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**

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| 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 (Daphni 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 |
|  |  |  |  |  |

| ***Current work area*** | ***Work planned towards LINK objectives: improvement of national policy and implementation; improved capacity of network to contribute; effective network.*** | ***Specific tasks, targets, timings and indicators of progress where provided*** | ***Leader-ship and support*** | ***Staff roles/ Funding*** | ***Integration within LINK*** | ***Wider allies and liaison - Audiences*** | ***Progress*** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Economics Group**Vision: influence the current debate on economics in Scotland | National Performance Framework – ongoing development and advocacy work | Fundraising work to extend LINK’s Flourishing Project which feeds into this Group and employs the Project Officer Phoebe Cochrane.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.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.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.Ongoing media work around limitations of GDP.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.Support other LINK work areas in terms of economics from time to time (marine economy, economics of land use, etc).  | GC Matthew Crighton (FoES)GVC Bruce Wilson (SWT)Plantlife, RSPB, SCNP, HWDT | SEO funded via Flourishing Scotland project to end 2016.Advocacy & comms support needed | Food production is one of the areas identified by SG for circular economy focus. We will work with LINK sub-group on this.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 | Scottish Government – developed relationships with Performance Unit and Zero Waste. Would be good to develop relationship with Economic advisorsSCDI – positive first meeting. Need to follow up.Insight Institute upcoming initiative on Circular Economy – contact made.On-going collaboration where fruitful with allies such as Oxfam, NEF, Trades unions, Scottish Forum on Natural Capital.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. |  |
| **Governance Group** | Continuing to pursue all issues raised in Governance Matters as and when opportunities occur. Coordinating LINK effort on manifestos for UK, Scottish and Local ElectionsCoordinating LINK effort on EU Referendum | Inform upcoming votes and follow up votes as appropriate through: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;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).Increase awareness about participation in decision making and about Scotland’s scrutiny of environmental management by identifying opportunities to input to public debate on Holyrood's effectiveness in the lead-up to its 20th anniversary (2019). 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 & seminar about an environmental law centre for Scotland.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. Overview governance aspects of eg: REFIT, Protected Areas Review, future of forestry in SG’s governance structures, role of Scottish Land Commission. | GC Lloyd Austin (RSPB). VC vacant(FOES), WTS, WWF, others have signed up to outputs.Also Mark Lazarowicz HF (legal strategy) | AO and AOA will support this Group and many actions fall to advocacy staff in LINK supported by those in MBs. President roles overlap. HF M Lazarowicz assists on legal strategy. | 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.Marine re: join-up of strategies; full implementation of legislation.All Groups – re concerns about governance structures on a range of policy areasEconomics and SJ re – inputting to the debate around jobs transition.  | Legal practitioners, legal academics, NGOs – on legal strategy.SCVO, Electoral Commission, others in civic sector – on Votes and lobbyingBroad cross-section of Scottish society - wrt. scrutiny and public participation. EEB – will be cc’d into referendum activity. We will pair work with EEB on their 2017 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. |  |
| **Land Group**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.  |  Detailed plans (see annex) on biodiversity, farming and land ownership & land use subgroups as follows: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).2. Future of Scottish Agriculture including developing a vision and also CAP reform via Food & Farming Subgroup.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. All priorities for action. A number of other issues will be pursued as required by Topic Groups: wildlife crime, woodlands, deer, freshwater. | Co-conveners Deborah Long (P’life), Vicki Swales (RSPB), VC Charles Dundas, (WTS), Active members – Plantlife, RSPB, Buglife, WT, SCNP, Soil AS, APRS, Scot Badgers, Nourish, SWLG, SWT and RS. | 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.DeerWildlife (incorporating Wildlife Crime, Woodlands & Freshwater)Food and FarmingHilltracksLandscape  |  |  |
| **Marine Group**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) | Priorities ahead for the Group are:1. 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, SNH62. Maintain proactive advocacy around fisheries management in (and potentially outwith) MPAs, specifically via publication of Scottish Seafloor Integrity reportRelates 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, 2.53. 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 | GC: Calum Duncan (MCS)GVC: Sarah Dolman (WDC)Members: HWDT; MCS; NTS; RSPB; RZSS; SOC; SWT; WDC; WWFS | 2 MOs 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 Forum (via some MG members)Agriculture and Food (via some MG memebrs)Species Champions (Via some MG members) | Each organisation vital in developing case for effective Regional Marine Planning Partnerships that deliver sustainable developmentAudience: 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. |  |
