

This **Work Programme** replaces previous *Network Plan* and sits below the new **Strategy** (2016-19) and **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** sets out the planned *activities* each LINK group and subgroup, and the regular cycle of meetings, workshops, receptions and strategic liaison. Progress is reported every 6 months.

The Strategic Planning in November 2015 agreed to move from the older Task Force model to a new **Group & Subgroup** structure with 2016-17 as a transition year. Some of the previous TFs have become Groups, others have become subgroups contributing to 1 or more of the 6 Groups. All outputs will be released under the auspices of one of these Groups.

**Forums** continue to operate as before as a valuable means of information sharing and capacity building for their members, and may be consulted by Groups for input and expertise. Forums do not need to submit plans if no action is planned, and are included for information.

KEY to ACRONYMS

MBs	Member Bodies (of LINK)		Strategic Groups	
Reps	The main Representatives appointed to LINK by the member organizations		Ecs	Economics Group
GC/GVC	Conveners and Vice Conveners of the Groups		Gov	Governance Group
SGL/SGLD/FL/FD	Leaders and Deputes of the SubGroups and Forums		Land	Land Group
CO	Chief Officer (Jen Anderson)		Marine	Marine Group
DO	Development Officer (Alice Walsh)		Plan	Planning Group
AO	Advocacy Officer (Daphne Vlastari)		SJ	Social Justice (grouping advising on how LINK can contribute to this agenda)
FOM	Finance & Office Manager (Karen Paterson)		Subgroups	
AOA	Advocacy Office Administrator (Lisa Webb)		Dr	Deer Subgroup
MOs	Marine Officers (Nick Underdown – Marine Policy and Engagement Officer, and Esther Brooker - Marine Policy Officer)		FoodFarm	Food and Farming Subgroup
SEO	Sustainable Economics Officer (Phoebe Cochrane)		HT	Hilltracks Subgroup
HF	LINK Honorary Fellow		Lsc	Landscape Subgroup
StrG	Steering Group (SEW, Congress etc)		UFF	Unconventional Fossil Fuels Subgroup
TI	Temporary Interns (funded by LINK), Bella Crowe (Ag) and Eleanor Harris (WLfe)		WLfe	Wildlife Subgroup incorporating Freshwater Subgroup and Wildlife Crime Subgroup and Woodlands Subgroup
PSR	Political Strategy Report		LRUS Subgroup	Land Reform/use/scape Subgroup. New group covering these topics in integrated way.
OS	Organisational Supporters		Forums	
BS	Business Supporters		Med	Media Forum
			SEFF	Scottish Environmental Fundraisers Forum

<i>Current work area</i>	<i>Work planned towards LINK 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>Leader-ship and support</i>	<i>Staff roles/ Funding</i>	<i>Integration within LINK</i>	<i>Wider allies and liaison - Audiences</i>	<i>Progress</i>
<b>Economics Group</b> Vision: influence the current debate on economics in Scotland	National Performance Framework – ongoing development and advocacy work	<p>Fundraising work to extend LINK’s Flourishing Project which feeds into this Group and employs the Project Officer Phoebe Cochrane.</p> <p>NPF – contribute to the revisions of the NPF and to how it is used in policy development and scrutiny. Specifically advocate for indicators relevant to the circular economy. Additionally raise awareness about the limitation of GDP and the importance of other metrics.</p> <p>Circular Economy – seek opportunities to promote adoption of circular economy principles and practices, particularly where this will have the greatest environmental impact. Investigate cross-sector mechanisms, such as procurement policy and fiscal incentives, to promote adoption of CE practices.</p> <p>Investment gap – explore amount of investment needed to change our economy to ‘low carbon’ and what SG plans are with regard to this. Further investigate types of innovative funding mechanisms that might be used to contribute to the investment needed. Building on and adding value to WWF and FoES work in this field.</p> <p>Ongoing media work around limitations of GDP.</p> <p>Build understanding of differing positions on various economic areas. If there is demand from LINK members, we will organise a workshop on Biodiversity Offsetting. We will develop a position statement on Natural Capital to identify a common ground that members agree on.</p> <p>Support other LINK work areas in terms of economics from time to time (marine economy, economics of land use, etc).</p>	GC Matthew Crighton (FoES) GVC Bruce Wilson (SWT) Plantlife, RSPB, SCNP, HWDT	<p>SEO funded via Flourishing Scotland project to end 2016.</p> <p>Advocacy &amp; comms support needed</p>	<p>Food production is one of the areas identified by SG for circular economy focus. We will work with LINK sub-group on this.</p> <p>NPF work is relevant to all Groups and we will make sure all members and Groups are aware of how it relates to their work</p>	<p>Scottish Government – developed relationships with Performance Unit and Zero Waste. Would be good to develop relationship with Economic advisors SCDI – positive first meeting. Need to follow up.</p> <p>Insight Institute upcoming initiative on Circular Economy – contact made.</p> <p>On-going collaboration where fruitful with allies such as Oxfam, NEF, Trades unions, Scottish Forum on Natural Capital.</p> <p>Phoebe has registered with two EEB groups but has been advised that they are dormant. We would welcome advice on how to pursue any such scope.</p>	<p>Fundraising to extend Flourishing Project which feeds into this Group &amp; employs SEPO Phoebe Cochrane. Two applications, to JRCT &amp; FPF, rejected.</p> <p>NPF –No specific work. Contributed to meeting on environmental indicator convened by Performance Unit. NPerfF roundtable reconvened in Sept &amp; we are drafting another NPF briefing.</p> <p>Circular Economy: Commented on EU Circular Economy package. Exploring support for CE in meetings with MSPs. CE bill not in this programme for Govt, so presume it will be in the 2<sup>nd</sup> half of term.</p> <p>Investment gap – Building on &amp; adding value to WWF &amp; FoES work in this field.</p> <p>Limitations of GDP: Uptake of release around Social Progress Indicator release</p> <p>Build understanding of differing positions on various economic areas: Work ongoing developing Natural Capital statement which is a beneficial process.</p> <p>Support other LINK work areas: Produced paper for MBs explaining different approaches to economic assessment &amp; limitations/uses. Considerable time into planning for the EG 28 Nov conference which will encompass &amp; take forward discussions on the potential &amp; scope of NPF, Circular Economy &amp; innovative investment; contributing to the areas above in the work programme.</p>
