



LINK Work Programme 2019-20

This **Work Programme** sits below LINK's **Strategy** for 2016-20 and its **Operational Plan**.

The **Strategy** sets out in broad terms what the Network aims to do.

The **Operational Plan** sets out what is required to achieve our strategic objectives over 3 years; identifies the responsible players (members, groups, Board, staff); the relevant KPIs and baseline targets, and, via feedback from key players in the network, assesses strategic progress for the Board's overview and for Members' information, every 6 months.

This (annual) **Work Programme** outlines all planned *activities* of each LINK group and subgroup, as well as plans for broader LINK meetings, workshops, receptions, initiatives and liaison.

It is gathered in a single document so that all involved in LINK can see intentions of the network and help to identify where integration between work areas is needed, to strengthen impact, prevent duplication and contradiction.

The intention is that we report on progress, to the Board and to the Network, every 6 months in May and November.

Besides **5 strategic Group** areas, and **numerous Subgroups**, there are 2 **Forums** operating more loosely as a valuable means of information sharing and capacity building for their members.

And the programme of **core work** is included in the final pages.

KEY to ACRONYMS

MBs	Member Bodies (of LINK)		Strategic Groups	
Reps	The main Representatives appointed to LINK by the member organizations			Economics Group
GC/GVC	Conveners and Vice Conveners of the Groups			Governance Group
SGL/SGLD/FL/FD	Leaders and Deputes of the Subgroups and Forums			Land Group
CO	Chief Officer (Jen Anderson)			Marine Group
DO	Development Officer (Alice Walsh)			Planning Group
AM	Advocacy Manager (Daphne Vlastari)			<i>Social Justice is a cross cutting theme, rather than a Group.</i>
FOM	Finance & Office Manager (Karen Paterson)		Subgroups	
AOA	Advocacy Office Administrator (Lisa Webb)			Aquaculture Subgroup
AO	Advocacy Officer (tbc)			Brexit Subgroup (part of Governance Group)
MPEOs	Marine Policy and Engagement Officer (Emilie Devenport)			Deer Subgroup
SEO	Sustainable Economics Officer (Phoebe Cochrane)			Food and Farming Subgroup
				Hilltracks Subgroup
HF	LINK Honorary Fellow			Landscape Subgroup
StrG	Steering Group (Projects, Congress etc)			Land reform, land use Subgroup.
				Legal Strategy Subgroup
				Wildlife Subgroup incorporating Species Champions project, and National Ecological Network.
PSR	Political Strategy Report			Woodlands Subgroup
OS	Organisational Supporters			Wildlife Crime Subgroup
			Forums	
				Media Forum
				Scottish Environmental Fundraisers Forum

