

This **Work Programme** sits below LINK's **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** outlines all planned *activities* of each LINK group and subgroup, as well as plans for broader LINK meetings, workshops, receptions, initiatives and liaison. Gathered in a single document so that everyone involved in LINK can see the intentions of the network and so as 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.

Strategic Planning at November 2015 agreed upon a shift away from task forces to a **Group & Subgroup** structure. 2016-17 was a transition year.

These changes are still bedding in a year later. Besides **5 strategic Group** areas, and **numerous Subgroups**, there are also 2 **Forums** operating more loosely as a valuable means of information sharing and capacity building for their members.

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 Deputies 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)		<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)	Aquac	Aquaculture Subgroup
MOs	Marine Officer (Esther Brooker on Mat leave; Emilie Devenport – Marine Policy and Engagement Officer)	Dr	Deer Subgroup
SEO	Sustainable Economics Officer Phoebe Cochrane (till May 2017).	NEN	National Ecological Network subgroup, mainly Wildlife Subgroup members plus others.
		FoodFarm	Food and Farming Subgroup
HF	LINK Honorary Fellow	HT	Hilltracks Subgroup
StrG	Steering Group (SEW, Congress etc)	Lsc	Landscape Subgroup
		UFF	Unconventional Fossil Fuels Subgroup
PSR	Political Strategy Report	WLfe	Wildlife Subgroup incorporating Freshwater Subgroup and Wildlife Crime Subgroup and Woodlands Subgroup
OS	Organisational Supporters including business supporters	LRUS Subgroup	Land Reform/use/scape Subgroup. New group covering these topics in integrated way.
		Forums	
		Med	Media Forum
		SEFF	Scottish Environmental Fundraisers Forum

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Climate/Low Carbon coordinating effort for short-term from spring 2017	Identifying how LINK can feed in to climate bill consultation in 2017, to complement the work of SCCS.	Coordinating this input across all LINK Groups/Subgroups. Facilitating discussion and articulation in LINK of low-carbon future Scotland. Revisiting LINK C&E statement to use for advocacy.	Jim Densham RSPB/SCCS offers support. TBC December.	Temp part-time Climate contract, also informed by AO, supporting integration across work areas	Relevant to various existing Groups and Subgroups.	Principally supporting SCCS asks of the upcoming Bill and Plan	
Economics Group Vision: influence the current debate on economics in Scotland	Focus has been around the National Performance Framework. Reassessment ongoing from late 2016 of collective aspirations, and deliverables supportable in terms of funder objectives Aiming to enable LINK to continue to engage actively in and influence debate around Scotland's future economic strategy	Secure funding for continuation of project on which capacity to do much of the work below depends. National Performance Framework – continue advocacy, monitoring, scrutiny. Investment gap - Assess amount of investment needed to change our economy to low carbon – eye on SG plans with regard to this. Investigate innovative funding mechs to use to contribute to the investment needed. Links to be made more explicitly to climate targets in relation to 2017 climate and energy consultations & in support of SCCS asks. Address Growth Commission in this context. Take the messages from our outward-facing narrative into public debates on the economy. Circular Economy –identify priorities for LINK and seek allies; continue dialogue with ZWS and SG; contribute to debate about the forthcoming bill WRT just transition, input on Warm Homes strategy and review of National Infrastructure Strategy. Continue learning about different ways of integrating env'l issues & criteria into investment & spending decisions Consensus-building - Work afoot on statement on Natural Capital setting out common ground & also divergences of views. In all above areas there is a need to incorporate the different interests of LINK members but it is not anticipated that there will be opposing views Advocacy Strategy - Produced narrative with clear coherent message on steps to develop economy more sustainable, circular and focussed on wellbeing. This forms basis of advocacy to Gov & others. WRT National Performance Framework, will advocate through the Roundtable & working group for better indicators and re-wording of the Purpose statement. Will raise awareness re limitations of GDP, importance of other indicators through media work. Will work with SCDI &	GC Matthew Crichton (FoES) GVC Bruce Wilson (SWT) RSPB, Plantlife, SWT, FoES, SCNP, HWDT	SEO funded via Flourishing Scotland project to May 2017. Effort to secure funds to roll the work on are ongoing Advocacy, administrative all required whether or not the project receives further funding Contributions from the President and Fellows will be sought as well	Planning – some joint work concerning the overlap of their NPF and the NPF (!); Governance – perhaps, regarding elections and political lobbying Land – concerning the future of the rural economy; and the food coalition Social Justice – understanding the distribution of economic and environmental costs and benefits, in relation to specific policy initiatives All groups – NPF work	Scottish Government – developed relationships with Performance Unit and Zero Waste. Would be good to develop relationship with Economic advisors SCDI – developing collaboration. Also with RSA. On-going collaboration where fruitful with allies such as Oxfam, NEF, Trades unions, Scottish Forum on Natural Capital Developing connections with other Links.	

