

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 to be a transition year.

These changes are still bedding in a year later. Besides **6 strategic Group** areas, and **7 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 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 (Charlotte Hopkins - Marine Policy Officer Mat Cover; Emilie Devenport – Marine Policy and Engagement 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	Eleanor Harris (funded by LINK to March 2017, working to Wildlife Subgroup)		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 including business supporters		Forums	
			Med	Media Forum
			SEFF	Scottish Environmental Fundraisers Forum

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<b>Economics Group</b>  Vision: influence the current debate on economics in Scotland	Focus has been around the National Performance Framework.  However, reassessment due later October 2016 in relation to efforts to secure further funding to enable LINK to continue to engage actively in and influence debate around Scotland's future economic strategy	Secure funding for continuation of project  National Performance Framework – continue advocacy, monitoring, scrutiny  Circular Economy – identify priorities for LINK and seek allies; continue dialogue with ZWS and SG; contribute to debate about the forthcoming bill  Investment gap - assess amount of investment needed to change our economy to a low carbon SG plans with regard to this. Investigate innovative funding mechs to use to contribute to the investment needed.  Take the messages from our outward-facing narrative into public debates on the economy  Continue learning about different ways of integrating environmental issues and criteria into investment and spending decisions  Consensus-building: Work afoot on a statement on Natural Capital which will set out common ground and 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 Government and others. WRT National Performance Framework, will advocate through the Roundtable and 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 and members on reviewing what they want to measure, indicators available to assess these. 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.	GC Matthew Crichton (FoES)  GVC Bruce Wilson (SWT)  RSPB, Plantlife, SWT, FoES, SCNP, HWDT	<b>SEO</b> funded via Flourishing Scotland project to Mar 2017.  Effort to secure funds to roll the work on are underway from summer 2016  Managerial, advocacy, administrative all required whether or not the Flourishing Scotland 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  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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<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 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><b>Brexit</b> – the governance group will monitor development and impacts of Brexit into 2018 and beyond, as necessary. This will include working with ELUK colleagues in a joint Group monitoring Brexit and legislation in particular. Also, keeping abreast of wider ENGO work through the Greener UK Coalition (London based). Also speaking and advocating as Scottish Environment LINK on Scotland-specific issues. We want to ensure effective protections are maintained for our natural and cultural heritage. We are playing what part we can in relevant subgroup discussions of the Standing Council which has been set up to focus on Brexit and implications for Scotland. We are liaising with Scottish Brexit Minister, Michael Russell MSP. We will develop dialogue with Scottish MPs and MEPs. We may commission a study to inform asks of a 'Scotland outside the EU'. Seeking representation on Standing Council of Europe</p> <p><b>Votes, legislation &amp; processes impacting environmental governance</b> Group plans LINK action around elections at all levels.</p> <p>2017 local elections – If we have the resources to address, we will liaise with LINK Groups on this.</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><b>Environmental justice</b> – the Legal Strategy subgroup is active and the GG convener also sits on the legal strategy subgroup. Subgroup is organising an event on 14 December which will explore the potential and the breadth of support for an Environmental Law Centre in Scotland. Outcomes from those discussions will be taken forward thereafter.</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 <a href="#">HF</a> 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>	
<b>Land Group</b> Vision: Land management which meets SD goals.		<p><b>1. Land ownership and use</b> – Continue to follow up on Land Reform Act; Land Rights and Responsibilities statement; Land Commission; guidance on community consultation. Including responding to further public consultations on these.</p> <p>Land Use Strategy work may have to be deprioritised as resources available have reduced, but LINK will be able to respond to the SNH Upland Strategy consultation.</p>	<p>Co-conveners Deborah Long (P'lfe), Vicki Swales (RSPB), VC Charles Dundas, (WTS)</p>	<p>Core staff support ongoing.</p> <p>And advocacy support needed throughout the year.</p>	<p>The agenda crosses with Planning (land use); Marine (agriculture); and Governance (post-Brexit structures)</p> <p>Relevant Subgroups: Land Use and Reform</p>		