Current work area	Plans re: LINK objectives: improvement of national policy & implementation; improved capacity of network to contribute; effective network.	Specific tasks, targets, timings, advocacy strategy	Leader-ship and support	Staff roles/ Funding/ Fellows et al	Integration within LINK	Wider allies and liaison - Audiences	Progress
Economics Group Vision: influence the current debate on economics in Scotland	<p>The Circular Economy project is directed at creating new policy and legislation and ensuring implementation</p> <p>It will also significantly improve the capacity of the network to contribute in a policy area with which many member organisations are concerned but none have much capacity</p>	<p>CEFF project:</p> <p>Develop more detailed knowledge of and plans for our work in the three sectors: agriculture, plastics and carbon.</p> <p>Assessment of the strengths and weaknesses of the different policy measures which can promote circularity and their use in Scotland.</p> <p>Prepare a position on the content of an ambitious Scottish CE Bill with reduced material consumption as a target.</p> <p>Agree remit for an Advisory Group and invite membership</p> <p>Develop relationships with organisations outwith LINK to be allies in our advocacy</p> <p>Organise an event to consolidate relations with key allies and put forward our conception of the issues</p> <p>There is widespread support for CE in principle, but less for reduced material consumption and plenty of resistance to measures to reduce waste and ensure that CE principles are actually introduced.</p> <p>Investment for a Just Transition</p> <p>Influence the design of the Scottish National Investment Bank to make sure it is aligned to a core purpose of a sustainable/low-carbon and equitable economy.</p> <p>Support advocacy for a statutory Just Transition Commission with sufficient powers and resources.</p> <p>National Performance Framework</p> <p>Monitor use of NPF and seek to use it to advocate for LINK policies</p> <p>Contribute to Round Table and in other relevant forums in particular critiquing the primacy given to ‘sustainable economic growth’.</p> <p><u>Timetable</u></p> <p>There will be various timetables but yet to be announced.</p> <p>SG consultation on ‘reuse of other materials’ and possibly CE Bill</p> <p>SG and UK consultations that will flow from the EU Plastics strategy (2018)</p> <p>UK consultations announced in Autumn budget – probably Producer Responsibility</p> <p>There will be a workshop at the end of 2018 for LINK and externals to brainstorm priorities for shifting our economy towards circularity. There will be a concrete</p>	GC Matthew Crighton (FoES) GVC Bruce Wilson (SWT) FoES, SWT, HWDT. Less regular attendance from RSPB, MCS, APRS, WWF.	SEO – LINK’s 3-day week dedicated post funded by FPF. Also drawing on and linking to work carried out by others, in particular ZWS. Advice on advocacy will be sought from the Advocacy Manager as and when required. James Curran attends some meetings and is very available for advice via email.	Work on Plastics crosses over with Marine. Work on NPF overlaps with Governance. Consideration of powers regarding Circular Economy overlaps with Governance The intention is that the CEFF project will have a focus/ campaign on a yet to be decided area of interest to LINK members. This is likely to have cross -over with another LINK Group. For example, if the focus was on better use of on-farm waste, it would be relevant to the food and farming group.	<p><u>Key Targets:</u></p> <p>SG and MSPs. Also account managers in HIE and SE, business associations, investors. There will be a need to brief Committees at opportune times depending on timings of White Papers / Bills.</p> <p>Likely to be opponents amongst some business quarters.</p> <p>Zero Waste Scotland is one of the key organisations of relevance to the CEFF project due to the expertise within the organisation and contacts and networks to which it has access. Meetings to date have been constructive and there is a willingness to continue to engage with the project.</p> <p>SEPA is also key. Efforts have been made to meet with the key individual on CE and we will continue to seek dialogue.</p> <p>Scottish Government is key as we hope to engage with them in their deliberations on what to do next re CE, after deposit return. A meeting has been held with the key official and an agreement to keep in touch.</p> <p>There is a loose grouping of Scottish based organisations interested in and campaigning on plastics. We have an agreement to meet every six months and share information in the interim.</p> <p>We have developed relationships with CRNS, which gives us links to grassroots enterprises working on re-use. RSA Scotland and SCDI have been allies in the past and we need to re-establish relationships.</p> <p>We are seeking broad support for our ask that CE initiatives should seek to reduce material consumption. In the coming months we will meet with representatives of the Scottish</p>	

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		<p>outcome to this event in the form of a shared position statement and/ or action plan.</p> <p><u>Policy background:</u> Per project proposal to funder.</p> <p><u>Objectives:</u> Our main ask is that economic activity in Scotland becomes more circular and that this results in reduced material consumption.</p> <p><u>Media</u> dep. on hooks We will produce a blog or LINK/ Thinks piece after the workshop. We need to influence SE and HIE so that business support is aligned to CE ambitions. Media may be useful for this. Advice will be sought from the Advocacy manager. We are expecting the first material flow data for Scotland to be available in the early spring. This will be an opportunity for some media work. Also when UK data updated, ELUK opportunity.</p>				<p>ESA (Environmental Services Association) and also seek meetings with SE, HIE, SRI (Scottish Remanufacturing Institute), CEED (Centre for Engineering and education development), and other bodies suggested to us.</p> <p>There is likely to be a SG stakeholder engagement on the CE by early 2019 on which we anticipate engagement.</p> <p>Working with ELUK on plastics position paper and will also work together on other pieces of work relevant to the UK. More will be known about this after the Autumn budget statement, but likely to include a consultation on Extended Producer Responsibility.</p> <p>Engaging with EEB groups on Waste and Eco-design. Currently trying to follow up interesting thread on eco-design.</p>	
Governance Group	<p>Continuing to pursue all issues raised in Governance Matters as and when opportunities occur.</p> <p>Would coordinate LINK effort on manifestos and elections at UK, Scottish and Local levels</p> <p>Coordinating LINK Brexit effort</p> <p>Monitoring Lobbying legislative context</p> <p>GG comprises:</p> <p>Brexit Subgroup – this correspondence group has been set up to ensure members are engaged and contributing to LINK work on Brexit as it goes forward</p>	<p>Brexit – The Governance Group will continue to monitor development and impacts of Brexit. We will do this as Scottish Environment LINK and with ELUK and Greener UK colleagues.</p> <p>We will deliver the LINK ‘Fight for Scotland’s Nature’ campaign which will call for a Scottish Environment Act. Through the campaign, LINK aims to raise awareness among the public and decision-makers of the potential impact of Brexit on the environment, fisheries and agriculture. The campaign will focus on (i) environmental principles & governance (ii) framework for future environmental policy (iii) nature protection (future of Birds & Habitats in Scotland) and (iv) post-CAP rural funding and post-CFP fisheries management. The campaign will launch to coincide with ScotGov’s consultation on environmental principles and governance.</p> <p>We will continue to liaise with ScotGov officials on development of statutory instruments. In general, on Brexit and related issues, we will maintain dialogue</p>	GC: Lloyd Austin RSPB till November then his successor. Currently no VC.	CO, AM and AOA attend meetings, secretariat by AOA. Much of the GG work programme is directly linked to the Advocacy Manager’s role and thus the AM is heavily involved with the GG work programme. President input may be sought for media opportunities surrounding the FFSN Campaign.	<p>Yes, governance issues cut across the work of all groups so we involve others as relevant.</p> <p>On the FFSN campaign, there is liaison with all groups as the campaign messages will highlight LINK issues across the board (Land, Marine, Wildlife).</p> <p>Brexit Subgroup – set up as correspondence group to ensure members engaged and contributing on Brexit as it goes forward. Telecalls are set up monthly to allow any</p>	<p>We would like to continue to be represented on the Government’s Environment Strategy fora. No action needed at present as there are already LINK reps on the Env’t Strategy External Reference Group.</p> <p>Legal experts (contacts have been made through the legal strategy subgroup and are ongoing)</p> <p>Scottish Universities Legal Network on Europe (SULNE) - good contacts established and communication is as required</p> <p>SCVO – ongoing communication through regular meetings</p>	