<b>Governance Group</b>	<p>Continuing to pursue all issues raised in Governance Matters as and when opportunities occur.</p> <p>Coordinating LINK effort on manifestos for UK, Scottish and Local Elections</p> <p>Coordinating LINK effort on EU</p>	<p>Inform upcoming votes and follow up votes as appropriate through:</p> <p>May elections – manifesto, manifesto meetings, hustings, welcomes to incoming cabinet, committee leds, MSPs; June UK EU Referendum – issue challenge document and publish the two responses;</p> <p>2017 Local elections – spark debate re: central govt versus local Govt in lead-up around what is needed but lacking (often because of under-resourced aspirations of national government for local authorities to deliver; sometimes because local government is not using its powers).</p> <p>Increase awareness about participation in decision making and about Scotland’s scrutiny of environmental management by</p>	<p>GC Lloyd Austin (RSPB). VC vacant (FOES), WTS, WWF, others have signed up to outputs.</p> <p>Also Mark Lazarowicz <a href="#">HF</a> (legal strategy)</p>	<p>AO and AOA will support this Group and many actions fall to advocacy staff in LINK supported by those in MBs.</p> <p>President roles overlap. HF M Lazarowicz assists on legal strategy.</p>	<p>Planning re: ERA campaign which crosses with focus on environmental justice; also re stronger integration of Land re: Land Commission remit; outcome of REFIT; outcome of SNH special areas review.</p> <p>Marine re: join-up of strategies; full implementation of</p>	<p>Legal practitioners, legal academics, NGOs – on legal strategy. SCVO, Electoral Commission, others in civic sector – on Votes and lobbying Broad cross-section of Scottish society - wrt. scrutiny and public participation.</p> <p>EEB – will be cc’d into referendum activity.</p> <p>We will pair work with EEB on their 2017</p>	<p>LINK’s Environment Hustings 13/4/16 at Edinburgh Uni, was well-attended &amp; live webstreamed. Finished drafting &amp; published LINK manifesto (Six Steps towards a Sustainable Scotland). Widely publicised. Environmental poverty ask was successfully picked up in media, incl article by The Scotsman. AO met with all parties pre-election to discuss our manifesto asks. Successes included commitment to biodiversity in SNP manifesto &amp; several asks picked up by Greens.</p> <p>Post-election, wrote to all key MSPs, Cabinet Secs &amp; Ministers, with gift packet of native wildflower seeds. Through this contact, set up meetings with F Ewing (CabSec for Rural Economy &amp; Connectivity)</p>

	Referendum	<p>identifying opportunities to input to public debate on Holyrood's effectiveness in the lead-up to its 20<sup>th</sup> anniversary (2019).</p> <p>Help establish pressure for Scotland’s legal strategy re environment to be strengthened: via responding to the 2016 ‘environmental justice’ consultation (which we have secured) and via discussions &amp; seminar about an environmental law centre for Scotland.</p> <p>Liaise with Scottish decision makers about governance arrangements for the environment (RAFE meeting with SG officials April 2016; assess proposals for new Land Commission later 2016; other areas as these cross LINK Groups’ agendas.</p> <p>Overview governance aspects of eg: REFIT, Protected Areas Review, future of forestry in SG’s governance structures, role of Scottish Land Commission.</p>			legislation. All Groups – re concerns about governance structures on a range of policy areas Economics and SJ re – inputting to the debate around jobs transition.	conference in Scotland. Other Links – we inform LINK’s input to the MOU for Environment Links UK work, focussing on the federal aspects and relationship-building which would deliver strong and sound UK-level statements and positions.	<p>and R Cunningham (CabSec for Environment, Climate Change &amp; Land Reform), &amp; meeting invitation from Paul Wheelhouse (Minister for Business Innovation &amp; Energy). Other meetings incl. with Graeme Dey MSP (Convenor of ECCLR Committee), SNP ECCLR delegation, Maurice Golden MSP (Deputy Convenor of ECCLR). Further meetings pending.</p> <p>LINK published EU Referendum challenge, response received from Stronger In. On 24/6 published PR calling for environmental protections to remain in the wake of the ref decision.</p> <p>GG discussed Local Elections plan &amp; decided to focus on some key areas for the 2017 elections rather than do the conventional manifesto approach. This will be discussed further at the next GG meeting. Increase awareness about participation in decision making etc - to be considered further by GG &amp; Legal Strategy Subgroup.</p> <p>GG responded to the environmental justice consultation June 2016. The legal strategy subgroup met, plans workshop 14/12 to discuss the potential for an environmental law centre in Scotland. Liaise with Scottish decision makers about governance arrangements etc. Liaison is ongoing via the AO &amp; members of other LINK groups.</p> <p>Overview governance aspects of eg: REFIT, etc: GG keeping watching brief on all of these areas &amp; liaising with other groups as necessary.</p>
<b>Land Group</b> Vision: Land management which meets SD goals.	Subgroup convenors met 14 Jan to determine key priorities areas stemming from subgroups & gaps identified at the meeting. A further meeting in Feb will refine the Actions.	<p>Detailed plans (see annex) on biodiversity, farming and land ownership &amp; land use subgroups as follows:</p> <p>1. Land ownership and land use – Follow up to Land Reform Act (Land Rights and Responsibilities, Land Commission and Community consultation guidance); Follow up to LUS (2) including regional planning and upland vision; Action to promote landscape objectives (specific actions tbc).</p> <p>2. Future of Scottish Agriculture including developing a vision and also CAP reform via Food &amp; Farming Subgroup.</p> <p>3. Biodiversity – ScotGov’s ambition to mainstream biodiversity delivery. LINK needs to ensure they deliver on this ambition. To do this we need to priorities on the Scottish Biodiversity Strategy (Species Champions), biodiversity duty and related policies via Wildlife Subgroup.</p> <p>All priorities for action. A number of other issues will be pursued as required by Topic Groups: wildlife crime, woodlands, deer, freshwater.</p>	<p>Co-conveners Deborah Long (P’life), Vicki Swales (RSPB), VC Charles Dundas, (WTS),</p> <p>Active members – Plantlife, RSPB, Buglife, WT, SCNP, Soil AS, APRS, Scot Badgers, Nourish, SWLG, SWT and RS.</p>	Core staff support DO for secretariat functions. Advocacy support needed.	The Land and Landscape agenda crosses over with Planning in places. Agriculture should integrate with aquaculture & Marine. Deer Wildlife (incorporating Wildlife Crime, Woodlands & Freshwater) Food and Farming Hilltracks Landscape		<p><b>1. Land ownership &amp; use</b> – We have been following up on the Land Reform Act &amp; met with Fiona Taylor of the Scottish Govt in May &amp; Oct to discuss the progress of the Land Rights and Responsibilities statement, the Land Commission &amp; guidance on community consultation. Further public consultations on these topics are expected. On Land Use and an Upland Strategy the group has relied on RSPB resource, which is not going to be available to the same extent from now on, but LINK will be able to respond to the SNH Upland Strategy consultation.</p> <p><b>2. Future of Scottish Agriculture</b> – A useful workshop on post-Brexit implications was held in Sept where it was agreed that forming a broad rural economy &amp; land management coalition for a better system of land management payments was important to achieve any change in the status quo. Pete Ritchie will be redrafting an updated vision for Scottish Agriculture now and further meetings are arranged to discuss that.</p> <p><b>3. Mainstreaming Biodiversity</b> – The Species Champion scheme has been worked very hard since May &amp; the new MSPs were elected. We now have over 50 champions in place with more to come after</p>