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		<p>members on reviewing what they want to measure, indicators available to assess these.</p> <p>WRT Circular Economy, advocacy will focus on challenging SG to follow through on aspirations in CE strategy and a focus on identified areas. With partners, SCDI and RSA Scotland, will advocate for circular practices, promote environmental emphasis of concept. Will press SG to take simple measures, eg through procurement policy, to foster transition to more circular economic activities, will ask PQs, press relevant officials. To inform input to the planned Bill.</p>					
<p>Governance Group</p>	<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 outcome of EU Referendum</p> <p>Comprises:</p> <p>Legal strategy subgroup - There is a standing item on the GG agenda for an update from this subgroup.</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 –monitor development and impacts of Brexit into 2018 and beyond, as necessary. Inc. working with ELUK colleagues in joint Group monitoring Brexit and legislation in particular. Also, monitoring wider ENGO work through Greener UK Coalition (London based). Also speaking and advocating as Scottish Environment LINK on Scotland-specific issues. Want to ensure effective protections are maintained for natural and cultural heritage. Playing what part we can in relevant subgroup discussions of the Scottish Standing Council set up to focus on Brexit and implications for Scotland. Liaising with Scottish Brexit Minister, Mike Russell. Will develop dialogue with Scottish MPs and MEPs. Inputting to academic thinking on needs of a ‘Scotland outside the EU’.</p> <p>Votes, legislation & processes impacting environmental governance</p> <p>Media workaround local elections (May 2017)</p> <p>Comms work around snap UK election (June 2017)</p> <p>Consensus building - Advocacy strategy around Brexit was developed and shared with members soon after the June vote and is under regular review. Consensus around development of LINK challenge documents, elections manifestos, happens via a subgroup which liaises with Groups/Subgroups/Members.</p> <p>Environmental justice & Legal strategy – the Legal Strategy subgroup is active and the GG convener also sits on the legal strategy subgroup. Subgroup held event on 14/12/17 to explore the potential and the breadth of support for an Environmental Law Centre in Scotland. Now seeking funding for 1 year post to develop thinking on ELC.</p>	<p>GC: Lloyd Austin RSPB</p> <p>GVC: None</p> <p>RSPB Scotland, FOES, WWFS, Plantlif, SWT, occ others contributing or supporting.</p> <p>Also Mark Lazarowicz HF and Ian Cowan lawyer (on legal strategy)</p>	<p>CO, AO and AOA attend meetings, secretariat by AOA.</p> <p>Much of the GG work programme is directly linked to the AO who is heavily involved with the outputs.</p> <p>President roles overlap.</p> <p>HF M Lazarowicz assists on legal strategy.</p>	<p>Governance issues cut across all groups and subgroups so we involve others as relevant.</p> <p>On Brexit issues, we are liaising with all conveners. On local elections, we will ask all Group conveners for input.</p> <p>Governance Group has been asked to monitor governance aspects of Protected Areas Review, REFIT work, remit of Scottish Land Commission, arrangements for future of forestry in Scotland.</p> <p>There is crossover with aspects of Economics Group incl. review/ application of National Performance Framework.</p>	<p>Legal experts (contacts have been made through the legal strategy subgroup inc legal academics, NGOs</p> <p>SCVO</p> <p>Electoral Commission,</p> <p>Others in civic sector –</p> <p>EEB – will be cc'd into referendum activity. We will pair work with EEB on their 2017 conference in Scotland.</p> <p>Scope to work with Environment Links UK on Brexit issues, maybe also with the Greener UK Coalition</p> <p>Potential to work on environmental justice issues too with the other Links.</p>	
<p>Land Group Vision: Land management</p>		<p>1. Land ownership and use – Continue to follow up on Land Reform Act; Land Rights and Responsibilities statement; Land Commission; guidance on community consultation. Including responding to further public</p>	<p>GC Vicki Swales (RSPB), VC Charles</p>	<p>Core staff support ongoing. Advocacy support needed</p>	<p>The agenda crosses with Planning (land use); Marine (agriculture); and</p>		