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	<p>Brexit Campaign Steering Group – see opposite</p> <p>Legal strategy subgroup - There is a standing item on the GG agenda for an update from this subgroup.</p>	<p>with relevant Ministers, MPs and MSPs as well as other key decision-makers as necessary. This includes Roseanna Cunningham MSP, Mike Russell MSP, Minister Ian Duncan, Ian Jardine and other Government and elected officials.</p> <p>Legal Strategy Subgroup</p> <p>Environmental rights centre for Scotland – The Legal Strategy Subgroup will pursue the establishment of a centre, with input from a number of individuals who support the case and are willing to support the initiative. Fundraising to coordinate the establishment phase is going ahead at autumn 2018. The work involves setting up a SCIO, development of strategy and business plan, a future fundraising strategy and set of policies including case selection criteria.</p> <p>The Subgroup continues to advocate with others for the establishment of environmental courts, not least in relation to the implications of a UK exit from the EU, seeking dialogue with Justice Minister, MSPs and others.</p> <p>Continuing to work through the Scottish Civil Justice Council on policy around PEOs.</p> <p>With ELUK, Subgroup monitors UK's compliance with Aarhus and submits evidence or follows up in ways as needed.</p>	<p>Mary Church FoES leads Legal Subgroup.</p> <p>RSPBS, FOES, WWFS, WTS, SWT, occ. others contributing or supporting.</p>	<p>HFs M Lazarowicz assists on legal strategy subgroup, Andy Myles and James Curran are supportive.</p> <p>Lawyers Ian Cowan and Ben Christman inform the work and this is likely to continue until the centre is established.</p> <p>Likely to seek DPF support among other for coordination phase of establishing a rights centre.</p>	<p>issues to be discussed if needed.</p> <p>Brexit Campaign Subgroup – also a correspondence group set up to take forward the FFSN campaign. Includes members' communications staff and key policy staff.</p> <p>Legal Strategy subgroup is active and each GG meeting carries an update from this subgroup.</p>	<p>There is already regular liaison and collaboration with ELUK and Greener UK on Brexit issues.</p> <p>Potential to explore closer working relationship with EEB.</p> <p>Brexit subgroup has sought to make use of IUCN connections to set up meeting on common frameworks with 4 UK administrations.</p> <p>Working with other coalitions on justice and courts issues.</p>	
<p>Land Group</p> <p>Vision: Land management which meets SD goals.</p>	<p>The Land Group has an overview and integrating role for the 3 Priority focusses opposite and for the other related Subgroups' interaction. The Group meets to review this twice a year.</p>	<p>1. Land ownership and use – influencing land reform to integrate principles of sustainable land use & promoting the LUS.</p> <p>2. Future of Scottish Agriculture – Influencing the future of rural development funding, post Brexit</p> <p>3. Mainstreaming Biodiversity – through Species Champions advocacy and pursuance of the NEN and the post-2020 advocacy (see Wildlife below).</p>	<p>GC Vicki Swales (RSPB), VC Diarmid Hearn NTS</p> <p>Active members – SWT, WTS, RSPB, NTS, SB, Nourish, APRS, Ramblers, SCNP, SWLG, TFL.</p>	<p>Core staff support ongoing for secretariat.</p> <p>Advocacy Manager input needed throughout the year.</p>	<p>The agenda crosses with Planning (land use); Marine and Governance (post-Brexit structures)</p> <p>Priority Subgroups: Land Use & Reform, Food & Farming, Wildlife</p> <p>Others are Woodland Deer, Wildlife Crime, Hilltracks</p>		
<p>Marine Group</p> <p>Vision: healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected, connected and thriving, and coastal</p>	<p>Focussed on securing robust implementation of UK and Scottish legislation with all that entails including the opportunity for recovery of Scotland's seas to 'healthy'.</p>	<p>Campaign for effective management of remaining inshore MPAs by securing public support for the measures via an e-action and responding to the Scottish Government consultation expected before end of 2018.</p> <p>Secure designation of four outstanding nature conservation MPAs by supporting member led e-actions, responding to the consultation expected by the end of 2018 and using Save Scottish Seas website</p>	<p>GC: Calum Duncan (MCS)</p> <p>GVC: Sarah Dolman (WDC)</p> <p>Members: NTS, SWT, RSPB Scotland, WDC, HWDT,</p>	<p>Funding for 1 FTE MPEO to end 2019.</p> <p>Core staff involved in admin, HR, fundraising.</p> <p>AM inputs to advocacy strategy and policy development over next 6 months.</p>	<p>Fisheries work will continue to involve cross over with Governance group and Brexit Subgroup.</p> <p>MPA and PMF work may overlap with Species work of wildlife subgroup.</p>	<p>Next phase of project work likely to include closer working with marine tourism sector and continuing contact with coastal community groups.</p> <p>Working with ELUK Marine group on UK dolphin and porpoise conservation strategy.</p> <p>In contact about other topics (MPAs etc).</p>	

