to scrutinise the MPA project when the Minister updates Parliament in Dec.</p> <p>Nick joined as MPAO in early August (taking over from Lindsay Roberts), takes the lead on the campaigns side of the TF's work. A campaign plan has been established to coordinate activity. The Save Scottish Seas website is now live, providing updates & info for the public on MPAs & encourages them to show their support for members & TF campaigns work. This includes a collection of short films showing people from around Scotland saying why they 'love Scotland's seas' and support Scottish MPAs. Individuals are encouraged to submit their own clips. TF coordinated a letter to Minister for Tourism highlighting the benefits of wildlife and MPAs for the tourism industry. The letter was signed by 26 wildlife tourism operators & businesses.</p> <p>Knowledge/skills re: assessing the positive socio-economics of MPAs were developed through attendance of nef 'Impact Assessment workshop' and the Joint LINKS seminar in Belfast Sept identified areas requiring strong collaboration between TF LINK counterparts, namely ecological coherence of the wider MPA/MCZ network.</p> <p>Aquaculture and Fisheries Bill: MTF represented on the Ministerial Group on Aquaculture & has a place on the stakeholder group working on the Bill. Alex Kinninmonth (SWT) attended both meetings for the TF & leading on this area for TF. The Bill was published 4/10& it is understood that not all items included in the consultation will be in the proposed Bill. However, it is intended that Government will outline how these other issues will be addressed (under existing legislation) & the TF will be following these too.</p> <p>Renewables: Members met Marine Scotland & Scottish Power Renewables, former provided opportunity for MS to update, & highlighted upcoming & current consultations, research and publications. The latter allowed SPR to update on their current wave & tidal & offshore wind plans & for members' to flag concerns (including basking sharks, northern divers, onshore infrastructure impacts & join-up with other sectors, through licensing).</p> <p>TF responded to The Crown Estate's stakeholder engagement exercise on the wave & tidal programme: future leasing, welcomed the opportunity to provide comment, particularly on the mechanisms for developing future leasing sites for wave & tidal stream development.</p> |

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| LINK Objective | Annual Goal | Action to reach goal | Indicator of Progress | When | Lead & Support | Status | Progress |
| National Park Task Force | Promote debate over the Scottish model of NPs | NPs housing policies research, analysis of McAffrey report, develop own position (incl in wider LINK) | Spring 2012 | | Led by: SCNP Depute: Members: APRS, Badgers, BSCG, CC, JMT, MCoS, NEMT, NTS, Plantlife, RS, RSPB, SCRA, SWLG, SNW, WTS May bid to LINK DPF for support with report and conference plans | | No report – no meetings held. The ENGO court action against the CNPA local plan found in favour of CNPA, though BSCG, CC and possibly SCNP plan to appeal the decision. Bill McDermott will make a presentation on the Housing work he has done for the TF at the Cairngorms Campaign AGM on 27 October. NPTF will publish the paper on LINK website. |
| | | NPs strategy Scotland (profile at time of SCNP/APRS publication) | Ongoing to winter 2012 | | | | |
| | | Establish more strategic dialogue with Parks & SG from early 2012 | Ongoing | | | | |
| | | Prot Areas Conference preparation | Spring-Summer | | | | |
| | | IUCN UK Committee relationship building | Ongoing | | | | |
| | | Scottish Government contact | Spring onward | | | | |
| | | NP story (commission polemic?) | By Summer | | | | |
| | | Other research (tbc) | Summer to autumn | | | | |
| | | Legal action (post Scotland judgement/refer to Brussels) | As deadlines require | | | | |
| | | NPP & LDP input (to both the Parks' plans) | | | | | |
| <u>Integration:</u> Relates to many TF areas & TF may draw upon these in relation to its plans. | | | | | | | |
| Allies/Liaison: CNPA, LLTNPA, ScotGov Report/Conference would involve coordination with other TFs including LTF and MTF | | | | | | | |
| 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. | | | Led by RSPB Depute SWT SWT, BSCG, APRS, FoES, JMT, Buglife, RSPB, Scot Badgers, Planning Democracy | | At PTF in July, TF met with & discussed Permitted Development with David Reekie of Scottish Government Planning Division and discussed NPF3, assistance in framing stakeholder engagement, with Graham Robinson of ScotGov Planning Division. Meeting to discuss NPF3 and identify candidate national developments that LINK could put forward, 1pm until 5pm on the 24th of October at RSPB SHQ. |
| | | Work to influence National Planning Framework 3 by summer 2012 | | | | | |
| | | 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. | | | | | |
| <u>Integration:</u> With MTF to ensure sustainable implementation of marine planning system. | | | | | | | |
| Allies/Liaison: SNH, ScotGov, SEPA. Ongoing contact with relevant officers in statutory agencies to help influence their planning roles | | | | | | | |