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which meets SD goals.		<p>consultations on these. Flag contributions land use can make to climate. Meet Land Commission.</p> <p>Land Use Strategy - Will continue plan to develop guidance on Regional Land Use Frameworks, highlighting benefits. Should LINK produce its own version of the LUS, highlighting what needs to be integrated across the board? Would need resources to produce something short and useful for end 2017. Will be discussed with others at May network meeting.</p> <p>2. Future of Scottish Agriculture – An updated vision for Scottish Agriculture is developed, and opportunities to work with partners to form a broad rural economy and land management coalition for a better system of land management payments post-Brexit are being sought. Links to be made more explicitly between food and farming and climate targets in relation to 2017 climate and energy consultations and in support of SCCS asks.</p> <p>3. Mainstreaming Biodiversity – The Species Champion scheme will continue (dedicated staff funding ended March 2017). The focus is now on how to use the 90 Champions strategically. High level engagement with the Scottish Biodiversity Process continues.</p> <p>Workshops and meetings have enabled development of consensus for all issues which have arisen so far.</p>	<p>Dundas, (WTS)</p> <p>Active members – SWT, WTS, RSPB, NTS, Plantlife, Scottish Badgers, Nourish, APRS, Ramblers Scotland, SCNP, SWLG, Trees for Life.</p>	<p>throughout the year.</p>	<p>Governance (post-Brexit structures)</p> <p>Relevant Subgroups: Land Use and Reform Woodland Deer Food and farming Wildlife (inc. Wildlife Crime and Freshwater) Hilltracks</p> <p>NEN work (below) relates.</p>		
<p>Marine Group Vision: healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected, connected and thriving, and coastal communities are sustained.</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>MPAs - Secure well-managed ecologically coherent network of MPAs</p> <p><u>Outcomes:</u> Secure designation and commitment to designate 14 SPAs, 4 mobile species ncMPAs, harbour porpoise SACs Secure effective management measures for the network to ensure protection and recovery of Scotland's seas, including designated features, key non-designated features and ecosystem function MPA assessments clearly present both socio-economic benefits and costs Effective/well-resourced monitoring strategy Gaps in coverage identified and closed (site gaps, management gaps, feature gaps) Improvements to compliance through better resourcing, roll out of enforcement tools and stakeholder buy-in</p> <p><u>Targets/KPIs</u> Scottish MPA network meets OSPAR-level criteria of Ecological Coherence Network is designated & managed effectively by 2018</p>	<p>GC: Calum Duncan (MCS)</p> <p>GVC: Sarah Dolman (WDC)</p> <p>Members: HWDT; MCS; NTS; RSPB; RZSS; SWT; WDC; WWFS</p>	<p>Funding for MOs to autumn 2017</p> <p>Seeking funds for 2 years at lower level (1.2FTE)</p> <p>Core staff involved in admin, HR, fundraising.</p> <p>AO inputs occ. to advocacy strategy</p>	<p>Aware of read-across on areas of spatial planning (Planning Group), also with Economics Group, and with Scottish Food Coalition (seafood issues). Also now to NEN thinking.</p>	<p>Each organisation 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, Scottish Fishermen's Federation (or members), Scottish Creel Fishermen's Federation, Scottish Salmon Producers Organisation (members) And in addition: FFI (to coordinate on who is providing what resources for communities);</p>	