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communities are sustained.		<p>and social media channels to raise public support for the sites.</p> <p>Publish briefing report on MPA management framework, using OSPAR criteria, from commissioned work.</p> <p>Publish Seafloor Integrity report 2018.</p> <p>Engage with ScotGovt ongoing process to review protection for Priority Marine Features outside of MPAs, including responding to the second consultation on this process expected in early 2019.</p> <p>Engage with the ScotGovt Future of Fisheries management process and upcoming consultations.</p> <p>Engage with ECCLR Committee inquiry into marine issues to secure commitment to address inconsistencies in National Marine Plan and encourage support for a roll out of Regional Marine Plans.</p> <p>Aquaculture subgroup:</p> <p>Will publicly respond to REC final report on the impacts of salmon farming in Scotland and advocate for tighter regulation of salmon farming in Scotland.</p> <p>Will respond to SEPA's consultation on their new Sector Plan for aquaculture and continue to meet regularly after the consultation.</p> <p>Will meet regularly with Marine Scotland's aquaculture team.</p> <p>Will engage, where possible with Marine Scotland's 'Farmed Fish Health Framework' Working Groups and attend meetings of the Working Group on 'Wild Fish Interactions'.</p> <p>Will organise meetings with industry, in particular the Scottish Salmon Producers Organisation.</p> <p>Will review SE LINK's internal policy on aquaculture in Scotland.</p> <p>Will develop a joint LINK position on the use of acoustic deterrent devices in Scottish waters.</p>	<p>RZSS, MCS and WWF Scotland (N.B. WWF Scotland now working with reduced capacity on marine with no direct input onto the MG in Scotland).</p> <p><u>Aquaculture Subgroup</u> leader: Sam Collin SWT Depute: Dawn Purchase MCS Aquaculture Subgroup Members: SWT, MCS, NTS, WWF, WDC, HWDT</p>	<p>Species Champ Coordinator will input on relevant aspects</p> <p><u>Aquaculture Subgroup</u> may seek additional support for responding to the REC Committee's report on salmon farming and the consultation on SEPA's Sector Plan expected late October.</p>	<p>There will be overlap with Species Champion initiative</p> <p>Aquaculture – MBs active there also active cross co-ordination within the MG</p>	<p>Fisheries work – discussion with ELUK staff and G-UK members to ensure consistency of messaging, sometimes joint sign up.</p> <p>Some members may be involved with WCL Plastics position paper, though not directly a SEL MG output.</p> <p>Other allies for environmental sustainability are: Scottish Inshore Fisheries Trust; Scottish Creel Fishermen's Federation; FFI Marine Community Support Project; Open Seas; COAST; Scottish Fishermen's Federation and SWFPO.</p> <p>Community Alliance/Planning</p> <p><u>Aquaculture</u>: SEPA; Marine Scotland; Crown Estate Scotland; Scottish Salmon Producers Organisation</p> <p>Scope to work with England, NI and Wales Links to provide support and advice for aquaculture concerns that arise in England, Wales or Northern Ireland.</p>	
<p>Planning Group</p> <p>Vision: that the Scottish land use planning system contributes to a more environmentally sustainable society</p>		<p>Close engagement with Planning Bill to ensure it helps contribute to a sustainable Scotland. Taking forward LINK action, including written submissions, a public e-action, coordination of amendments, and liaison meetings.</p> <p>Will discuss its strategy beyond the Bill at a November meeting</p> <p>Secondary legislation will follow. The Group will engage.</p>	<p>GC: Aedán Smith RSPB, GVC: Clare Symonds PD</p> <p>Members: RSPB, PD, FoES, SWT. Others where possible -</p>	<p>Ongoing advocacy support from Advocacy Manager, for the Bill and more</p> <p>Secretariat by Development Officer</p>	<p>Govt's stated intention is for planning to take on more of a leadership & coordinating role across govt; there is some cross-over to all other groups.</p> <p>Most subgroups are relevant to an extent,</p>		

