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.

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

**KEY to ACRONYMS**

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

| ***Current work area*** | ***Plans re: LINK objectives: improvement of national policy & implementation; improved capacity of network to contribute; effective network.*** | ***Specific tasks, targets, timings, advocacy strategy*** | ***Leader-ship and support*** | ***Staff roles/ Funding*** | ***Integration within LINK*** | ***Wider allies and liaison - Audiences*** | ***Progress*** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Economics Group**  Vision: influence the current debate on economics in Scotland | The Circular Economy project is directed at creating new policy and legislation and ensuring implementation  It will also significantly improve the capacity of the network to contribute in a policy area with which many member organisations are concerned but none have much capacity | Preparation of ground for a good circular economy bill, following confirmation of funding for a 3 day week Sustainable Economics Officer for 3 years, for the project *A Circular Economy for a Fairer Future*. The first year will be primarily for scoping within LINK to understand where member bodies work & LINK’s Groups & Subgroups, are relevant to the CE, while remaining live to current opportunities eg on plastics. Timetabling of the CE Bill is unclear so will also push on CE actions that can be taken without further legislation.  Will invite an advisory group of external experts/interests to be a sounding board for the project. Initial event to share ideas with wider external interests once officer in post.  National Performance Framework – Daphne Vlastari (AM) currently representing LINK on the Roundtable, aim to get better alignment with SDGs. Work on indicators ahead, will involve Wildlife SG and others. New NPF outcomes will be laid before Parliament in 2018. Preparatory work will be done for that debate.   The Group will collaborate on areas led by participating member bodies - Natural Capital, the Scottish National Investment Bank, the Just Transition Commission, Deposit Return scheme.  Issues remain of getting the value of nature recognised, and getting resources into green measures. | GC Matthew Crighton (FoES)  GVC Bruce Wilson (SWT)  RSPB, SWT, FoES, WWFS, APRS, MCS, HWDT, Hon Fellow J Curran. | 3 day week dedicated post. Advocacy, admin support required | Officer will consult with Groups/Subgroups about CE issues within their agendas. | Constituency of those who responded to the SNIB consultation. |  |
| **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 Elections  Coordinating LINK Brexit effort  GG comprises:  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.  Legal strategy subgroup - There is a standing item on the GG agenda for an update from this subgroup. | **Brexit** –monitor development and impacts of Brexit beyond 2018 as necessary. Includes working with ELUK colleagues in joint Group monitoring Brexit and legislation, particularly. Also, monitoring and contributing to 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. Developing dialogue with Scottish MPs and MEPs. Inputting to academic thinking on needs of a ‘Scotland outside the EU’.  **Votes, legislation & processes impacting environmental governance**  Consensus building - Advocacy strategy around Brexit is under regular review.  Lobbying regs implementation – Monitoring situation and inputting to working group which is developing guidance.  **Legal strategy** The prospectus for an environmental law centre for Scotland will be published early spring 2018. Next steps likely:  - workshop to develop key proposals in the prospectus, probably June 2018  - working to establish the ERCS as an independent SCIO and identifying trustees (including from LINK member groups) during 2018  - building on the prospectus to develop a strategy and business plan for the ERCS including a fundraising strategy for the ERSC and a set of policies including case selection criteria  - finding funding to support this development work in 2018  Also pursuing idea of environmental courts in relation to Brexit through MSP liaison. Joined the Scottish Civil Justice Council taking forward thinking & recommendations on PEOs. With ELUK, Subgroup monitors UK’s compliance with Aarhus and submits evidence or follows up in ways as needed. Subgroup also inputting to an advisory group looking at how the Prog for Govt can lead by example in relation to social, cultural and environmental rights. This strand is likely to involve:   * running a wider event on environmental justice, Aarhus and the governance need in Scotland post-Brexit, possibly September 2018 | GC: Lloyd Austin RSPB  Mary Church FoES leads Legal Subgroup.  