| **Planning Group**Vision: that the Scottish land use planning system contributes to a more environmentally sustainable society |  | Meeting on 6 May agreed priorities are:Groups work plan – tasks and actions. • A vision for the Planning System.• Planning bill engagement (timescale unknown yet). • Respond to draft advice on Net Economic Benefit with Economics Group. • SEA – contribute to wider LINK work on it, how it can be used better to further LINK’s aims. | 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. |  |
| **Social Justice Group**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.  | 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.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.Explore extent of common ground and complentarity 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. 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). | Convened by rotation.APRS, SCNP, RSPB, RS, FoES, SAGS, HWDT, NTS, Nourish, SCAPE, SWLG, Soil Assn Scot | Staff support to organise/minute. 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.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. | 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).  | 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:  - NGOs working in social justice area, eg Oxfam, Poverty Alliance, SCVO, Scottish Community Alliance, CAB, STUC, Transform - Government departments/agencies like NHS Health Scotland, SEPA - academics/researchers like Glasgow Centre for Population Health |  |
| **Deer Subgroup**Vision**:** Ensure sustainable populations of native deer species which play positive roles in Scottish ecosystems & contribute to rural economy |  | Main focus is on the Land Reform Bill and deer components.Our advocacy approach is focussed on LRB and 2016 deadline for environmentally effective DMPs to be in place. We are discussing approach & how we prepare ground for the latter.SNH review of Deer Management Planning progress. RACCE and Ministerial engagement Authorisations responses. Made by individual organisations rather than LINK Deer TF.Removal of lead ammunition from deer management. | SGL Duncan Orr-Ewing, RSPB,NTS, SWT, WTS, Ramblers, C’gorms Campaign. Works closely with Mike Daniels of JMT  | None required at the moment. Working with AO on LRB advocacy.   | Good consensus among Dr MBs.  | Regular Liaison with SNH Wildlife Management team (Robbie Kernahan)Attend SNH Deer Management Round Table chaired by SNH (Susan Walker, SNH Board). Have regular bi-lateral discussions with SNH on deer mgt issues.No scope id’ed for working with Links, IUCN, EEB.  |  |
| **Food & Farming Subgroup (formerly Agriculture)**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**.** |  | 1. Scottish Governments Vision for Food & Farming – primarily Land, and possibly EconomicsActively 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. 2. Future CAP – primarily LandIdentify 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. 3. Scottish Food Coalition – primarily LAND and possibly ECONOMICS and GOVERNANCEContinue to support the Scottish Food Coalition and use this wider grouping and their work as context for more focused LINK activities. 4. SRDP – LANDContinue to engage in and try to influence for the benefit of wildlife, public access, landscapes etc the implementation of the current SRDP. | Leader: Pete RitchieDepute: Amy CorriganMember 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 | Key for CAP and SFC work will be access to Ministers 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 | Pete Ritchie & Vicki Swales sit on the Land group and are the link in/communication channel there. The Land group will communicate regularly with the other groups. Pete Ritchie & 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. | Using Scottish Food Coalition to develop and extend relationships with a wide range of stakeholders across interests which will allow us to make a local/rural economy & social justice case for environmental sustainability.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. |  |
| **Hilltracks Subgroup**  | 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’.  | 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. Gather more information on track construction by requesting member organisations and their members to send us photos of any new tracks this summer.We may need to hold a meeting late spring to consider our future actions once the government’s review is published. | Co Convenors Helen Todd (RS) & Beryl Leatherland (SWLG)MBs involved: RS, SWLG, NEMT, CC, APRS, SCNP, NTS, RSPB and BSCG. Huge support given by George Allan of NEMT in particular. | 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 Scottish Mountaineering Trust), but this may happen during the summer. | 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. | 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.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. |  |