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			BSCG, APRS, RS, NTS, WTS, SWLG, SCNP		particularly Hill Tracks, NEN, Landscape.		
Deer Subgroup Vision: Ensure sustainable populations of native deer species which play positive roles in Scottish ecosystems & contribute to rural economy		Contribute to work of Land Group insofar as deer management is relevant. Contributing to Independent Deer Management enquiry (was chaired by Simon Pepper – arrangements to be confirmed). Evidence and attendance at stakeholder workshops. Preparing for SNH report due 2019 to ScotGovt on DMG performance Contribute to deer management aspects of forestry strategy/management via LINK and other channels Attend SNH Deer Management Round Table.	Duncan Orr-Ewing, Leader MBs: BES, RSPB, NTS, RS, TfL, WTS. SWLG is corresponding member. Mike Daniels JMT is involved in this subgroup.		Work sits within the focus of the Land Group and interlinks with LINK work on land management and forestry. We develop consensus around all outputs, usually either face to face or by email. We have a good track record of producing agreed evidence for Parliamentary & other committees, delivering real impact.	Scottish Government, Ministers and Deer Management Enquiry SNH ADMG Forestry Policy Group Routine engagement with SNH (Wildlife Management), Scottish Government (Habitats and Species).	
Food & Farming Subgroup Vision: Working for sustainable agricultural systems that produce supplies of safe healthy food, protect natural resources & enhance wildlife, habitats & cultural heritage, & provide jobs in rural areas, contributing to a diverse rural economy		The Group will: <ul style="list-style-type: none"> - Continue to develop shared detailed policy positions for post-CAP rural and land use policy. - Continue to develop and carry out an advocacy plan for post-CAP policy principles, transition arrangements, and future policy. - Continue to engage with civil servants on transition plans and post-CAP advocacy Advocacy Strategy: <ul style="list-style-type: none"> - Set up a series of meetings with MSPs to discuss principles and ideas for post-CAP policy (several currently in diary). - Continue to advocate for transition arrangements through meetings above. - Make MSPs aware of LINK 'Stability and Simplicity' submission - Request a high-level meeting of directors with Fergus Ewing to discuss above issues. 	Leader: Pete Ritchie Depute: Anna Brand. Members: ARC, BES Scottish Policy Group, BBCT, BCS, SAGS, WTS	Advocacy support from AM will continue to be needed, incl. for MSP and civil servant meetings, letters etc. Potentially a request for DPF dep. outcome of discussions on October 10 th .	Members Pete Ritchie, Vicki Swales are on the Land Group.	Good relationship with SLE, Tweed Forum, and other organisations actively involved in Land Use Strategy policy. Good initial discussion at Land Group Workshop in September 2018. No current plans for follow-up. Led session at ELUK conference 10/18 on Sustainable Development Goals with ELUK interest in keeping in touch. Opportunities to engage with WCL during Agriculture Bill process, keeping an eye on Scotland's position in this.	
Hilltracks Subgroup	We will be producing a report which evaluates the success of the prior notification system, based on 3 years of monitoring planning authority websites and engaging with	Actions Forward strategy depends to some extent on outcome of Andy Wightman MSP's amendment to the Planning Bill. If successful, the outcome of the amendment would require some monitoring by us of delivery in future legislation and activities associated with that. If	Helen Todd & Beryl Leatherland have been Co-Leaders and this will be	If support is needed this should be requested by March [or further ahead in the case	Relevant to Planning Group and Land Group (via Land use/reform/landscape sub groups)	Politicians, national parks, SG officials, SNH, other organisations outside the LINK network [Mountaineering Scotland, JMT], "opponents" [these can be useful], the general	