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		<p><b>2. Future of Scottish Agriculture</b> – An updated vision for Scottish Agriculture is being 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.</p> <p><b>3. Mainstreaming Biodiversity</b> – The Species Champion scheme will continue (although staff funding runs out in March 2017) Work on a Link position around a National Ecological Network joining up green and grey infrastructure and embedding NEN thinking into the Planning system is ongoing.</p> <p>Workshops and meetings have enabled development of consensus for all issues which have arisen so far.</p>	Active members – SWT, WTS, RSPB, NTS, Plantlife, Scottish Badgers, Nourish, APRS, Ramblers Scotland, SCNP, SWLG		Woodland Deer Food and farming Wildlife (inc. Wildlife Crime and Freshwater) Hilltracks NEN work (below) relates.		
<p><b>Marine Group</b> 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>New <b>Aquaculture</b> Subset of the work due to start November 2016.</p>	<p><b>MPAs</b> - Secure well-managed ecologically coherent network of MPAs <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 <u>Targets/KPIs</u> Scottish MPA network meets OSPAR-level criteria of Ecological Coherence Network is designated &amp; managed effectively by 2018</p> <p><b>Marine Spatial Planning</b> -Secure National Marine Plan meeting legal duties of Marine Scotland Act NMP duty. Secure ecosystem-based Regional Marine Plans <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 <u>Targets/KPIs</u> All references to "Sustainable economic growth" are removed from NMP.</p>	<p>GC: Calum Duncan (MCS) GVC: Sarah Dolman (WDC) Members: HWDT; MCS; NTS; RSPB; RZSS; SWT; WDC; WWFS</p>	<p>2 <b>MOs</b> funded to June 2017 Seeking future Project funding to extend for 3 years at existing level. Core staff involved for project management, HR, and fundraising. 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); Planning-focussed networks and local community orgs (eg Scottish Community Alliance/Planning Democracy); Sustainable Inshore Fisheries Trust; COAST.</p>	



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		<p>Growth targets are properly assessed or removed from NMP/RMPs</p> <p>Emerging RMPs follow Shetland best-practice approach</p> <p>Secure 50+ delegates at Sea Scotland 2017</p> <p><b>Inshore Fisheries Bill</b> - Effective ecosystem-based spatial management of inshore fisheries</p> <p><u>Outcomes</u></p> <p>Fisheries plans must cohere with RMPPs and the NMP</p> <p>Improved ecological and socio-economic evidence base</p> <p>Stronger approach to fisheries compliance</p> <p>Inshore fisheries are managed spatially, including at the Functional Unit level</p> <p><u>Targets/KPIs</u></p> <p>Commitment to or steps taken to secure more funding for improving evidence base</p> <p>Reduction in fisheries infringements/gear conflict</p> <p>Wider adoption of compliance tools (e.g. AIS, vessel cameras)</p> <p>IFG plans that integrate with RMPs and include spatial management</p> <p>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><b>Planning Group</b></p> <p>Vision: that the Scottish land use planning system contributes to a more environmentally sustainable society</p>		<p>Priority will be engagement in planning reform via the upcoming Planning Bill. The White Paper is expected end Dec/Jan, taking forward all of the Independent Panel's recommendations. Equal Rights of Appeal was not included.</p> <p>Group is supporting Planning Democracy's work on ERA.</p> <p>In terms of consensus building Group is pretty clear and consistent on priorities.</p> <p>Advocacy strategy to be developed November 2016.</p>	<p>Aedan Smith, RSPB, convener, Clare Symons PD, vice-convener, BSCG, APRS, RS Buglife, FoES, NTS, Froglife WTS, SCNP, SWT SWLG, SBT</p>	<p>Secretariat support for organising &amp; minuting Group meetings.</p> <p>Other support may be needed during progress of a 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><b>Social Justice Grouping</b></p> <p>LINK network prioritised this in 2015. A 'grouping' of members has reviewed how LINK can contribute to, and demonstrate the important role which</p>	<p>The main driver for this is for environmental sustainability to be seen as relevant to Government's fairness agenda.</p>	<p>Congress 2016 workshop relates. Looking ahead - <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 (govt officials, media relations, social media).</p>	<p>Convened by rotation.</p> <p>APRS, SCNP, RSPB, RS, FoES, SAGS, HWDT, NTS, Nourish, SCAPE, SWLG, Soil Assn Scot</p>	<p>AO coordinates planned tasks; with CO support for secretariat and coordination</p> <p>This is identified as key area of work for LINK by network and Board though no single member prioritises</p>	<p>SJ grouping's membership represents majority of LINK's groups and subgroups.</p>	<p>Liaising with Govt Fairer Scotland Team and with other Depts as relevant.</p> <p>Various voluntary orgs identified which work at policy level last year. Contact has been initiated but needs to be maintained (not necessarily part of a forum, it can be bilateral contacts)</p> <p>Some being invited to take part in Congress 2016. (Oxfam,</p>	