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		<p>Marine Spatial Planning -Secure National Marine Plan meeting legal duties of Marine Scotland Act NMP duty. Secure ecosystem-based Regional Marine Plans</p> <p><u>Outcomes</u> Build environmentally-aware community of marine planners in Scotland LINK included/consulted in marine planning forums and processes <i>Living with the Seas</i> asks/recommendations are achieved</p> <p><u>Targets/KPIs</u> All references to "Sustainable economic growth" are removed from NMP. Growth targets are properly assessed or removed from NMP/RMPs Emerging RMPs follow Shetland best-practice approach Secure 50+ delegates at Sea Scotland 2017</p> <p>Inshore Fisheries Bill - Effective ecosystem-based spatial management of inshore fisheries</p> <p><u>Outcomes</u> Fisheries plans must cohere with RMPPs and the NMP Improved ecological and socio-economic evidence base Stronger approach to fisheries compliance Inshore fisheries are managed spatially, including at the Functional Unit level</p> <p><u>Targets/KPIs</u> Commitment to or steps taken to secure more funding for improving evidence base Reduction in fisheries infringements/gear conflict Wider adoption of compliance tools (e.g. AIS, vessel cameras) IFG plans that integrate with RMPs and include spatial management LINK meet and discuss developing process with Marine Scotland Fisheries at least 3 times per year; meet with Fergus Ewing twice a year</p> <p>Aquaculture Subgroup established December 2016 with esp focus on aquaculture in MPAs.</p> <p>With MPAs and Marine Planning advocacy about scope of virtuous cycle that improves resilience to Climate Change and gets positive feedbacks with carbon sequestering habitats (target for blue carbon habitats). Supporting SCCS asks for 2017 consultations on climate and energy.</p> <p>Inputting to LINK work on NEN and EIA.</p> <p>Islands Bill input with Wildlife Subgroup.</p>				<p>Planning-focussed networks and local community orgs (eg Scottish Community Alliance/Planning Democracy); Sustainable Inshore Fisheries Trust; COAST.</p>	

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<p>Planning Group</p> <p>Vision: that the Scottish land use planning system contributes to a more environmentally sustainable society</p>		<p>Priority will be engagement in the Planning Bill.</p> <p>Group is supporting Planning Democracy's work on Equal Rights of Appeal.</p> <p>In terms of consensus building Group is clear & consistent on priorities.</p> <p>Links to be made to climate targets in relation to 2017 climate and energy consultations and in support of SCCS asks.</p> <p>Linking to LINK work on NEN.</p>	<p>GC Aedán Smith, RSPB. GVC Clare Symons PD, BSCG, APRS, RS Buglife, FoES, NTS, Froglife WTS, SCNP, SWT SWLG, SBT</p>	<p>Secretariat support for organising & minuting Group meetings.</p> <p>Other support may be needed during progress of bill in 2017/18</p>	<p>Particular need to consider implications of planning taking a more central role in wider government policy development.</p> <p>Continue contact with Hilltracks subgroup.</p> <p>NEN work (below) relates.</p>	<p>Scot Govt</p> <p>Wider public sector</p> <p>RTPI</p>	
<p>Social Justice Grouping</p> <p>Though LINK network prioritised this in 2015, network capacity has been affected since the UK's EU vote in June 2016. Therefore, from late 2016, this area of work will be at a comms level, until such time as resources again allow deeper engagement.</p>	<p>The main driver for this is for environmental sustainability to be seen as relevant to Government's fairness agenda.</p>	<p><u>Objective 1:</u> Ensure environment is considered part of delivering a fairer Scotland. KPIs: Relevant Cab Sec and Minister acknowledgement MSP speeches and PQs Media coverage</p> <p><u>Objective 2:</u> Create LINK pledge (key recommended action following publication of FS Action Plan) KPIs: LINK member agreement on pledge and relevant dissemination (gvt officials, media relations, social media). Also review proposals from Congress workshop for active follow-up.</p> <p>Advocacy strategy to use internal consensus as an external communications exercise with the aim of:</p> <ul style="list-style-type: none"> - Raising the profile of LINK members - Making connections between social justice/ fairness agenda and the environment, thereby elevating environmental asks 	<p>Convened by rotation.</p> <p>APRS, SCNP, RSPB, RS, FoES, SAGS, HWDT, NTS, Nourish, SCAPE, SWLG, Soil Assn Scot</p>	<p>AO, CO and other staff to identify comms opportunities with Group leads and coordinate comms work around these.</p>	<p>Erstwhile SJ grouping's membership represents majority of LINK's groups and subgroups. Thus, SJ can be kept on the agendas of Groups/Subgroups by these ambassadors.</p>	<p>Liaising with Govt Fairer Scotland Team and with other Depts as relevant.</p> <p>Various voluntary orgs contacted over 2016 and 2016 Congress workshops addressed scope for collaboration between ENGOs and other NGOs on SJ issues.</p> <p>Participation in SCVO relevant and ongoing</p>	
<p>Deer Subgroup</p> <p>Vision: Ensure sustainable populations of native deer species which play positive roles in Scottish ecosystems & contribute to rural economy</p>		<p>Following strong advocacy on the Land Reform Bill and deer components, focussed on the 2016 deadline for environmentally effective DMPs to be in place.</p> <p>Now awaiting ECCLR report to the Minister.</p>	<p>Leader: Duncan Orr-Ewing RSPBS</p> <p>Depute: Maggie Keegan SWT</p> <p>R Luxmoore NTS, H Todd RS & C Dundas WTS. Close working with Mike Daniels, JMT.</p>	<p>Awarded DPF funding for advocacy prep during 2016.</p>	<p>Work sits within the focus of the Land Group</p>	<p>Forestry Policy Group</p> <p>SNH</p> <p>This is very much a Scottish issue</p>	