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	stakeholders. Our activities over the following period will be focussed around discussing this report with other stakeholders and building support for our recommendations.	the amendment falls we will pursue our concerns to Stage 3 of the Planning Bill this autumn and reassess the situation as the Bill concludes. We need to consider other issues around penetration of landscape by unsightly tracks of various types [wind farms, transmission lines, hydro schemes] and wish to meet with other LINK members and selected externals to inform strategy for action in future. This would involve an assessment of capacity to engage, resources needed, bodies to engage with, and the advocacy around the forthcoming publication of our Recommendations. We anticipate that the GPDR will be consulted on and possibly revised. Should the current campaign not be ultimately successful then our Recommendations [in prep - dealing with improving the current system of prior notification] will be used for advocacy in order to effect desirable changes.	checked with LINK partners. Members: APRS, BSCG, CC, NTS, NEMT, Scottish Ramblers, RSPB, SCNP, SWLG	of the GPDR review]		public and the hill-going public, various media as appropriate and as opportunities arise etc We have no definite plans at this stage. We have maintained good relationships with all the above and will endeavour to continue to do so. From brief discussion with some EEB players at EEB/LINK conference 2017, it seems few like-minded interests. There may be scope to explore this with IUCN UK via a workshop, perhaps with reference to the Sust Dev Goals.	
Landscape Subgroup		Consider how best to review and promote the Landscape and Wind Energy Statement of 2016 in a suitable context Await the outcome of the NTS and LIS deliberations over proposals for a structure to promote landscape interests and raise profile and importance of and commitment to Scottish landscapes; then consider how we can be involved while adhering to LINK working protocols as this will involve liaison with external groups on actions and advocacy. This is a problem area as several SG areas of interest and policy are relevant and we are aware that maintaining momentum is crucial: LUS, mooted Vision for the Uplands, moorland management, grouse issues, importance to health, tourism, culture, recreation.	Leader: John Thomson Depute: Beryl Leatherland, Members: APRS, NTS, Ramblers Scotland, SCNP, SWLG Corresponding members: CC, NEMT, SGF Hon Fellow Bob Aitken attends meetings when available and offers advice etc.	President could support advocacy. No staff support needed yet, but we may need some support from LINK Advocacy team and officers in the year ahead, on a consultation basis, not on-going	Relevant LINK Groups are Land and Planning, together with the Land Use Sub-Group, which also has landscape policy within its brief	Allies: SNH Landscape Institute Scotland (LIS) In future, links with the EEB and IUCN may be appropriate but not ready at this stage. We are aware of a need to be better informed on the landscape and related work and initiatives undertaken by these groups, some feedback from GB interests at the IUCN could be very helpful especially in the short term.	
Land Reform & Land Use Subgroup Vision: taking a bigger look at these issues in the round	Objectives: Get SG to deliver Policy 7 and Proposal 1 of the LUS - support establishment of regional partnerships and roll out of regional land use frameworks Objective: To ensure that environmental interests and goals receive adequate	Land Use Strategy: The SG intends to follow up vigorously the contact established with relevant SG staff through the recent September stakeholder meeting. Difficult to predict outcome but LINK members will pursue work programme which brings together action and proposals developed previously across several Groups and Sub-Groups, including the Food and	Leader: John Thomson Depute: Vacant Composition of Subgroup will vary with the topic(s)	Ongoing involvement of Advocacy Manager in the advocacy aspects.	The Subgroup reports to the Land Group. Planning and Governance Groups may also be consulted as required.	Targets: Scottish Government, MSPs and Holyrood Committees. Land Commission, SEPA, SNH, NFUS, SLE, potentially Crown Estate Scotland. Allies: The other organisations involved in the stakeholder meeting are all potentially valuable allies, and include	

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	<p>attention in the implementation and further development of the land reform agenda.</p> <p>Objective: To ensure that landscape interests and goals are adequately recognised in the development of land use thinking and policy, both within LINK and more widely, and are integral to any approaches proposed.</p>	Farming SG, the Landscape SG and the Planning Group, as well as the Land Use SG itself. Ideally it will involve both some regional rolling-out of the LUS and some more localised “pathfinder” projects, all designed to illuminate and illustrate during the “transition” period to a post –Brexit regime how a more environmentally benign land use policy might operate.	under discussion (Key contributors on land reform contributors on land reform are RSPB, NTS, WTS, APRS, SCNP, Ramblers, SAGS; on LUS same plus Buglife, Plantlife & SWT; & on landscape APRS, NTS, SCNP, SWLG.		Any work in the field of land value taxation would involve collaboration with the Economics Group.	<p>bodies such as SLE, who have in the recent past worked constructively with us in this broad field.</p> <p>Ongoing liaison over emerging plans for post-Brexit policy in other parts of the UK will be valuable. The stakeholder meeting highlighted in particular the lessons that could usefully be learned from current practice and emerging thinking in Wales.</p>	
<p>Wildlife Subgroup</p> <p>Vision: Scotland’s natural heritage (land & sea) is complete in its diversity, with fully functioning ecosystems & resilient to accelerated environmental change.</p>	<p>Species Champions (relevant to all groups) - liaise with member organisations to determine the priorities for the initiative going forward, to look ahead towards biodiversity target deadlines and to integrate species champions more across the board, for example with the upcoming environment act campaign and climate change bill as it makes its way through parliament. Also have the Species Champion Initiative more involved with the Scottish Youth Parliament and look at sustained funding for the co-ordinator role.</p> <p>Biodiversity post 2020 (relevant to Marine group) - Sub-group to think about what we would like to see for the post 2020 target route map, with a focus placed on the NEN being the framework. Start discussions with key advocacy targets (ie SNH).</p> <p>NEN/Protected Areas (relevant to Land, Planning and Marine Groups)- Create a conceptual map to help visualise the NEN and incorporate the NEN into different sectors, policy areas and bills/acts going through Parliament. Paper to be finalised and submitted on what the NEN is.</p> <p>Climate Change (relevant to all groups) - We are commissioning a report (literature review) that will highlight the impact climate change pressures is having and is likely to have, on Scottish species and habitats and argues the case for why urgent climate action is needed in halting biodiversity loss in Scotland.</p>		<p>Leader: Craig Macadam, Depute: Liz Ferrell BCT</p> <p>MBs: Buglife, Bb Cons Trust, Bat Cons Trust, Butterfly Cons, Froglife, MCS, WTS, RSPB, SWT, Plantlife, BES, BSCG, NTS, RZSS, SBT, SWLG</p>	<p>Support from: 3-day Species Champions Coordinator</p> <p>Support from Advocacy Officer on secretariat and advocacy</p> <p>Several Hon. Fellows on mailing list and Subgroup engages with them as necessary on issues.</p>	<p>Species Champions – across the range of LINK groups and subgroups, in support of our asks</p> <p>NEN - Land, Planning and Marine Groups</p>	<p>Audiences: Scottish Government, MSPs, SNH, SEPA.</p> <p>Allies: LINK members, Species Champion MSPs, LBAP officers(?)</p> <p>Species Champions initiative is being operated in Wales and England. We regularly keep an eye on UK (English) initiatives to see how they might interact with our work in Scotland. An example is Michael Gove’s plan for a Nature Recovery Network in England and the parallels with the NEN.</p>	