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environment has in the social justice agenda – in part now exemplified by the Fairer Scotland Action Plan		<p>Consensus required in terms of next steps for group advocacy and policy asks.</p> <p>The above forward plan to be presented at next group(ing) meeting. Advocacy strategy would be to use internal consensus as an external communications exercise with the aim of:</p> <ul style="list-style-type: none"> <li>- Raising the profile of LINK members</li> <li>- Making connections between social justice/ fairness agenda and the environment, thereby elevating environmental asks</li> </ul>		<p>to extent of offering to lead as a LINK area of work.</p> <p>Therefore, AO and CO support needed to coordinate for foreseeable future.</p>		<p>Poverty Alliance, SCVO, Scottish Community Alliance, British Lung Foundation, Glasgow Centre for Population Health)</p> <p>Participation in SCVO relevant and ongoing</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, with advocacy approach focussed on 2016 deadline for environmentally effective DMPs to be in place.</p> <p>Currently working on responding to current SNH Review of Deer Management expected to be published at the end of October.</p> <p>Also been involved in the current SNH review of deer management authorisations.</p>	<p>Leader: Duncan Orr-Ewing (RSPB Scotland)</p> <p>Depute: Maggie Keegan (SWT)</p> <p>Richard Luxmoore (NTS, Helen Todd (RAS) and Charles Dundas (WTS)</p>	<p>We have been awarded LINK grant to support production of advocacy material for SNH Review of Deer Mgt</p>	<p>Work sits within the focus of the Land Group</p>	<p>Forestry Policy Group</p> <p>SNH</p> <p>No scope id'ed for working with the Links, IUCN or EEB – this is very much a Scottish issue</p>	
<b>Food &amp; Farming Subgroup</b> 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>Following its seminar on vision for agriculture held September 2016, the Subgroup will develop LINK's narrative for what public funding currently supporting agriculture should continue to support, taking a wider rural economic perspective and looking at short, medium and longer term, developing the detail in good time.</p> <p>Subgroup meets 27 October to take forward discussions and advocacy plan.</p>	<p>Leader Pete Ritchie (Nourish)</p> <p>No Depute currently</p> <p>Nourish, RSPB, SWT, APRS/SCNP, Soil Association, Plantlife, NTS, SAIFCA, WTS.</p> <p>Others are on mail list.</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 &amp; Islands Agriculture Group, 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>	