							a recruitment event in Parliament. A working group of interested parties has been formed to work on a LINK position on a National Ecological Network joining up green and grey infrastructure & embedding NEN thinking into the Planning system. Funding for the Species Champion intern finishes in March 2017.
<b>Marine Group</b> Vision: healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected, connected and thriving, and coastal communities are sustained.	Will continue to advocate for: effective management measures for the MPA network (inc MPAs, SACs, SPAs, SSSIs with intertidal components) to ensure the protection & recovery of Scotland's seas (including designated features, key non-designated features and ecosystem function)	<p>Priorities ahead for the Group are:</p> <ol style="list-style-type: none"> <li>Sea Scotland Conference (June 15th- 16th) – Relates to Strategic Outcome 1: Scottish public policy and its implementation are improved by expertise and evidence from the LINK network. KPIs: 1.6, 1.7, 1.10, 1.11, SNH6</li> <li>Maintain proactive advocacy around fisheries management in (and potentially outwith) MPAs, specifically via publication of Scottish Seafloor Integrity report Relates to Strategic Outcome 1: Scottish public policy and its implementation are improved by expertise and evidence from the LINK network. KPIs 1.1, 1.3, 1.4, 1.6, 1.9, 1.10, SNH7, 2.1, 2.3, 2.5</li> <li>Fundraise and plan for continuation of the Save Scottish Seas (working title) project: Relates to Strategic Outcome 3: Operational capacity and processes meet network needs and goals. KPIs 3.3, 3.5, 3.10</li> </ol>	GC: Calum Duncan (MCS) GVC: Sarah Dolman (WDC) Members: HWDT; MCS; NTS; RSPB; RZSS; SOC; SWT; WDC; WWFS	2 <b>MOs</b> funded to October 2016. Seeking future Project funding to existing level. Core staff involved for project management and fundraising, and AO occ. Inputting to advocacy strategy	Wildlife Subgroup (via some MG members) Agriculture & Food (via some MG member) Species Champions (Via some MG members)	Each org vital in developing case for effective Regional Marine Planning Partnerships that deliver sustainable development Audience: most reps on Marine Strategy Forum. With specific focus on: Marine Scotland, Scottish Renewables, SNH, Crown Estate, Scot Fishermen's Fed (or members), Scot Creel Fishermen's Fed, Scot Salmon Producers Org (members). In addition: FFI (to coordinate on who is providing what resources for communities); Planning-focussed networks & local community orgs (eg Scottish Community Alliance/Planning Democracy); Sustainable Inshore Fisheries Trust; COAST.	<p><b>MPAs:</b> Responding to consultations on MPAs (Fair Isle demonstration &amp; research MPA, Harbour Porpoise SAC, a revised Marine Conservation Order for the Small Isles ncMPA &amp; 10 inshore marine bird SPAs) &amp; planning e-advocacy campaign &amp; co-ordinated academic expert response to offshore MPA/SAC fisheries management consultation. The largest harbour porpoise SAC in the EU, Inner Hebrides &amp; Minches SAC, was designated late Sept.</p> <p><b>Marine Planning:</b> Supporting Marine Staff leading on organising the inaugural &amp; successful Sea Scotland 2016 conference, &amp; finalising &amp; soft-launching the <i>Living Seas</i> report which was subsequently also shared with the new ECCLR Committee. Secured LINK place on the Clyde Marine Planning Partnership &amp; attended CMPP meeting 5 Oct.</p> <p>Detailed comments were co-ordinated, collated &amp; submitted to Clyde Marine Planning Partnership on their developing Clyde Regional Assessment.</p> <p>Inshore Fishing: Responded in support of the Clyde Regulating Order proposed by SIFT, tho this was ultimately rejected by F Ewing. Responded to consultations on legalising razorclam electro-fishing &amp; on proposed fisheries prohibitions in the Outer Hebrides.</p> <p>During this phase we were been busy recruiting maternity cover for MPO &amp; for new MPEO. The contribution of Esther Brooker (maternity leave) &amp; Nick Underdown (moving on) in these roles has been greatly appreciated by MG.</p>
<b>Planning Group</b> Vision: that the Scottish land use planning system contributes to a more environmentally sustainable society		<p>Meeting on 6 May agreed priorities are:</p> <p>Groups work plan – tasks and actions.</p> <ul style="list-style-type: none"> <li>A vision for the Planning System.</li> <li>Planning bill engagement (timescale unknown yet).</li> <li>Respond to draft advice on Net Economic Benefit with Economics Group.</li> </ul> <p>Support PD on ERA</p> <ul style="list-style-type: none"> <li>SEA – contribute to wider LINK work on it, how it can be used better to further LINK's aims – start the ball rolling with other Groups.</li> </ul>	Aedan Smith, RSPB, convener, Clare Symons PD, vice-convener, BSCG, APRS, RS Buglife, FoES, NTS, Froglife WTS, SCNP, SWT SWLG, SBT	Secretariat support for organising & minuting Group meetings	All other LINK Groups. Hilltracks, UFF, Land Use etc Subgroup.	Scottish Government, political parties, RTPI, developers, local communities, any organisations with an interest in spatial use of land. Collab with UK, EEB etc limited due to devolved nature of planning.	<p>Priority has been engagement with planning reform agenda. Evidence submitted to independent review panel and engagement with panel and Scottish government throughout 2016. Govt intention to produce a white paper on planning reform legislation and policy in late 2016/ early 2017.</p> <p>The Independent panel and subsequently, govt, picked up on our advocacy message that planning should become more central to wider governance &amp; policy making at national and local govt levels. Likewise, our call for better integration of the national planning framework, the land use strategy &amp; the national marine plan has been picked up &amp; given support, at least in principle. It seems that this may be carried forward into the white paper.</p>

							However, calls for equal rights of appeal were specifically rejected.