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<p>Food & Farming Subgroup</p> <p>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</p>		<p>Following publication Spring 2017 of LINK's vision for agriculture, <i>The Future of Farming and Land Use in Scotland</i>, now scoping the possibility of hosting (with SLE) a roundtable discussion with stakeholders & other interested groups with ideas on future rural policy. Resources permitting will commission independent analysis of ideas to inform the workshop (end June), & to produce an anonymised report. Aim is to find common ground between various partners and find ways of supporting each other to influence the development of rural policy.</p> <p>Intentions are to link with key upland land use messages and with SCCS asks in terms of upcoming climate Bill and plan.</p> <p>The Good Food Nation bill consultation expected autumn, & may be possible to connect these wider sustainability discussions to it.</p> <p>Address GMO consultation, potentially.</p>	<p>Leader Pete Ritchie (Nourish)</p> <p>Depute Anna Brand, (RSPB). Nourish, RSPB, SWT, APRS/SCNP, Soil Assoc, Plantlife, NTS, SAIFCA, WTS.</p> <p>Others are on email list.</p>	<p>DPF bid for the workshop submitted April.</p> <p>AO supporting.</p>	<p>Pete Ritchie sits on the Land group.</p>	<p>Others with a stake in the wider rural economy, including:</p> <p>Tourism, Community Land, Rural Parliament, rural MSPs, Highlands & Islands Agriculture Group, SLE, Farmers not represented by leadership of NFUS.</p> <p>Scottish Food Coalition – of which Nourish, RSPB, SAS are active members.</p> <p>Will maintain good comms with WCL Agriculture Group.</p>	
<p>Hilltracks Subgroup</p>	<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>	<ol style="list-style-type: none"> 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. 2. Continue to highlight any cases of bad practice by landowners or indeed by planning authorities. 3. Also gather numbers of new hydro scheme applications for monitoring purposes. 4. We have funding from the SMT, BMC ACT Trust, the LINK DPF, and some members for consultant to take over the monitoring and screening role [5 hours a week for a year] and to produce a report, plus to send progress reports to our funders. <p>Relevant to Planning Group and Land Group (via Land Use/Reform/-scape sub group)</p> <p>Advocacy strategy: Will develop if our capacity is enhanced as potential for advocacy will increase – ie, evidence gathered may help to build a picture of the need for a new push to get legislation changed.</p>	<p>Helen Todd & Beryl Leatherland continue as co-conveners.</p> <p>Members: RS, SWLG, NEMT, CC, APRS, SCNP, NTS, RSPB, BSCG.</p> <p>Huge support from George Allan of NEMT in particular.</p>	<p>No LINK support beyond occasional discussion with AO</p> <p>Has raised funding at spring 2017 for support to carry out monitoring of planning authorities. Will need core staff support in terms of budget holding and payment</p>	<p>Relevant to Planning Group and Land Group (via Land Use/Reform/-scape sub group)</p>	<p>Scottish Govt, SNH, FCS, Nat Parks and key Local Authorities all relevant.</p> <p>CONFOR, SLE, NFUS. We will work with them on an <i>ad hoc</i> basis.</p> <p>Limited scope to work with Links in UK. 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>Landscape Subgroup</p>	<p>No advocacy strategy at present.</p> <p>Sub-Group's primary role lies in information exchange and</p>	<p>Promote as appropriate the Landscape and Wind Energy Statement developed earlier 2016 and its messages about the need for care in planning and executing wind energy development</p>	<p>Leader: John Thomson</p> <p>Depute: Beryl Leatherland</p>	<p>Hope for help from AO in promoting messages on wind energy development (including a</p>	<p>Relates to work of:</p> <p>Land Group</p> <p>Land Use SG</p> <p>Planning Group</p>	<p>Member bodies have links with their counterparts south of the Border</p>	