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<b>Hilltracks Subgroup</b>	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'.	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.  Continue to highlight any cases of bad practice by landowners or indeed by planning authorities.  Also gather numbers of new hydro scheme applications for monitoring purposes.  Apply for funding for post for up to 5 hours pw to take over monitoring and screening of applications, including hydro schemes. May require securing match funding; would require job description, recruitment.  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.	Helen Todd & Beryl Leatherland continue as co-conveners.  Members: RS, SWLG, NEMT, CC, APRS, SCNP, NTS, RSPB, BSCG.  Huge support from George Allan of NEMT in particular.	No LINK support beyond occasional discussion with AO  If successful in raising funding to employ a member of staff to carry out monitoring of planning authorities, will need some support in terms of budget holding and payment (if possible).	Relevant to Planning Group and Land Group (via Land Use/Reform/-scape sub group)	Scottish Govt, SNH, FCS, Nat Parks and key Local Authorities all relevant.  CONFOR, SLE, NFUS. We will work with them on an <i>ad hoc</i> basis.  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.	
<b>Landscape Subgroup</b>	No advocacy strategy at present.  Sub-Group's primary role lies in information exchange and liaison with relevant bodies (SNH, HES, A&DS, Landscape Institute Scotland)	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  Continue to advocate Scotland's Landscape Charter and a commitment to it by as many public bodies as possible  Consider how best to achieve the re-establishment of some form of National Landscape Forum  Continue to contribute to the upholding of the SNH Wild Land map  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  Make practical contributions to the Hilltracks campaign	Leader: John Thomson  Depute: Beryl Leatherland  Members: APRS, NTS, RS, SCNP, SWLG	Hope for help from AO in promoting messages on wind energy development (including a possible Friends of the Scotsman article).  Also around garnering sign-up to Scotland's Landscape Charter	Relates to work of:  Land Group  Land Use SG  Planning Group  Wildlife Subgroup  Social Justice Group  Economics Group	Member bodies have links with their counterparts south of the Border  We are also through LINK members of Civilscape	
<b>Land Reform &amp; Land Use Subgroup</b>  Vision: taking a bigger look at these issues in the round		<i>Land Reform</i> 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.  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	Leader: John Thomson  Depute: Sheila George  Members: APRS/SCNP, RSPB, NTS, Ramblers Scotland,	Likely to require some help and advice from the AO in devising and implementing advocacy plans.  If decision is to devote significant effort to developing vision	Sits within Land Group.	<i>Land Reform</i> : Highly political. Helpful explore potential common ground with other voluntary /representative organisations approaching issue from non-environmental standpoints.  <i>LUS</i> : Developing contact with SG Nat Resources. SNH and SEPA could be valuable allies, as could	



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		<p>its composition and operation.</p> <p><i>LUS Mark 2</i></p> <p>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.</p> <p><i>Landscape</i></p> <p>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>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.</p>	SWLG, SWT, Woodland Trust	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>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 requires Scottish Government to report through UK Govt.</p>	
<p><b>NEN Subgroup</b></p> <p>VISION: To build and protect Scotland's nature so it continues to provide the life support systems we all depend on.</p>	<p>The National Ecological Network (better public label to be adopted) is a way to protect and build ecological resilience throughout Scotland, which:-</p> <p>Provides habitat connectivity, species diversity, resilient ecosystems, natural capital and ecosystem services, including carbon sequestration and</p> <p>Delivers key policy priorities in climate change, and use and national planning.</p> <p>Work involves advocacy around proposal presented to Cab Sec</p>	<p>NEN should be -</p> <p>A cross-cutting theme and objective, embedded in Scotland's Land Use Strategy, Marine Plan, Scotland's Biodiversity Route Map, <i>and</i> the National Planning Framework, all of which will be mechanisms for NEN delivery.</p> <p>A material consideration in development planning, development management, other licensing regimes and when allocating agri-environment and forestry spend across the country.</p> <p>With Protected Areas, comprehensively designated as required and managed to Favourable Conservation Status, at its heart as the key nodes where conditions for biodiversity are optimised.</p>	<p>Very new.</p> <p>Lead TBC.</p> <p>Large number of member orgs are interested.</p>	AO support to promote.	Links to planning, land use and marine, anyway.	Thinking is developing.	