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| STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE | | | | | | | |
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| LINK Objective | Annual Goal | Action to reach goal | Indicator of Progress | When | Lead & Support | Status | Progress |
| Scottish Environmental Fundraisers Forum | The Forum's 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 allows for the sharing of information and news about environmental fundraising in Scotland, to celebrate success and to discuss opportunities to influence and effect positive change. <u>Allies/Liaison:</u> SEFF has an excellent relationship with the SNH external funding team who continue to be represented at SEFF | | | Wide membership varies. Led by SWT Depute RSPB DPF funds supporting cons pulling together evidence from LINK MBs in respect of changes to the landfill tax. | | Meeting held 6 September. TF decided not to pursue plans to commission a report for advocacy round landfill tax for which £1k DPF approved in April, instead planning a parliamentary event. |
| Sustainable Land Use Task Force | The initial aim of the TF was to influence the Land Use Strategy (LUS) to be laid before Parliament by 31 March 2011. This was achieved and the on-going objective now is to ensure effective implementation of the LUS over its five year life (after which it will be renewed). | 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. <u>Integration:</u> Since the proposals in the LUS cut across a number of issues there may be implications for other LINK TFs including Agriculture, Landscape, Woodlands, Climate Change and Adaptation. The SLU TF will communicate with other TFs on key issues and as necessary. <u>Allies/Liaison:</u> Land Use Strategy team in Scottish Government and other relevant departments since the LUS is cross-cutting. | | | RSPB – Lead SWT - Depute WT, APRS, Plantlife, NTS, Archaeology Scotland, JMT, Scottish Badgers The TF may wish to raise issues with the RACCE Committee which may therefore require some Parliamentary staff support. | | No separate report to ATF above. SLU & ATF meetings are held together. |
| Wildlife Forum | Influence and input to review of biodiversity strategy in Scotland | LINK Chair remains involved in Scot Bio Committee 2011/12. LINK inputs to review consultation. Promote Wildlife Proclamation at event in Parliament on 26 June 2012. Consider LINK's involvement in new SBS groups to be announced 2012 <u>Integration:</u> Work is relevant to other areas of LINK activity | | | P'life & RSPB lead? Staff support with Holyrood event. | | Response coordinated by Forum supported by FW and Marine TFs & individual members. |
| Woodland Task Force | Influence future of forestry in Scotland at a time of restructuring and change to strategy | Prepare a position piece for LINK on the future of forestry in Scot. This will consider changes in the FCS & FC GB and to some extent potential long term implication of the constitutional debate in Scotland.. Draft to circulate widely in LINK for views. The TF, Networking meeting and potentially the Board may consider the document for further action. Re-established Board level liaison with FCS. | | April - May May | Angus Yarwood lead with support from RSPB initially. Arch Scot, SWT & Butterfly Cons input likely. | | The action points from the WTF meeting held end Sept: Draft response to the FES consultation on strategic direction by 12/10. Organise meeting with Simon Hodge, CEO of FES to discuss our consultation response & access issues (supplied by RS) to raise. Write to Hugh Clayden & the GB Plant Health Programme Board on our concerns at the approach to pests and diseases, particularly the use of aerial spraying of copper oxide for the treatment of red band needle blight. |

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| STRATEGIC OBJECTIVE 1 : MAKING SCOTLAND SUSTAINABLE | | | | | | | |
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| LINK Objective | Annual Goal | Action to reach goal | Indicator of Progress | When | Lead & Support | Status | Progress |
| 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 | | Relevant TFs report good liaison. Liaison request from Andrew Bachell for SNH to follow up. He was at last LTF meeting. |
| | 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 | Twice yearly | Trustees, TFCs, DO | | SEPA requested meeting early Oct on its proposed funding arrangements. No action taken on chairs meeting – Does LINK want to initiate. |
| | Ensure mutual awareness of concerns & intended approaches with NP Authorities | Liaison between LINK board / NPTF with senior staff/board of NPAs | | | NPTF Trustees | | Meeting with CNPA scheduled late October (Chair and President). |
| | Build relationships with wider policy community, advised by Board discussions. | | Common ground Confirmed; contact established | As time allows | President & Board | | High level meeting with CBIS held 2/10. |
| | 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 | | April network meeting id'ed lack of forums for LUS and Climate Adaptation. Raised with minister, LINK to follow up with evidence. Staff lack capacity to conduct tri-annual review at this time. |