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	liaison with relevant bodies (SNH, HES, A&DS, Landscape Institute Scotland)	<p>Continue to advocate Scotland's Landscape Charter and a commitment to it by as many public bodies as possible</p> <p>Consider how best to achieve the re-establishment of some form of National Landscape Forum</p> <p>Continue to contribute to the upholding of the SNH Wild Land map</p> <p>Continue to support and make a case for the establishment of additional Scottish national parks, including the socio-economic benefits, supporting the SCNP/APRS campaign</p> <p>Make practical contributions to the Hilltracks campaign</p>	Members: APRS, NTS, RS, SCNP, SWLG	possible Friends of the Scotsman article). Also around garnering sign-up to Scotland's Landscape Charter	Wildlife Subgroup Social Justice Group Economics Group		
<p>Land Reform & Land Use Subgroup</p> <p>Vision: taking a bigger look at these issues in the round</p>		<p><i>Land Reform</i> Having developed 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. 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><i>LUS Mark 2</i> Press the Government to help to fund the preparation of a comprehensive suite of Regional Land Use Frameworks as a crucial point of reference for new land use policy priorities and funding programmes post-Brexit. Likewise, to prepare guidance to assist local authorities and others in carrying out this task, based on experience with the pilots in Aberdeenshire and Scottish Borders. Underline the link between this process and its outputs and the land reform agenda. Advise Land Group. Liaise with Planning Group. Link to Climate Bill & Plan and to SCCS asks in relation.</p> <p><i>Landscape</i> Emphasise the contribution that Scotland's landscapes make to the economy, and particularly to the tourism industry, and to the social justice agenda. Seek ways to ensure that landscape objectives receive sufficient attention in the preparation of new land use policies.</p> <p>Advocacy strategy:</p>	<p>Leader: John Thomson</p> <p>Depute: Sheila George</p> <p>Members: APRS/SCNP, RSPB, NTS, Ramblers Scotland, SWLG, SWT, Woodland Trust</p>	<p>Likely to require some help and advice from the AO in devising and implementing advocacy plans.</p> <p>If decision is to devote significant effort to developing vision for uplands, additional resources may be required – possibly in the form of a short-term project. However, value of such an exercise depends on what SG decides to do in response to SNH's report on its scoping study.</p>	Sits within Land Group.	<p><i>Land Reform:</i> Highly political. Helpful explore potential common ground with other voluntary /representative organisations approaching issue from non-environmental standpoints.</p> <p><i>LUS:</i> Developing contact with SG Nat Resources. SNH and SEPA could be valuable allies, as could be the two NPs and initiatives with a focus on better integrated land use, such as Biospheres in SW Scotland and Wester Ross. FCS should be a key target, especially in relation to the proposed new Forestry Strategy and any further regional Forestry and Woodland Strategies.</p> <p><i>Landscape:</i> SNH (within limits of its role as a NDPB), Historic Environment Scotland (likewise), Landscape Institute Scotland. Helpful to be aware of any comparable initiatives elsewhere: for landscape the European Landscape Convention provides context (and to some degree a driver) for work in Scotland. Council of Europe operates a monitoring regime which</p>	