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	Sept 2016. If adopted, role of Subgroup will be to monitor and influence outcomes. There may be advocacy effort needed to convince Cab Sec and others of the potential of the proposal.	<p>With strong and specific measures for areas between and beyond Protected Areas, including buffer areas and corridors following the Principles of 'Bigger, better and more joined'</p> <p>Build coherence and complementarity among current and future Landscape Scale Initiatives.</p> <p>Guide and influence land use in the wider countryside, to secure sustainable land management beyond the areas outlined above</p> <p>Include a spatial element that defines clear Regional Spatial Priorities for Ecological Restoration Action. This spatial element will be produced using existing knowledge and data to give a broad spatial expression. More detailed site-based mapping could then be undertaken as needed, to underpin regional or local delivery against the national/regional priorities.</p>					
<b>Unconventional Fossil Fuels Subgroup</b>	To inform and influence the Scottish Government's moratorium process	<p>We will be analysing the reports recently published by the Scottish Government, in the wake of the year's consultations to which we contributed, on the various impacts of unconventional oil and gas development. We will share our findings with the network.</p> <p>We will also be preparing to respond to the public consultation on UOG in the new year and encouraging other LINK members to participate, and to engage their own supporters in this consultation.</p>	<p>Leader: Mary Church</p> <p>Depute: tbc</p> <p>Members: FoES, RSPB, SWLG, Buglife</p>	Input may be asked from AO and Sustainable Ecs Officer	Potentially most relevant to Economics and Planning Groups, though there are implications for some other subgroups, and for LINK's member bodies, too.	Allies – potentially, community groups, SCCS. Audiences - decision makers, informed public, relevant coalitions, communities.	
<b>Wildlife Subgroup</b>	<p><u>Wildlife working group</u></p> <p><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<sup>th</sup> 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.</p> <p><u>Biodiversity strategy and targets</u> – Pursue implementation in various ways eg NEN</p>		<p>Leader: tbc/Craig Macadam?</p> <p>Depute: tbc</p> <p>Members: ARC, Bats, Buglife, Bees, ButtCon, Froglife, MCS, NTS, Plantlife, RSPB, RZSS, Badgers, SWT, TreesFLife, WTS, WDC</p>	<p><u>Wildlife</u> Intern Member resources; LINK website</p> <p>Continued support from Advocacy team</p>	<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, RACCE, public, media	

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Wildlife Subgroup continued	<u>Wildlife crime working group</u>  Review and re-present outstanding recommendations from LINK's 'Natural Injustice' Papers 1 and 2. Meet with Environment Committee and Colin Smyth, MSP, Badger Species Champion. Circulate whole group, and Land Group with updates Consult with both Police Scotland, and Crown Office Send above report/recs to Cabinet Secretary for Environment possibly by Christmas 2016 Review appropriate contact with Rural Affairs Committee		Leader: Eddie Palmer (SB)  Depute: Ian Thomson (RSPB)  Members: SWLG, SRSG, SCRA, Froglife  Concern re absence of SWT and NTS	AO advice will be sought	Not known yet		
	<u>Woodland working group</u>  Will respond to the Scottish Government 's consultation on the Future of Forestry by November, and then follow the progress of the Forestry Bill through the Scottish Parliament over the course of 2017 with briefings, amendments and responses to further consultations.  This will be relevant to both the Land and Governance Groups		Leader: Charles Dundas (WTS)  Members: WTScotland, Trees for Life, RSPB, Plantlife, Butterfly Conservation, NTS, SWT, WWFS	None	Sits within Wildlife Subgroup  Which reports up and through Land Group	Forestry Commission Scotland, Scottish Government, SLE, NFUS  (Concerns domestic to Scotland, so no crossover with Links or other UK or international bodies)	
Media Forum	For staff/volunteers in the network who deal with media, to exchange information, build capacity & influence agenda.	Meetings have been loosely organised by Nick Underdown. In wake of Nick's departure a successor is sought. If useful to MBs hope forum become self-running along lines of SEFF.	To be confirmed 18 MBs on list				