<b>Social Justice Group</b> LINK network prioritised this in 2015. Since then a grouping of members has been reviewing how LINK as a whole can contribute meaningfully to, and demonstrate the important role of the environment in, the social justice agenda which is developing as a priority across the political parties in Scotland	The main driver for this is for environmental sustainability to be seen as relevant to Government's fairness agenda.	<p>Political interest, cross-party, is increasingly focussed on social justice; advocacy advice points to value of our framing environmental needs and asks in the context of, and demonstrating their contribution to, social agendas. The proposed plans would strongly inform that direction of travel.</p> <p>Framing LINK work already being carried out in the context of its contribution to improving social justice – Building on mapping of relationship of LINK Groups and Subgroups' links to social justice, developing an overarching workstream around social justice. Connecting to National Performance Framework and focussing around Government's Fairer Scotland Action Plan.</p> <p>Explore extent of common ground and complementarity between what LINK Groups and Members are doing with other organisations working at policy level and connecting with social justice agenda– In bilaterals, informal seminars, at Congress – or a mix of the above.</p> <p>Planning Congress 2016 – To improve understanding within LINK of how our work relates to SJ and help us to ensure that environmental matters are included within agendas which focus on SJ – whether those agendas are of other organisations, or government policy areas. A steering group from the Group will support planning of Congress and of a session at Networking (May).</p>	Convened by rotation.  Active members: NTS, RSPB, MCS, Ramblers, Soil Association, Nourish, Friends of the Earth, Wildland Group	<p>Staff support to organise/minute.</p> <p>AO coordinates planned tasks (mapping and survey of member work areas). AO support needed to help guide this area of work at a strategic level for foreseeable future.</p> <p>This is identified as key area of work for LINK by network and Board though no single member prioritises SJ (poss except FoES as an area of work. Therefore, possible need for LINK financial support for specific outputs due to lack of member capacity. To be confirmed.</p>	<p>Group developing a framing of LINK Groups' connection to social justice; ensuring that opps taken to highlight extent to which existing LINK work contributes to SJ agenda. May be more crossover with Economics given its similar underlying relevance to all other areas of LINK work as a plank of sustainable development. Likewise, work of Food Coalition, while not simply a LINK initiative, will be relevant (includes strong SJ element, is a coalition of orgs, some outwith LINK).</p>	<p>Various orgs identified which work at policy level with which to meet in next months to discuss this area, consider who to invite to take part in Congress. For example:</p> <ul style="list-style-type: none"> <li>- NGOs working in social justice area, eg Oxfam, Poverty Alliance, SCVO, Scottish Community Alliance, CAB, STUC, Transform</li> <li>- Government departments/agencies like NHS Health Scotland, SEPA</li> <li>- academics/researchers like Glasgow Centre for Population Health</li> </ul>	<p>Set up internal audit, collated responses and reported on outcomes/key points.</p> <p>Held meeting in May. Agreed that primary role is making the connections with the environmental agenda clearer across policy community.</p> <p>Drafted and finalised internal document outlining links between social justice and environmental agenda.</p> <p>Monitored, and participated in launch of, Govt's Fairer Scotland Action Plan; issued reactive press release (TFN media pick-up)</p> <p>Held session on social justice/fairness as part of May networking meeting.</p> <p>Now planning for a workshop within Congress programme on social justice and environment.</p> <p>Making links to the upcoming Economics conference (late Nov) on a sustainable and low carbon Scottish Economy.</p> <p>LINK advocacy staff carrying out key actions and providing read-across though SJ grouping members are active within other LINK groups.</p>
<b>Deer Subgroup</b> Vision: Ensure sustainable populations of native deer species which play positive roles in Scottish ecosystems & contribute to rural economy		<p>Main focus is on the Land Reform Bill and deer components.</p> <p>Our advocacy approach is focussed on LRB and 2016 deadline for environmentally effective DMPs to be in place. We are discussing approach &amp; how we prepare ground for the latter.</p> <p>SNH review of Deer Management Planning progress. RACCE and Ministerial engagement</p> <p>Authorisations responses. Made by individual organisations rather than LINK Deer TF.</p> <p>Removal of lead ammunition from deer management.</p>	SGL Duncan Orr-Ewing, RSPB, NTS, SWT, WTS, Ramblers, C'gorms Campaign. Works closely with Mike Daniels of JMT	<p>None required at the moment.</p> <p>Working with AO on LRB advocacy.</p>	<p>Good consensus among Dr MBs.</p>	<p>Regular Liaison with SNH Wildlife Management team (Robbie Kernahan)</p> <p>Attend SNH Deer Management Round Table chaired by SNH (Susan Walker, SNH Board). Have regular bi-lateral discussions with SNH on deer mgt issues.</p> <p>No scope id'ed for working with Links, IUCN, EEB.</p>	
<b>Food &amp; Farming Subgroup (formerly Agriculture)</b> Vision: Working for		<p>1. Scottish Governments Vision for Food &amp; Farming – primarily Land, and possibly Economics</p>	Leader: Pete Ritchie Depute: Amy	<p>Key for CAP and SFC work will be access to Ministers</p>	<p>Pete Ritchie &amp; Vicki Swales sit on the Land group and are</p>	<p>Using Scottish Food Coalition to develop and extend</p>	<p>Subgroup contributed to content of letters post May election &amp; represented at meeting with Cab Sec. Workshop on 29 September for Subgroup members</p>