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		No advocacy strategy developed as yet and it would be probably be most useful to tie any efforts relating to this agenda into a wider strategy related to approaches and priorities in preparing for Brexit. In particular, this should emphasise the need for a holistic, co-ordinated policy framework, something that is especially necessary given the separation of agriculture/forestry and environment portfolios at Cab Sec level. Links with climate objectives to be made explicitly (2017) supporting SCCS asks for climate bill and plan.				requires Scottish Government to report through UK Govt.	
NEN Subgroup VISION: To build and protect Scotland's nature so it continues to provide the life support systems we all depend on.	The National Ecological Network is a way to protect and build ecological resilience throughout Scotland, which: Provides habitat connectivity, species diversity, resilient ecosystems, natural capital and ecosystem services, including carbon sequestration & delivers key policy priorities in climate change, and use and national planning.	Members are working on a joint position around a National Ecological Network joining up green and grey infrastructure and policies, with a view to having this embedded within the planning system, in the next National Planning Framework. Work involves advocacy around the proposal presented to Cab Sec in Sept 2016. Role of Subgroup is to ensure the concept, if adopted, can be a real driver for change. At April 2017, LINK's 'Roadmap' for adopting a NEN is Scotland is being agreed by the Wildlife Subgroup (meets 27 April), then to be circulated for wider MB sign up. Advocacy plan to be updated by the Wildlife Subgroup.	This is mainly Wildlife Subgroup members with others. HFs James Curran & Deborah Long involved.	AO support to promote.	Links to Planning, Land and Marine.	SNH.	
Unconventional Fossil Fuels Subgroup	To inform and influence the Scottish Government's moratorium process	Will analyse the reports published by ScotGov, following consultations to which we contributed, on the various impacts of unconventional oil and gas development. Will share findings with the network. Preparing LINK response to the public consultation on UOG for end May 2017 & encouraging other LINK members to sign up & participate, & to engage their own supporters in this consultation.	Leader: Mary Church (FoES) Members: FoES, RSPB, SWLG, Buglife	Input may be asked from AO and Sustainable Ecs Officer	Potentially most relevant to Economics & Planning Groups, though there are implications for some other subgroups, and for LINK's MBs too.	Allies – potentially, community groups, SCCS. Audiences - decision makers, informed public, relevant coalitions, communities.	
Wildlife Subgroup Vision: Scotland's natural heritage (land & sea) is complete in its diversity, with fully functioning ecosystems & resilient to accelerated environmental change.	<u>Wildlife working group</u> <u>Species Champions work and rollout:</u> Prepare further factsheets. Engage with MSPs who aren't yet Species Champions. Species Champions Parliamentary event planned for 10 th November to welcome new Species Champions and encourage other MSPs to sign up. After November – regular updates on Species Champion activity; targeting species for remaining MSPs. March – event marking six-month anniversary of re-launched initiative. Ongoing – supporting members to engage with MSPs.		Leader: Craig Macadam, Buglife Depute: Caroline Griffin, Froglife Members: ARC, Bats, Buglife, Bees, ButtCon, Froglife, MCS, NTS, Plantlife,	<u>Wildlife</u> Intern Member resources; LINK website Continued support from Advocacy team	<u>Wildlife</u> Young Scot	MPS key target. No specific opponents, but widespread lack of awareness of biodiversity as an important environmental and political issue. Other stakeholders are SNH, ECCLR, public, media	

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	Leadership and support	Staff roles/ Funding	Integration within LINK	Wider allies and liaison - Audiences	Progress
Wildlife Subgroup continued	Biodiversity strategy and targets – Pursue implementation in various ways eg NEN. Input to Islands Bill (with Marine Group), Planning, Climate, Good Food Nation Bills. Also input to Pollinator Strategy and Rhododendron strategy.		RSPB, RZSS, Badgers, SWT, TreesFLife, WTS, WDC				
	<p><u>Wildlife crime working group</u></p> <p>Subgroup started to review and re-present outstanding recommendations from LINK's 'Natural Injustice' papers 1 & 2 with view to communicating these to the Environment Secretary (Roseanna Cunningham). The ECCLR committee in January considered Wildlife Crime, and since then, convenor Graeme Dey has been trying to ascertain the degree of improvement on action when a crime is reported. Member bodies are busy pursuing different MSPs on different aspects of the agenda, and for some members at least, the situation is improving on the ground, though the reasons for this is unclear. Members will meet on 23 May, and will consider advocacy strategy.</p>		<p>Leader: Eddie Palmer (SB)</p> <p>Depute: Ian Thomson (RSPB)</p> <p>Members: SWLG, SRSG, SCRA, Froglife. SWT observers.</p> <p>Concern re absence of NTS</p>		Not known yet		
	<p><u>Woodland working group</u></p> <p>Will be following the progress of the Forestry Bill through the Scottish Parliament over the course of 2017 with briefings, amendments and responses to further consultations.</p> <p>This will be relevant to both the Land and Governance Groups.</p>		<p>Leader: Charles Dundas (WTS)</p> <p>Members: WTSScotland, Trees for Life, RSPB, Plantlife, Butterfly Conservation, NTS, SWT, WWFS</p>	None	<p>Sits within Wildlife Subgroup</p> <p>Which reports up and through Land Group</p>	<p>Forestry Commission Scotland, Scottish Government, SLE, NFUS</p> <p>(Concerns domestic to Scotland, so no crossover with Links or other UK or international bodies)</p>	