# LINK's Work Programme for 2017-18: Draft at November 2016

<i>Current work area</i>	<i>Plans re: LINK objectives: improvement of national policy &amp; implementation; improved capacity of network to contribute; effective network.</i>	<i>Specific tasks, targets, timings, advocacy strategy</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>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). 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; &amp; effective network.</i>	<i>Specific tasks, targets, timings and indicators of progress where provided</i>	<i>KPIs relevant</i>	<i>Leader-ship 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>
<b>LINK Network meetings</b>	3 per year. Updates between members, Groups, subgroups, horizon scanning, PSRs, review priorities, evaluate effort, integration, etc.	<b>4 May 2017</b> Network Meeting		CO	Various in the preparation	Across the range of work	Occ. invited audience.	May agenda in prep and covers post-election, pre-referendum thinking, working with IUCN, Social Justice, Climate and energy. Also review of transition and progress across work areas.
<b>LINK AGM</b>	Elect trustees, appoint President & HFs, present annual report & accounts, ratify subscriptions	<b>TBC</b> , AGM <b>TBC</b> , Strategic Planning		CO & FOM		Part of annual gathering	AGM open to members	
<b>LINK Congress 2017</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	In 2017 the high-level EEB conference which LINK will co-host in Scotland will replace Congress. There will also be an event marking LINK's 30th anniversary in the same period.		DO with steering group of trustees	Delivered by staff.	Theme stems from key priorities.	Externals invited as relevant to theme.	Justice theme agreed for this year's Congress by January network meeting. SJ grouping will help staff to plan this. 23 June vote then introduces Brexit aspect.
<b>Staff team</b>	Longevity of several project officer posts relies on fundraising which is ongoing from autumn 2016.	Assess project future and funding keeping project staff informed. Potentially employ Intern to assist with EEB from late spring 2017.		CO and mar.st grp				
<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.	Trial launched April 2016, progress assessed November. Further promotion from autumn 2016. To be reviewed Summer 2017.						Site developed by FOM. Intern Syd Chandler in post from early March. Launching April. Various staff informing social media launch. Help of MBs with local groups anticipated.
<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 already mooted are: - Economics Symposium (Econ Group led) – November 2017 - Post Brexit relationships – Congress 2016, Network 2017 - Land/Economics on ethics of land subsidies – early 2017 - Sea Scotland (Mar Group led) –Summer 2017 - Advocacy/Negotiations Training - Summer 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	Sea Scotland conference planned for 15-16 June. Environment Links UK Seminar, September 2016. Nothing else definite at this stage.
<b>Festive Rcptn 2017</b>	With audiences across the sectors to celebrate work in which we are all involved	Organise for December 2017 with relevant players. Sponsorship to be sought.		AOA & DO	Sponsorship to be got	Open to all members	Rel'ship building	

<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; &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 (as reported May)</i>
<b>EEB 2017 Scotland Conference</b>	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	
<b>LINK 30<sup>th</sup> Anniversary</b>	Plan appropriate way of marking LINK's 30 years in association with EEB events in November 2017							
<b>Strategic liaison</b>	Board / President level development of relationships with wider policy community	Revised Strategy indicates more relationship building. Also includes annual meetings with RAFE family.		Board, Groups, Staff			Relship bldg for stronger advocacy	Continues with various meetings in the diary for April and May 2016 already. Also trying to update our policy mapping.
<b>Scottish Environment Week/Festival</b>	Programme demonstrating to parliamentarians integration of environment/SD with social and economic areas, providing networking and soft lobbying opportunities. Deliver SE Week Feb 2017 against plans developed summer 2016. Review spring 2017. Plan for SE Festival 2018 from spring 2017.	Steering group agree theme, invite MB engagement Summer 17 and seek sponsorship around theme & outline programme. Programme agreed by September, invitations completed by December when members, MSPs, externals know what's needed		AO & AOA with input from CO, DO, and st group.	Delivered by staff & MBs Extent depends on sponsorship.	All MBs consulted & invited to input.	Historic Environment Scotland, Parl Events Team, sponsors	Steering group being established to start planning. Arts linkages among others.
<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 get UK funding for Links core /project areas. Federal collaboration on: - Brexit (where possible) - Marine (via Links' marine groups) - Potentially Natural Capital and other areas Develop connection with Irish Environmental Network		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?	Links' MOU and strategy likely to be on Scottish LINK Board's agenda for April, to sign off. Links trying to find opps for joint fundraising. Joint work on REFIT and Marine continues. Links seminar in September 2016 planned.