| | | Tri-annual review of LINK participation in the tent due in 2012. For wider issues staff facilitate delegate election. Delegates feedback via TFs or Bulletin | As above | Ongoing | Staff, Trustees. | | Delegate selection ongoing as required. Delegates given opp to feedback via monthly bulletin, though not widely used. |
| | 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, without compromising benefits to Organisational Supporters | LINK TFs work with others on wider joint positions. | Ongoing | Events Organisers Staff | | Business interests invited to Congress |
| | The UK Links | Regular liaison by telecon on policy and operations, identifying joint opportunities. Regular exchanges of plans and reports. Seminar to be organised during 2012 of interest to members of all links. | | Each 4-5 months Autumn 2012 | CO PO, TFCs | | Links secretariats routinely exchange procedural info and internal papers, Joint Links Seminar funded by Links WWFUK grant, held in Belfast, a well-organised, 'succinct' event, attended by a Scottish Link contingent of 8 including 3 staff and President, with site visits (Strangford Lough, Belfast Hills). Notes/conclusions to circulate soon. Links telecon planned for late October. |
| SCVO | Participate in SCVO where agendas are/potentially in common. Keep engagement, and our membership of SCVO, under review. | | Ongoing Autumn 2012 | CO & PO, Trustees | | LINK has re-nominated PO to SCVO policy committee – outcome awaited. SCVO recently adopting lower profile approach to referendum debate. Various SCVO members including LINK had encouraged an approach which focussing on how Scottish people, society, environment, arts, culture, economy , etc, will fare, under the various (any) scenarios. | |

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| STRATEGIC OBJECTIVE 2: A STRONG VOICE FOR SCOTLAND'S ENVIRONMENT MOVEMENT | | | | | | | |
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| 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 Early 2012 member survey may flag barriers | New MBs join at least one work area. | Ongoing | Chair, CO TFs, Reps Staff | | No inductions this quarter. Member survey positive. |
| | | 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 and other Staff | | Events this quarter were August network, climate adaptation workshop, forthcoming energy workshop (6Nov), Congress and Strategic planning (22,23 Nov). Sign-up opps beyond TFs are Economics report. |
| | Strengthen capacity & confidence of members to engage in public policy development through information exchange, trainings and policy workshops | Trainings organised in advocacy as capacity allows. | Members take part and find useful. | Ongoing | Organisers PO, POA TFs Staff Reps | | Well attended Advocacy training held in August. Negotiation Skills Development being planned. Informal advisory service continued. |
| 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 | | Board nominations out with membership for consideration. |
| | 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 | | Ongoing through regular and one-off comms between staff and members. |
| | Use annual members congress to build community within the network | Congress theme identified January. SG develops theme by summer. Organise & publicise to MBs early Aut. Build in 25 th anniversary. 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 | | Programme circulated August. Using 2020, SCDI, CBI networks to reach businesses. Review of year – staff capacity reduced this year, low priority. |
| 2.3 Use targeted campaigning to encourage wider public support where important | | Campaign needs/oppo considered at Strategic Planning. If plans emerge outwith planning cycle, Board & Network to endorse. | Annual Strategic planning identifies achievable campaigns in good time | Q3 | TFs, PF, Reps Chair | | Parli Forum review of LINK's approach to elections will circulate for discussion in late November. |
| | 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 | | Happening. |
| | | LINK & Links consider extension funding. Support fund application and reporting, HR and development | | Spring Ongoing | CO, FITO MTFC | | There is hope of further funding, though uncertainty around whether this will maintain project at current strength. Outcomes likely to be known spring 2013. Nick Underdown was recruited in early August as Lindsay Roberts moved to Scottish Renewables. Sarah Archer goes on maternity leave in early 2013. LINK plans to recruit cover shortly. |
| | | Support advocacy work | | Ongoing | MTFC PO | | |

| 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 | Board overviews progress against organisational strategy and annual operating plans supporting that. | Identified leads provide data for reports. Staff collate. OP & KPI progress reviewed by Board. | Quarterly Board meetings held | each quarter | Chair, trustees CO, DO, and other Staff | | Strategy refreshed following reviews (Jan to April) and Board Awayday (May). Signed off by August board subject to development of new KPIs, which are before the Board for October. Strategy action plan also under review by October Board re: potentially diminishing budget. Outcomes to be reported to members in November. |