RSPBS, FOES, WWFS, Plantlife, SWT, occ. others contributing or supporting.  Also Mark Lazarowicz HF and Ian Cowan lawyer (on legal strategy), & other legal practicioners. | CO, AM and AOA attend meetings, secretariat by AOA.  Much of the GG work programme is directly linked to the AM who is heavily involved with the outputs. President roles overlap.  HF M Lazarowicz assists on legal strategy.  May request further DPF for legal strategy work. | Governance issues cut across all groups and subgroups so we involve others as relevant.  On Brexit issues, we are liaising with all conveners.  – the Legal Strategy subgroup is active and the GG convener also is on the Legal Strategy subgroup. | Legal experts (contacts have been made through the legal strategy subgroup inc legal academics, NGOs  SCVO  Electoral Commission,  Others in civic sector –  EEB – will be cc’d into referendum activity.  Working with ELUK and the Greener UK Coalition  Potential to work on environmental justice issues too with the other Links. |  |
| **Land Group**  Vision: Land management which meets SD goals. |  | **1. Land ownership and use** – influencing land reform to integrate principles of sustainable land use & promoting the LUS.  **2. Future of Scottish Agriculture** – Progressing of LINK vision  **3. Mainstreaming Biodiversity** – through Species Champions advocacy and pursuance of the NEN. | GC Vicki Swales (RSPB), VC Diarmid Hearns NTS  Active members – SWT, WTS, RSPB, NTS, Plantlife, Scottish Badgers, Nourish, APRS, Ramblers, SCNP, SWLG, Trees for Life. | Core staff support ongoing. Advocacy support needed throughout the year. | The agenda crosses with Planning (land use); Marine and Governance (post-Brexit structures)  Priority Subgroups:  Land Use and Reform Food and Farming Wildlife  Others are Woodland  Deer, Wildlife Crime,  Hilltracks.  NEN work relates. |  |  |
| **Marine Group**  Vision: healthy, well-managed seas, where wildlife is flourishing, ecosystems are protected, connected and thriving, and coastal communities are sustained. | 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’. | Encourage Scot Govt to progress Scotland’s Marine Protected Area network. This includes responding to the consultation on management measures for the remaining inshore MPAs & Special Areas of Conservation. At the same time LINK Marine Group will run a constructive public facing campaign to encourage public support & responses to the consultation. LINK will also encourage ScotGovt to progress with the designation of 4 outstanding ncMPAs, as well as 15 proposed SPAs.  Engage with ScotGovt as they commence a work package to protect a subset of vulnerable Priority Marine Features outside of MPAs from fisheries. This was announced following damage to Loch Carron.  Engage with ScotGovt as they review Scotland’s National Marine Plan.  Engage with ScotGovt on the Fisheries Bill & other relevant legislation at UK level.  Organise and deliver Sea Scotland Conference in June 2018, with partners.  Engage as part of ELUK with sister Links, and through LINK members who are members of Greener UK, to ensure legislative & policy changes resulting from Brexit are fit for purpose.  **Aquaculture subgroup:**  joint LINK position document on Aquaculture in Scotland. Where possible jointly respond to SEPA consultations on Aquaculture regulation. | GC: Calum Duncan (MCS)  GVC: Sarah Dolman (WDC)  Members: HWDT; MCS; NTS; RSPB; RZSS (tho low capacity); SWT; WDC; WWFS  S&TCS specifically interested in Aquaculture.  Aquaculture leader: Sam Collin SWT  Members MCS, SWT, NTS, WWF, S&TC, WDC | Funding for 1 FTE MPEOs to end 2019.  Core staff involved in admin, HR, fundraising.  AM inputs to advocacy strategy | Brexit related work is led by the Governance Group.  Aquaculture – MBs active there also active in the MG allowing cross co-ordination.  Wildlife Subgroup – indirectly through species champions initiative, potentially more so through NEN plans. need to develop LINK position on SG work to review protection for Priority Marine Features (no. 2 above). Initial call to start discs with 3 MBs & MPEO. MG plans to create a ‘prioritisation’ doc to guide further disc as a group at meetings/by email. Will meet Marine Scot by end Oct, which will inform our thinking & timescales. We expect that we will need to have reached ‘position’ by start 2018.  Aquaculture sub-group – some time taken to achieve a consensus position, particularly in relation to tactics & positions on closed containment. | Orgs key for the Group to work with to build the case for environmental sustainability: Scottish Inshore Fisheries Trust; Scottish Creel Fishermen’s Federation; FFI Marine Community Support Project; Open Seas; COAST; Scottish Fishermen’s Federation and SWFPO.  Community Alliance/Planning  What scope is there to work with eg Links in the UK, EEB, IUCN and via other channels? What are your plans in relation?  Ongoing regular communications with EL-UK Marine groups; members of the LINK Marine Group are also on the Greener UK Marine and Fisheries Vision group (MCS, RSPB and WWF) and the LINK Marine Group maintains close contact with the LINK Advocacy Manager who, with LWA of RSPB Scotland, is on the Greener UK Devolution group.  Aquaculture: SEPA, Marine Scotland, Scottish Government.  Scope to work with England and Wales Links to advocate adoption of the LINK Aquaculture Policy Paper after country specific additions and edits. |  |