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.		<p>Actively engage in and follow up to the Scottish Governments Vision for Agriculture, being proactive and trying to ensure it goes somewhere, with clear markers for success. Timescale Summer, early Aut, Advocacy Plan submitted.</p> <p>2. Future CAP – primarily Land</p> <p>Identify and act on any opportunities to improve implementation of existing CAP – greening and funding flexibility. Start now in developing a strong and coherent Scottish multi-stakeholder view on the next round of CAP, to contribute to a UK wide view, consistent across the 4 Links on principles. For EEB conference in autumn 2017.</p> <p>3. Scottish Food Coalition – primarily LAND and possibly ECONOMICS and GOVERNANCE</p> <p>Continue to support the Scottish Food Coalition and use this wider grouping and their work as context for more focused LINK activities.</p> <p>4. SRDP – LAND</p> <p>Continue to engage in and try to influence for the benefit of wildlife, public access, landscapes etc the implementation of the current SRDP.</p>	<p>Corrigan Member bodies (currently active ones in bold): Nourish, RSPB, Plant Life, BC, BCS, Soil Association, APRS/SCNP, Badgers, BES, Buglife, WTS, NTS, WWF, MCS, SWT, SAGs, Ramblers</p>	<p>and this has been taken forward as a wider LINK issue – requiring request for new arrangements for access, equal to that gained by other stakeholder bodies i.e. NFUS</p>	<p>the link in/communication channel there. The Land group will communicate regularly with the other groups. Pete Ritchie &amp; Amy Corrigan will be responsible for comms with other sub group leaders when necessary but we have tried to draw in other interested parties to the sub-group, for example MCS.</p>	<p>relationships with a wide range of stakeholders across interests which will allow us to make a local/rural economy &amp; social justice case for environmental sustainability.</p> <p>Lots of opportunity here on CAP and Food Coalition building. Already plans to develop UK wide position on CAP and have next years EEB conference in Scotland hosted by LINK.</p>	<p>&amp; other MBs to take forward LINK vision for Scottish Agriculture (Land Group priority), and how we can influence agriculture subsidy regime post 2020. Will be taken forward by Subgroup later October.</p> <p>WCL colleagues took part in September workshop.</p> <p>Amy Corrigan (Depute Leader) left RSPB in Summer. Vicki Swales covered her representation on various agriculture stakeholder groups.</p>
<b>Hilltracks Subgroup</b>	<p>Continue to monitor and evaluate the success of the hill tracks prior notification system in terms of how far it has reduced the construction /improved the standards of new hill tracks, or those tracks which are being ‘improved’.</p>	<p>1. Continue to monitor planning authorities’ websites for prior notifications, prior approvals and planning applications relating to hill tracks so we can gather data on how the legislation is working.</p> <p>2. Continue to highlight any cases of bad practice by landowners or indeed by planning authorities.</p> <p>3. Gather more information on track construction by requesting member organisations and their members to send us photos of any new tracks this summer.</p> <p>We may need to hold a meeting late spring to consider our future actions once the government’s review is published.</p>	<p>Co Convenors Helen Todd (RS) &amp; Beryl Leatherland (SWLG)</p> <p>MBs involved: RS, SWLG, NEMT, CC, APRS, SCNP, NTS, RSPB and BSCG. Huge support given by George Allan of NEMT in particular.</p>	<p>Currently we do not require any LINK support beyond occasional discussion with Advocacy Officer. However, we have discussed potentially trying to raise some funding to employ a member of staff who could carry out the monitoring of planning authorities for us. We are not yet at the stage of putting together a work programme or funding application (eg, to SMT), but this may happen during the summer.</p>	<p>Planning Group – this is a landscape/environmental issue being resolved through planning system so need to consult with Planning Group for guidance in terms of planning system and lack of democracy inherent in process. Land Group – hill tracks particularly affect landscape, biodiversity, amenity, etc, and are an example of land management not taking into account sustainable land use. Relevant to land reform/land use agendas so keeping Land Group informed of our activities.</p>	<p>Scottish Govt, SNH, FCS, national parks and key local authorities are all relevant to this area of work, plus forestry bodies like CONFOR and landowning interests SLE, NFUS. We will work with them on an ad hoc basis.</p> <p>No scope to work with bodies beyond Scotland really. There are similar hill track problems in parts of uplands in England and Wales but this hasn’t become a campaign yet for these Links.</p>	<p><b>Monitoring</b> – we continue to monitor websites of 14 planning authorities using a group of volunteer trackers &amp; subgroup members. Beryl keeps a record of all data &amp; screens applications for those which are potentially causing us concern. We have contacted planning authorities on occasion. We also asked all members to send us photos of new tracks they came across in their summer expeditions, which resulted in a few interesting submissions.</p> <p><b>Government &amp; SNH guidance</b> – we discovered that the govt is not planning to review its guidance but they did welcome any comments we had, so we sent these suggestions to the govt &amp; also plan to send a copy to all planning authorities. We also sent further comments to SNH to suggest improvements to their own guidance, based on our experience over the past year of monitoring prior notifications &amp; applications.</p> <p><b>Future of the campaign</b> – we recognised our capacity was stretched to continue to monitor &amp; evaluate at this level, but felt that work should continue for another year. We submitted funding application to SMT to cover a paid consultant to undertake this work for another 12-18 months, &amp; wait response. We will seek further match funding if this is successful. We have started monitoring hydro tracks for quality of construction &amp; restoration after construction, but capacity it tight for developing this area of work.</p>