| | Work is planned in advance with integrated approach to strategic priorities | MBs indicate own priorities by Sept. TFs discuss plans Aug to send LINK Sept priorities | | Q3/4 | Chair (CO) Reps, DO, PO, | | Members and TFs to be approached. |
| | Network regularly reassesses contexts and priorities & evaluates effort | Board & Networking check integration, consensus needs, tactics, resources. TFs in receipt of DPF 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 | | Strategic review emphasises importance of focussing in, prioritising. Evaluation techniques in LINK to be discussed by October Board with thinking shared with members and TFs from November, and arrangements agreed on how to collect necessary data to monitor progress.. |
| | Administer LINK's finances, overview financial strategy, report to OSCR & 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 | | 2011-12 accounts passed audit successfully and on-time. Signed off by Board and accountants in July. Go to members for information at Nov AGM. |
| | | Budget outturn and forecast prep to month end precede Board meetings (ex June: email July), checked with AcCnt. | Outturns ratified by accountants, Treasr and Board | Each quarter | FITO Treasurer for Board | | Ongoing. |
| | | Close accounts 31/3, sign off with Auditor, send MBs for AGM. Draft narrative for Trustees to sign off. Submit to OSCR and Co House. | KPI 3.1 app by OSCR & Co House. | Q1 | FITO, CO Chair, Treasurer, Staff. | | Accounts close completed to agreed timetable. |
| | Regular FSG meetings review LINK's financial & fundraising needs & advise on funding strategy and range of sources. | Keep 3 year forward budget scenarios in prep with available information on sources | Meetings happen; KPI 3.3 achieved | Q3 | FITO, Treasurer CO, DO, FSG | | Ongoing. Last FSG meeting June 15 th . |
| | Employment SG supports HR policy and practice | CO / ESG prompt discussion as needed re HR issues and recruitment issues | Advice on good practice applied as far as possible | Q2 | CO, ESG Trustees | | ESG meeting held August to carry out business model assessment proposed by trustees over recent months, in part as a response to tighter financial times. Diminishing funding anticipated esp beyond 2014 (current core grants). October Board considers forward plan in relation. |
| | Audit of Trustees' skills is maintained; Trustees share load. | Trustees skills chart kept up to date. 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 audit re-check this summer, to inform call for nominations which circulated in September. Members are encouraged to consider candidates who are able to give time to the board |
| | 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 | | Risk register reviewed April. A few actions: being followed up by staff summer/autumn. |
| | All players understand how to work under LINK name | Staff keep overview of TFs advising on LINK protocols, reporting outputs. Protocols on members' website. New Convenors, Trustees and Member reps inducted. | | Ongoing | CO, DO, PO, POA, AISO | | PO attendance at TFs continues as appropriate Refreshed strategy indicates further investment in opening doors at Holyrood Change of logo facilitated to reflect sense of community as per board discussions. |
| | Support LINK Chair & President | Provide briefings; support as required. Plan successions in good time. | | Ongoing | CO, PO, DO Trustees | | CBI meeting held October General support continues |
| | 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 | | Ongoing |

| 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 |
| | | LINK monitors and reports on emissions on core business | Overall emissions reduce y0y | | FITO all Staff FITO | | Emissions per employee (fte) fell by 24% over the last year. |
| | Member bodies are assisted in undertaking appropriate carbon accounting, so that network reputation is safeguarded. | Repeat survey of Carbon Accounting review of member bodies towards end 2012-13 | | | FITO, trustees CO, Board | | Highly time consuming exercise for FITO. Needs Board prioritisation versus other Q1 2013 priorities: eg Auditor/Accountant market testing? |
| | 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. | | Meetings and one-to-ones 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 | | Ongoing |
| | Organise and hold the AGM, elect Trustees and office bearers, appoint president. | Members advised in good time of vacancies. Papers reach members in good time. | Quorum of MBs participate, elections held, healthy rotation | Q1 & 2 | Chair CO, Staff | | Members received call for nominations in good time. AGM papers will circulate in October for AGM on 23 November. |
| | Organise 4 Board meetings | Prepare agendas, papers, venue, catering, notes and circulation | At least a quorum of trustees for each meeting | | Chair, CO staff | | Happening |
| | Organise 4 network meetings per year | Prepare agendas, papers, venue, catering, notes and circulation | Good turnout of members for each meeting | | Chair CO staff | | August meeting well attended. Note on website. |