| **Land Reform/Use/Scape Subgroup**Vision: taking a bigger look at these issues in the round | Detail to be confirmedlate April | ?Autumn 2016 and potentially ongoing. 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.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.May/JuneLandscape: 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).Feed through Land Group; liaise with Landscape Sub Group (which will continue as predominantly information exchange body)Summer/Autumn (at least two meetings likely to be required)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. Advise Land Group. Liaise with Planning Group. | John Thomson (APRS/SCNP) convener. Sheila George (RSPB) vice-convener. Composition of Subgroup will vary with topics 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.  | The Sub Group is likely to require some help and advice from the Advocacy Officer in devising and implementing advocacy plans. 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. | Advise Land Group. Liaise with Planning Group. | 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 & SEPA could be valuable allies, also the Nat’l Parks & other initiatives with a focus on better integrated land use, ie Biospheres in SW Scot & 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 & any further regional Forestry & 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 & on the landscape front in particular the European Landscape Convention provides a context (& to some degree a driver) for work in Scotland. The Council of Europe operates a monitoring regime which requires ScotGov to report through the UK.  |  |
| **Unconventional Fossil Fuels Subgroup** | 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 ChurchDepute: 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.  |  |
| **Wildlife Subgroup** Intends to incorporate freshwater, wildlife crime, woodland, concerns, rather than pursuing these separatelyVision: 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 sheetPublish re-launch of Species Champions. Agree which MSPs to target with which species. MSPs invited to become new Species ChampionsInitial 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 |  |
| **Media Forum** | 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 |  |  |  |  |
| **Scottish Environment Fundraisers Forum** | Facilitate partnership between fundraisers in LINK to share info, experience & under-standing 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.  |  |  |  |  |

| ***Other work / initiatives / events involving Member Bodies and Task Forces Forums/Groups, Trustees, Staff*** |
| --- |
| ***Work area*** | ***Action towards objectives of: improvement of national policy and implementation; improved capacity of network to contribute; & effective network.*** | ***Specific tasks, targets, timings and indicators of progress where provided*** | ***KPIs relevant***  | ***Leader-ship and support*** | ***Staff roles/ Funding*** | ***Integration within LINK*** | ***Wider allies and liaison*** | ***Progress*** |
| **Networking meetings** | 3 per year. Updates between members, Groups, subgroups, horizon scanning, PSRs, review priorities, evaluate effort, integration, etc.  | **19 May 2016** **22 November 2016** Annual strategic planning discussion. |  | CO | Various in the preparation  | Across the range of work | Occ. invited audience, eg SNH board members  | 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. |
| **AGM** | Elect trustees, appoint President & HFs, present annual report & accounts, ratify subscriptions for coming financial year. | **21 November 2016** |  | CO | Various in the preparation | Part of annual gathering | Open to members |  |
| **Scottish Environment Festival 2017** | To be reviewed for 2017’s eventWeek-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 2016Staff Invite MB engagement June 2016 and seek sponsorship around theme & outline programme July 2016Programme 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. | Steering group being established to start planning. Arts linkages among others. |
| **Congress 2016** | 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 | **21 November 2016**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. | Justice theme agreed for this year’s Congress by January network meeting. SJ grouping will help staff to plan this. |
| **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. | Delayed trial launched by spring 2016Review 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. |
| **Workshops** on topics prioritised by members and/or Board | 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:* 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 | Sea Scotland conference planned for 15-16 June.Environment Links UK Seminar, September 2016.Nothing else definite at this stage. |
| **Festive Reception 2016** | 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 |  |
| **Development of Supporter affiliation** | Identifying appropriate organisations, making approaches | Blend of response to enquiries and proactive seeking of eligible organisations to support LINK  |  | DO |  |  | Relationships & broader funding base  | Won’t pursue BS. Will keep eye on potential OS. |
| **Strategic liaison** | 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 | Continues with various meetings in the diary for April and May 2016 already. Also trying to update our policy mapping. |
| **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 | Joint effort to secure UK funding for Links core roles. Federal work on * REFIT (via WLife subgroup in Scotland)
* Marine (via Links’ marine groups)
* UK’s EU Referendum (via Governance Group in Scotland)
* Peat and Wildlife Crime resolutions to IUCN World Congress

Joint Conference September 2016, poss also with Irish ENGO 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. |