<p><b>Land Reform and Land Use Subgroup, including Landscape Subgroup.</b> Vision: taking a bigger look at these issues in the round</p>	<p>Detail to be confirmed late April</p>	<p>?Autumn 2016 and potentially ongoing.</p> <p>Land Reform Develop LINK proposals for the content of the planned Land Rights and Responsibilities Statement to be embedded in the land reform agenda. Develop similar proposals for the agenda and priorities of the Scottish Land Commission.</p> <p>These proposals would be fed through the Land Group but on the Land Commission it would be important to liaise with the Governance Group, which is to consider its composition and operation.</p> <p>May/June</p> <p>Landscape: Prepare plan setting out how landscape objectives (government sign-up to Scotland’s Landscape Charter, re-establishment of landscape forum, better management of NSAs and Regional Parks) are to be pursued in light of outcome of Holyrood election and stances of relevant political parties in run-up to it. (more detail to come).</p> <p>Feed through Land Group; liaise with Landscape Sub Group (which will continue as predominantly information exchange body)</p> <p>Summer/Autumn (at least two meetings likely to be required)</p> <p>LUS Mark 2: Assess to what extent and how best it is worth pursuing opportunities arising from revised LUS and in particular how to develop and promote a LINK vision for the uplands as an input to government thinking. Scale of activity in this field to be determined.</p> <p>Advise Land Group. Liaise with Planning Group.</p>	<p>John Thomson (APRS/SCNP) convener. Sheila George (RSPB) vice-convener. Composition of Subgroup will vary with topics</p> <p>Key contributors are likely to be RSPB, NTS, WTS, APRS, SCNP, Ramblers Scotland, SAGS. plus Buglife, Plantlife and SWT. On landscape APRS, NTS, SCNP and SWLG.</p>	<p>The Sub Group is likely to require some help and advice from the Advocacy Officer in devising and implementing advocacy plans.</p> <p>If it is decided to devote significant effort to developing a vision for the uplands additional resources may well be required – possibly in the form of a short-term project.</p>	<p>Advise Land Group. Liaise with Planning Group.</p>	<p>Land Reform: Its highly political nature means that public bodies are unlikely to work closely with eNGOs. Helpful to explore extent of pot’l common ground wi other vol/rep orgs approaching it from predominantly non-env’l standpoints. LUS: SNH &amp; SEPA could be valuable allies, also the Nat’l Parks &amp; other initiatives with a focus on better integrated land use, ie Biospheres in SW Scot &amp; Wester Ross. The need to better integrate forestry with other land uses suggests FCS should be a key target, esp wrt to the proposed new Forestry Strategy &amp; any further regional Forestry &amp; Woodland Strategies. Landscape: SNH (within limits of its role as a NDPB), HES (likewise), Landscape Institute Scot. This agenda is Scottish, tho’ obviously of wider relevance (much interest elsewhere in the LUS as means of stimulating more conscious planning of land use). Helpful to be aware of comparable initiatives elsewhere &amp; on the landscape front in particular the European Landscape Convention provides a context (&amp; to some degree a driver) for work in Scotland. The Council of Europe operates a monitoring</p>	<p><b>Land Reform:</b> SG rep (Chris Brierley) attended June meeting to discuss guidance on community engagement guidance. Met SG rep (Fiona Taylor) 19/7 to talk about process for preparing proposed Land Rights and Responsibilities Statement &amp; possible content. General feeling of meetings has been that the aim should be to forge as close as possible a link between land reform &amp; the rolling out of the Land Use Strategy. Fiona will attend meeting on 6/10 to provide further updates. Diarmid Hearnnes represented LINK at SG workshop on Guidance on Community Engagement. Consultation is due out soon.</p> <p><b>Land Use Strategy:</b> Have agreed that priority should be to persuade SG to help to fund the preparation of a comprehensive set of Regional Land Use Frameworks &amp; to provide guidance for this based on experience with pilot projects. This would be linked with efforts to convince SG of the role that LUS implementation in this way could play in delivering the land reform agenda. Members met Andrew Bachell &amp; Mark Wrightham SNH on 24/8 to discuss the exercise that SNH was undertaking to scope an upland vision, one possible initiative mooted in LUS2.</p> <p><b>Landscape:</b> took stock at June meeting of progress on the landscape policy front &amp; noted that this had been non-existent. It agreed that one aim should now be to highlight the relevance of landscape to the tourism &amp; social justice agendas. Progress on the policy agenda is effectively stalled, with the exception of efforts to secure the designation of additional national parks, which are being pursued by SCNP &amp; APRS, partly at a national level &amp; partly locally through the establishment of local pressure groups in some candidate areas. As agreed in the LINK review, the role of this SG is now largely one of information exchange &amp; liaison with key stakeholders &amp; potential allies, such as SNH.</p> <p>Aspirations for work on all the above fronts have been overshadowed by the prospect of Brexit &amp; the need to develop a whole new suite of land use policies. This issue has been the subject of separate meetings of specially convened groups. But there is agreement that the additional uncertainties that Brexit introduces into the future framework for land use makes it all the more important to support the LUS and to underline the synergy between its approach &amp; the land reform agenda.</p> <p>There is a danger that in all this landscape as a policy concern will become even further marginalised, although at least its underpinning in the form of the</p>
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						regime which requires ScotGov to report through the UK.	European Landscape Convention (a Council of Europe document) will not be directly affected by Brexit.