| | 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 | Suppliers - Shackleton FITO | | Happens. Board approved additional spend on solution for issues around speed of accessing shared documents and changes are being carried out at autumn 2012. |
| | | Interface between LINK and IT suppliers | | Ongoing | FITO Suppliers - Shackleton | | Managed by FITO – Ongoing and good. |
| 3.1 Ensure LINK well governed and managed in line with good practice - continued | Maintain dynamic accessible website | Updated regularly. Carries general information as well as outputs. Used by all as a key resource. | | ongoing | Reps DO, POA | | Since AISO departure in July, staff updating (POA leads), using Textlynx as backup for improvements. Calendar for events being added this quarter which members will be encouraged to use too, with aim of all being more aware of dates/potential clashes. |
| | MBs access meeting space | Meeting room Perth is free resource for MBs and TFs, Staff maintain diary, supplies, clean, set up as needed. | | ongoing | FITO Perth staff | | Ongoing, very well used. Owing to reduced staff cover, room is no longer available to be booked for Fridays and weekends, although bookings currently in the diary will be honoured if possible. |
| | | External use is billed | | | FITO | | Ongoing |
| | | Meeting space available and drop-in encouraged at Edinburgh office | | | PO, POA | | Continues |
| | 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 | Staff TFCs | | Master copy filed on paper and electronically. Outputs circulated to interested parties. |
| 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. | | | POA FITO Staff, TFCs | | Without AISO in post, responsibilities now shared among staff. Will use temps for major updates. | |



| 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 |
| | Vital Statistics of member organisations maintained | Annual data gathering from membership on core data relating to sector. Maintained on member website | | Q2 | Reps | | 2012 Data Gathering undertaken by DO Aug/Sept/Oct. |
| | Fundraising capacity in place to generate core grants from funders and maintain relationships. | WRT confirmed funding strategy, action taken to secure new grants, deliver against existing funds; FSG reviews subscription needs and band threshold annually, calculating subs rate to reach % goal and recommends to Board (for AGM). | Budgetted subs income received within time period; | Q1, 3 | Treasurer, FITO, CO, DO Funding sub-group | | No new approaches made this q. |
| | Subscription income generated from MBs maintains critical autonomy. | Members advised of new rate and offered dialogue before AGM. FITO generates invoices after AGM & manages prompt payments. | No bad debt by year-end | Q3 | FITO | | All members invoiced, and total subs £5K more than budgeted due to increasing incomes amongst quite a number of member bodies. |
| | Generate core grants from SNH, SGov, charitable trusts and administer grants internally. | Core grant applications submitted & 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 | | Report to Gannochy Trust submitted end Sept. |
| | | Quarterly claims submitted to SNH on time | Grants received | Q1-4 | FITO | | Ongoing |
| | | Regular meetings held with SNH re grant Trustees meet funders/existing and prospective as needed. | Funders are satisfied | | DO PO CO, Chair Trustees | | Ball still in SNH' s court. |
| | 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 funding of £5k for 2013 is last of 3 year grnat. CNPA and LLTPA sponsoring reception £4k Calor - quiz £3k (last time), SE Web £500. Joint Links actively seeking funding for Marine work beyond 2013. Good news from EFF. SEW 2013 – date set and confirmed with Parliamentary Events team with planning meeting scheduled for Sept 2012. MBs' seminar bids received and programme to be finalised shortly. Constituency Visit programme ongoing – members please contact Rea Funding in place which covers the real costs, staff-time and LINK overheads. |
| | | Approaches to other sources made as openings seen for identified 'projects' | | Ad hoc | DO CO, FITO | | Nothing this q beyond SEW funding |
| 3.3 Ensure LINK evaluates key activities and the network applies learning to improve corporate | TFs / projects evaluate effort via AARs presented to Network meetings as well as via evaluative reporting on pro-formas quarterly. Assess value over 3 years of LINK contributions (2011/12) Apply lessons to future planning activity. Agree corporate strategy for 2012 onwards. | TFs to evaluate progress against strategic objectives at networking meetings 1 x year Members surveyed for views on value and impact of LINK. | Network reviews and learns from experience | Q1,2 Q4,1 Q1 | TFCs members Rel Staff, Project managers St groups | | Evaluation of WF event and Local Government manifesto work at August network meeting. |
| | | Survey opinion formers and decision makers about LINK's impact. Consider survey feedback with Board at awayday & refresh strategy for 2012-15. | External perceptions of LINK's impact gathered to inform refreshed strategy 2012/15 | Q1/2 Q1/2 Q1 | CO Chair Board/PO staff All actors | | Strategy refreshed. |