<i>Current work area</i>	<i>Plans re: LINK objectives: improvement of national policy & implementation; improved capacity of network to contribute; effective network.</i>	<i>Specific tasks, targets, timings, advocacy strategy</i>	<i>Leadership and support</i>	<i>Staff roles/ Funding</i>	<i>Integration within LINK</i>	<i>Wider allies and liaison - Audiences</i>	<i>Progress</i>
Media Forum	For staff/volunteers in the network who deal with media, to exchange information, build capacity & influence agenda.	Meetings were loosely organised by Nick Underdown. From late 2016, plan is for these to be convened in rotation by active participants in the Forum.	Rory Syme (SWT), organising. up to 18 MBs on 2016 list				
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 a guest speaker. All MBs with staff with fundraising responsibilities are welcome to participate.	FL: Steven Gardner (SWT). FLD: Alison Connolly (RSPB). Minutes: Dianne Laing Many MBs on the email list inc: SWT, RSPB, WTS, Scottish Badgers, Froglife, WWF, RZSS, FOES, Archaeology Scotland.	No need for support anticipated from LINK staff at the moment			

Other work / initiatives / events involving Member Bodies and Groups/Subgroups, Trustees, Staff

<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 (as reported May)</i>
Network meetings	3 per year. Updates between members, Groups, subgroups, horizon scanning, PSRs, review priorities, evaluate effort, integration, etc.	4 May 2017 Network Meeting		CO	Various in the preparation	Across the range of work	Occ. invited audience.	
AGM	Elect trustees, appoint President & HFs, present annual report & accounts, ratify subscriptions	7 December Strategic Planning meeting 7 December AGM		CO & FOM	Part of annual gathering	AGM open to members		
(Congress 17) Replaced by EEB conference & LINK 30th anniversary	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	High-level EEB conference on 6 November which LINK will co-host in Scotland will replace Congress. Reception and ceilidh on evening of 7 November to mark 30 th anniversary		DO with steering group of trustees	Delivered by staff.	Theme stems from key priorities.	Externals invited as relevant to theme.	
EEB 2017 Scotland Conference	Encourage EEB to hold event in Scotland as platform for discussion of some key issues and important international relationships	As result of earlier lobbying by LINK and other EEB members, 2017 EEB to be hosted by LINK and EEB in Scotland. Programme development; fundraising; speakers identified; coordination by LINK.		AO with CO, DO, AOA	Input invited from LINK Groups	Network kept informed	Links, Irish network, various others	
30th Anniversary	Plan appropriate way of marking LINK's 30 years in association with EEB events in November 2017	Initiatives to mark LINK's 30th anniversary planned for 7 November						
Staff team	Future of existing projects and support for other work relies on fundraising.	Fundraising ongoing.		Several staff &				

<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 (as reported May)</i>
				group leads				
LINK Local	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.	Trial launched April 2016, progress assessed November. Further promotion from autumn 2016, possible merger with Highland Environment Network being discussed. To be reviewed Summer / Autumn 2017.		CO, FOM leading. AO, DO inputting		Being monitored	HEN, SCA, KSB among other	
Workshops on topics prioritised by members and/or Board	Scope views on where collective work can address gaps id'd by strategic planning. Keep watching brief for topics needing 'work-shopped', and add these to plan as agreed.	Amongst those already mooted are: <ul style="list-style-type: none"> - Climate (input to upcoming Bill) – June 2017 - Sea Scotland (Mar Group led) –June 2017 - F&F Subgroup roundtable on future agricultural support – June 2017 - Advocacy/Negotiations Training - August 2017 		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	
Festive Rcptn 2017	With audiences across the sectors to celebrate work in which we are all involved	In view of 30 th anniversary celebrations taking place November, festive reception will not happen in 2017		AOA & DO	Sponsorship to be got	Open to all members	Rel'ship building	
Strategic liaison	Board / President level development of relationships with wider policy community	Revised Strategy indicates more relationship building. Also includes annual meetings with RAFF family.		Board, Groups, Staff			Relship bldg for stronger advocacy	
Scottish Environment Week 17/Festival 18	Programme demonstrating to parliamentarians, the integration of environment/SD with social and economic issues, providing networking and soft lobbying opportunities.	Review SE Week 2017. Plan SE Festival 2018 from May 2017, agreeing theme, MB engagement by summer, seeking sponsorship, finalising programme October, invitations completed by December		AOA & AO with input from others	Delivered by staff & MBs Relies on sponsorship.	All MBs consulted & invited to input.	HE Scotland, pub sec and business SPEventsTeam	
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	Federal collaboration on: <ul style="list-style-type: none"> - Brexit including dialogue and collective approaches with Greener UK coalition - Marine (via Links' marine groups) - Other policy areas Connecting with Irish Environmental Network Sharing info on operations, funding, protocols, etc		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?	