<b>Unconventional Fossil Fuels Subgroup</b>	To inform and influence the Scottish Government's moratorium process	Principal purpose is to coordinate environmental NGO input to the current unconventional gas review that will take place throughout this year and into 2017. The intention is to bring in expertise from the relevant groups when possible and appropriate, and offer opportunities to participate in relevant parts of the consultation and public review process.	Leader: Mary Church Depute: Alexa Morrison  Member bodies: FoES, RSPB Scotland, WWF Scotland (supporting, not active member), participation by SWLG and Buglife	Currently coordination support from Daphne. Also participation by Phoebe in economic impacts element of consultation.	Potentially most relevant to Economics and Planning Groups, though there are implications for other some subgroups, too.	Allies – potentially, community groups, SCCS. Audiences - decision makers, informed public, relevant coalitions, communities.	In March the group participated in a stakeholder roundtable with the consultants preparing reports for Scottish Government on the Economic Scenarios and Impacts of Unconventional Oil and Gas Development; Understanding and Monitoring Induced Seismicity; and Decommissioning, Site Restoration and Aftercare. Subsequently, we prepared an in-depth submission on our key concerns in the areas. In July / August we took part in a phone interview with consultants taking forward the Transport Impacts study and prepared an in-depth submission regarding our key concerns. Finally, in August we participated in a stakeholder workshop on running a good public consultation. Scot Govt has very recently knocked back underground coal gasification.
<b>Wildlife Subgroup</b>  Intends to incorporate freshwater, wildlife crime, woodland, concerns, rather than pursuing these separately  Vision: Scotland's natural heritage (land & sea) is complete in its diversity, with fully functioning ecosystems & resilient to accelerated environmental change.	We plan to continue to engage with species champions in the run up to the Holyrood election in May 2016.	Species Champions aims: All MSPs Species Champions with a strategy for action by 2020. Promote republished Wildlife Proclamation. All Species to have an updated info sheet Publish re-launch of Species Champions. Agree which MSPs to target with which species. MSPs invited to become new Species Champions Initial meetings between MSPs and Wildlife Forum members. Briefings and publicity.  Biodiversity strategy & targets.  Wildlife crime. Freshwater issues. Woodland issues		Intern; Subgroup member resources; LINK website		MPS key target. No specific opponents, but widespread lack of awareness of biodiversity as an important environmental and political issue.  Other stakeholders are SNH, RACCE, public, media	The Wildlife Proclamation was relaunched in March. 2 'Nature Cafes' were organised in collaboration with Eco-congregations. 39 candidates signed the proclamation, 17 now MSPs. Species Champions initiative relaunched 21/9 with 50 MSPs signed up SCs These MSPs were targeted as members of the ECCLR and RECC committees. The relaunch was a great success with a lot of activity on social media by members and MSPs alike. 101 (out of 129) factsheets have been produced. Further factsheets are being produced to fill the gaps. Wildlife Subgroup members are beginning to meet with their champions to discuss how they can help with the species. Lunchtime event in Parliament on 10/11to welcome the new Species Champions & encourage others to sign up. To date 11 MSPs have confirmed, & a further 29 guests. SC received 2016 Spirit of Community Award, enabling Eleanor Harris to be paid part-time intern till end March 2017. Initiative also won the CIEEM NGO Impact award. Subgroup led on the development of the State of Nature Report in Scotland, launched in September. Contributed to ELUK REFIT work via Paul Walton. Co-Leader Craig Macadam at meeting at Young Scot on 'Young People and Nature' which discussed challenges with engaging young people in nature conservation. Young Scot keen to work on this. Proposal to develop a Young People & Nature Coalition.  <b>Wildlife Crime:</b> Waited for new Scot Govt to be formed, reviewed aspirations, have reviewed the two Wildlife Crime reports published in 2014, ('Natural Injustice 1 and 2'), & have formed a view on

							a progress report to the Cab Sec for Environment in late 2016 <b>Woodlands:</b> Activated over Summer with the Future of Forestry consultation.
<b>Media Forum</b>	For staff/volunteers in the network who deal with media, to exchange information, build capacity & influence agenda.	Meetings currently loosely organised by Nick Underdown separate to his MO role. If useful to MBs hope it that it will become self-running along lines of SEFF. Next forum may consider how to use social media more to improve our overall impact – in next session.	Nick Underdown pro tem. 18 MBs on list				No meetings over the period though a social media session was held for members as part of LINK summer training day in which NU and members of the media forum were involved.
<b>Scottish Environment Fundraisers Forum</b>	Facilitate partnership between fundraisers in LINK to share info, experience & understanding of sources of funding for Scotland's environment.	Meetings are quarterly, normally with a guest speaker. All MBs with staff with fundraising responsibilities are welcome to participate.	FL: Steven Gardner (SWT). FLD: Alison Connolly (RSPB). Many MBs on the email list.				SEFF continues to meet 4 times a year and is highly valued by its members as a valuable forum for sharing information. SNH continues to be represented at SEFF meetings. SNH, Trees for Life, Greenspace Scotland & HLF all made presentations to SEFF during this period.

<i>Other work / initiatives / events involving Member Bodies and Task Forces Forums/Groups, Trustees, Staff</i>								
<i>Work area</i>	<i>Action towards objectives of: improvement of national policy and implementation; improved capacity of network to contribute; &amp; 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>
<b>Networking meetings</b>	3 per year. Updates between members, Groups, subgroups, horizon scanning, PSRs, review priorities, evaluate effort, integration, etc.	<b>19 May 2016</b> <b>22 November 2016</b> Annual strategic planning discussion.		CO	Various in the preparation	Across the range of work	Occ. invited audience, eg SNH board members	May meeting was well attended, useful post-election discussions. Additional post-Brexit network meeting held in September, well attended. Plans in prep for Strategic Planning 22 Nov.