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	Wildlife Crime Subgroup of Wildlife Subgroup This Sub-Group plans to review the two LINK reports 'Natural Injustice 1' & 'Natural Injustice 2' - on wildlife crime in Scotland at 2013 to assess what has changed since their publication in early 2014. A first meeting has been held (October) with the Detective Chief Superintendent (who is Head of Crime Serious Crime at Police Scotland), and the Subgroup will now be consulted on a plan of action for the next 6 months; this process is likely to include small meetings of 4 or so Subgroup members with representatives, separately, of the Police, Crown Office and National Wildlife Crime Unit. Advocacy strategy: A coherent advocacy strategy is maintained with the help of LINK Advocacy Manager. The above review of LINK papers will inform onward advocacy strategy.		Leader: Eddie Palmer. Depute: Ian Thomson Members: Expected main players will be RSPB, Scottish Badgers, and Bat Conservation Trust, with Scottish Wildlife Trust invited to be more active	Subgroup keeps in touch with Advocacy Manager over advocacy strategy Otherwise not expected to have to involve any LINK staff		Scope to work at UK level not known, as Scotland is ahead of rest of UK in wildlife crime reporting	
	Woodland Subgroup of Wildlife Subgroup A workshop amongst relevant LINK groups and subgroups is planned for early November 2018 to discuss response to the Scotland's Forestry Strategy 2019-2029. This is the sole area of collective work identified for coming months.		Leader: Charles Dundas WTS. Depute: Sian Williams RSPB Members: WTS, TfL, RSPB, Plantlife, BCS, NTS, SWT	None		Forestry Commission Scotland, Scottish Government, SLE, NFUS. Our concerns are domestic to Scotland.	
Media Forum	Forum for exchange of intel and experience among staff/volunteers across LINK network who deal with media. Builds capacity & aims to influence agenda.	Meets on an ad hoc basis	Around 18 MBs The intention is that leadership rotates among those interested	None		Media channels, political commentators	
Scottish Environment Fundraisers Forum	Facilitate partnership between fundraisers in LINK to share info, experience & understanding of sources of funding for Scotland's environment.	Meetings are quarterly, normally with one or two external speakers per meeting from statutory, lottery, Trust, corporate streams, as well as some who can offer fundraising advice, information and support. All MBs with staff with fundraising responsibilities are welcome to participate.	Leader: Steven Gardner (SWT) Depute: Alison Connolly (RSPB)	Have DPF support towards the video mentioned opposite. Possible DO support in coordinating the launch and further distribution of the		Scottish funding bodies (Trusts & Foundations), Scottish Government, HLF, BIG, SNH.	

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		<p>Continue to provide funders with opportunity to engage with whole sector rather than individual charities by attending SEFF meetings, therefore reaching a wider cross section of general funding streams and increasing ENGO advocacy opportunities for the environment and for environmental funding.</p> <p>Among other SEFF has commissioned a video (<i>This is Scotland</i>) to take forward the findings of the funders' report <i>Where the Green Grants Went Scotland</i> and make the case for increased funding to support Scotland's environmental sector.</p>	<p>Minutes: Dianne Laing (SCAPE/AS)</p> <p>Varies. Recently involving: SWT, RSPB, WTS, WWFS, NTS, SB, FROGLIFE, FOES, SCAPE, SOIL ASSOC, TFL, PLANTLIFE, FCT</p>	<p>film mentioned opposite.</p> <p>Otherwise no support needed of LINK staff team.</p>			

<i>Other work / initiatives / events involving Member Bodies and Groups/Subgroups, Trustees, Staff</i>								
<i>Work area</i>	<i>Action towards objectives: improvement of national policy and implementation; improved capacity of network to contribute; & effective network.</i>	<i>Specific tasks, targets, timings and indicators of progress where provided</i>	<i>KPIs relevant</i>	<i>Leadership and support</i>	<i>Staff roles/ Funding</i>	<i>Integration within LINK</i>	<i>Wider allies and liaison</i>	<i>Progress</i>
Network meetings 2019 AGM 2018 AGM 2019	<p>2 p.a. usually May & November, updating between members, Groups, Subgroups; horizon scanning aided by PSRs; review priorities; evaluate effort, integration; sometimes with theme.</p> <p>Final prep and circulation of papers for: December 2018- Elect trustees, appoint President & HFs, present annual report & accounts, ratify subscriptions proposal</p> <p>Determine date, advance prep, rotation, appointments.</p>			<p>CO with input from Chair and other staff</p> <p>CO & FOM, with Treas and Chair</p> <p>Ditto</p>	<p>Various in the preparation</p>	<p>Across the range of work</p> <p>Part of annual gathering</p>	<p>Occ. invited audience.</p> <p>AGM open to members</p>	
Dialogue with LINK Member Bodies	Re-start fresh dialogue from Mid-2019, to inform future LINK strategy (new strategy due mid-2020) and to ensure members' satisfaction and engagement are understood and concerns are being addressed	Board dialogue, coordinated by Chief Officer		CO		Aim is contact with every member body over the year of dialogue		
Congress 2019	Determine date and theme for annual event for building community among member bodies and informing network on issues of overarching interest.			DO with steering group of trustees	Delivered by staff.	Theme stems from key priorities.	Externals invited as relevant to theme.	
Fundraising	Ongoing overview and planning for future of core enterprise and of key projects.	Overview via Funding Subgroup for core. CO and DO maintain overview of project needs. Fundraising is ongoing.		Several staff & group leads				
Workshops on topics prioritised by members and/or Board	Scope views on where collective work can address gaps identified by strategic planning. Keep watching brief for topics needing 'work-shopped' and add these to plan as agreed.	Forestry strategy – November 2018 Circular economy – Nov/Dec 2018		Staff organise & pursue as resources allow	Delivered by staff in conjctn. with Group leads.	Open to all members	Topic specific, and for organisers to determine	.
LINK Receptions 2019	With audiences across the sectors to celebrate work in which we are all involved, providing networking and soft lobbying opportunities.	Scottish Environment Reception in Parliament – Date TBC Festive Reception December 2019 – Date TBC		AOA & DO	Sponsorship & organisation	Open to all members	Relationship - building	
Strategic liaison	Board / President level development of relationships with wider policy community.	Review at spring 2019 the Board's thinking on relationships to be developed/nurtured across sectors, players and key bodies		Board, Groups, Staff, with support of HFs and President as needed			Relationship-building for stronger advocacy. Strengthening eNGO profile.	
LINK's series of events in Parliament	Programme of events over the year linked to priorities, supported by Advocacy Team. Addressing cross-party parliamentary audiences on issues prioritised by LINK Groups	Up to 4. Topics to be identified. Timing – across the year		AOA & AM with input from others				



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Environment Links UK	Federal working with the other 3 Links on UK issues. Informed by MOU and ELUK strategy, this involves regular liaison designed to help each Link improve services & to support all the Links in their relationship building & advocacy at country-level, & with UK and EU audiences. Also connecting with Irish Environmental Network	Federal collaboration on: <ul style="list-style-type: none"> - Brexit (via ELUK BNC & Greener UK coalition) - Marine (via Links' marine groups) - Circular Economy, Climate – loosely via staff and some members Directors sharing info and intel on operations, funding, protocols, political contexts		CO, AM, GCs, SGLs & Trustees	Delivered by staff, some Groups players, trustees	Network kept informed of joint initiatives, and progress at strategic level	WCL, NIEL, WEL are the main allies. Irish Environmental N/W	
EEB, IUCN and other international bodies	Use / develop LINK use of these bodies in relation to post-Brexit needs	Networking dinner October 2018 - to consider Scottish needs of national and international networks, post-Brexit, arranged for autumn 2018. Action emerging from that – to be confirmed		CO, AM, Trustees, Fellows, President LINK delegates			Relationship-building for stronger advocacy	