<b>AGM</b>	Elect trustees, appoint President & HFs, present annual report & accounts, ratify subscriptions for coming financial year.	<b>21 November 2016</b>		CO	Various in the preparation	Part of annual gathering	Open to members	All preparations done, papers to be circulated at end Oct. Annual report and accounts signed off and submitted to Companies House and OSCR.
<b>Scottish Environment Week 2017</b>	To be reviewed for 2017's event Week-long programme aims to demonstrate to MSPs/Parliamentarians integration of environment and SD with social and economic wellbeing, and provide networking and soft lobbying opps for MBs to follow up over time	Steering group agree theme, May 2016 Staff Invite MB engagement June 2016 and seek sponsorship around theme & outline programme July 2016 Programme agreed by September, invitations completed by December when members, MSPs, externals know what's needed After action review, compile report for members & funders (by 04/17.		AO & AOA with input from CO, DO, and steering group.	Delivered by staff & MBs Extent of programme depends on sponsorship.	All MBs consulted & invited to input at various times over the year.	Historic Environment Scotland, the NPs, SNH, Parl Events Team.	Draft programme has been prepared and planning is underway. Theme is 'Environmental Futures' and SEW will run 20-24 Feb 2017. Events will include a weeklong poster exhibition, comedy night, eve reception and 3-5 lunchtime/breakfast events. MSP sponsors have been approached and booking forms submitted to Parliament. Various financial sponsors have been approached and waiting to hear back from some.
<b>Congress 2016</b>	Annual event to build community among member bodies, with half-day conference on theme of overarching interest to members and invited audience, followed by social event	<b>21 November 2016</b> Theme will be social justice related, steering group id'ed from Group. Developed early 2016. Speakers invited, programme prepared, circulated internally & to relevant externals. Sponsorship to be sought for elements.		DO with steering group of trustees	Delivered by staff.	Theme stems from key priorities.	Externals invited as relevant to theme.	Post EU Referendum thinking influenced planning, later than usual. Programme developing; mix of Brexit & social justice linkages. Scotland, UK, International: keeping the environment on the political agenda during the Brexit years. Bookings open.
<b>LINK Local</b>	Trialling by LINK of a matchmaking service between local/community groups focussed on environmental issues. Aim to gauge value of and interest in service in future; then take stock.	Delayed trial launched by spring 2016 Review Summer 2017						Since launch in April, 40-50 groups have joined. Promotion is ongoing, may invest a little more resource to reach critical mass; case studies to be identified and included; monitoring where and how it could be useful to LINK's wider work. Board aims to review at summer 2017.
<b>Workshops on topics prioritised by members and/or Board</b>	Scope views on whether collective work can address gaps identified by strategic planning in Nov 2015. Keep watching brief for topics needing 'work-shopped', and add these to plan as agreed.	Amongst those mooted: - Sea Scotland (Mar Group led) – 15-16 June 2016 - Advocacy/Negotiations Training - Summer) - A Scottish Land Agency (Gov Gp led) – Autumn - Cross-international-border working in a BREXIT situation (Gov Gp led) - Autumn, and dep. outcome UK's EU vote - Economics Symposium (Econ Group led) - Vision for Agriculture (Food & Farming led). - Vision for Uplands? Tbc.		Staff organise & pursue as resources allow	Delivered by staff in conj with Group leads.	Open to all members	Topic specific, and for organisers to determine	Successful Sea Scotland conf held 15-16 June Environment Links UK Seminar held 3-4 Oct. Various attended from LINK Advocacy training and social media training held August, very good turnout from members. Vision for Agriculture workshop held 29 September. Useful discussions for work ahead. Economics seminar 28 November. Legal Governance seminar on 14 December. No need for Vision for Uplands seminar.
<b>Festive Reception 2016</b>	With audiences across the sectors to celebrate work in which we are all involved	Organise for 14 December 2016 with relevant players. Sponsorship to be sought.		AOA & DO	Sponsorship to be sought.	Open to all members	Relationship building is the intent	Planning will start in November for the 14 December reception. We have booked the same venue and caterers as per previous years (Augustine Church and Bespoke Organic Events). Lisa will send invites early November.
<b>Development</b>	Identifying appropriate organisations, making	Blend of response to enquiries and proactive seeking of eligible		DO			Relationships	Won't pursue BS. Will keep eye on potential OS.

<i>Other work / initiatives / events involving Member Bodies and Task Forces Forums/Groups, Trustees, Staff</i>								
<i>Work area</i>	<i>Action towards objectives of: improvement of national policy and implementation; improved capacity of network to contribute; &amp; 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>
<b>of Supporter affiliation</b>	approaches	organisations to support LINK					& broader funding base	
<b>Strategic liaison</b>	Board & President level development of relationships with others across the wider policy community	Revised LINK Strategy underlines the need for more relationship building in future, building on LINK's policy mapping. Also includes annual meetings with RAFE family.		Board, Groups, Staff			Relationship building for stronger advocacy	Liaison meetings with CNPA, SNH, FES, SEPA held, Bridget Campbell & Keith Connal. 3 ministerial meetings since election, MSPs, SPADs, contact with SCVO & more. Congress participation by other sectors in train.
<b>Environment Links UK –</b>	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	Joint effort to secure UK funding for Links core roles. Federal work on <ul style="list-style-type: none"> <li>- REFIT (via WLife subgroup in Scotland)</li> <li>- Marine (via Links' marine groups)</li> <li>- UK's EU Referendum (via Governance Group in Scotland)</li> <li>- Peat and Wildlife Crime resolutions to IUCN World Congress Joint Conference September 2016, poss also with Irish ENGO Network</li> </ul>		CO, AO, 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 perhaps?	All 4 Links Boards have signed off on an MOU and Strategy for joint work. Joint marine work protocol revised at October 2016. Liaison on funding opportunities, protocols, operations continues. Links Conference in Cardiff organised by WEL considered Brexit and workshopped marine, economic and land use issues which are of interest to all 4 Links. Irish Environment Network now being cc'd to this liaison. Plans for continued joint work on EU legislation (preserving standards as UK leaves EU) proposed. WCL and LINK on each other's radar for Farming work.