| **Planning Group**  Vision: that the Scottish land use planning system contributes to a more environmentally sustainable society |  | Close engagement with Planning Bill to ensure it helps contribute to a sustainable Scotland. Group has very serious concerns with the legislative proposals as introduced, including no Right of Appeal for communities, scrutiny of the National Planning Framework, reduction of safeguards, & lack of integration with other policies eg climate & biodiversity.  The Planning bill team supported by AM involving RSPB, PD, FoES, SWT & others where possible, is taking forward LINK action, including written submissions, a public e-action, coordination of amendments, and liaison meetings.  Secondary legislation will follow. The Group will engage. | GC Aedán Smith, RSPB. GVC Clare Symons PD, BSCG, APRS, RS  Buglife, FoES, NTS, Froglife  WTS, SCNP, SWT SWLG, SBT | Parliamentary support likely to be required during passage of the Planning Bill. | Gov’s stated intention is for planning to take on more of a leadership & coordinating role across govt so there will be some cross-over to all other groups. Most subgroups are relevant to an extent, particularly Hill Tracks, NEN, Landscape. |  |  |
| **Deer Subgroup**  Vision**:** Ensure sustainable populations of native deer species which play positive roles in Scottish ecosystems & contribute to rural economy |  | Contribute to work of Land Group insofar as deer management is relevant.  Engaging with new independent deer panel announced in the Programme for Govt Sept 2017. Evidence and attendance at stakeholder workshops.  Subgroup has agreed position statement on sustainable deer management. Our main target in coming months will be above review group.  Contribute to SNH Wild Deer Strategy targets and reporting.  Attend SNH Deer Management Round Table. | Duncan Orr-Ewing, Chair. Maggie Keegan, Depute.  MBs: RSPB, SWT, NTS, RS, TfL, PL, WTS, RZSS  Also Mike Daniels JMT. |  | Work sits within the focus of the Land Group.  We develop consensus around all outputs, usually either face to face or by email. We have a good track record of producing agreed evidence for Parliamentary & other committees, delivering real impact. | SNH  Scottish Government  ADMG  Forestry Policy Group  Routine engagement with SNH (Wildlife Management), Scottish Government (Habitats and Species). |  |
| **Food & Farming Subgroup**  Vision: Working for sustainable agricultural systems that produce supplies of safe healthy food, protect natural resources & enhance wildlife, habitats & cultural heritage, & provide jobs in rural areas, contributing to a diverse rural economy |  | - Develop document setting out high-level principles for future policy in collaboration with SLE (in process)  - Public polling and potentially some focus groups with strong advocacy plan for communicating the results. The polling work will feed into developing an advocacy plan around Post-Brexit policy as new thinking and strategies emerge.  - Potential farm scenario workshop – using whole farm plans/ILMPs to draw out “average” farms in different areas and sectors and creatively assess how these farms would plan their businesses in light of new policy designs. Decision taken to delay this - would probably not take place until later in the year at the earliest, as would be most useful when we have a clearer picture of the direction of travel.  -Potential events, options include –  o Parliamentary reception with keynote speaker (Karl Falkenberg, someone from OECD, FAO, etc) followed by LINK speaker on our policy design  o Parliamentary reception in collaboration with SLE (could take similar format to above)  o Parliamentary seminar to include an explanation and Q&A of our future policy design  Advocacy Strategy: Doc on high level principles: being developed in conjunction with SLE. Advocacy point to work collaboratively with other rural stakeholders. Continuing work with SLE will be beneficial as they bridge the gap between land use for public interest & landowning communities.  Public polling: Will need to be communicated effectively & sensitively to the results of the polling, but consequently advocacy will depend on the results of the polling. Depending on the outcome, it can be used both in behind the scenes advocacy as well as publicly, in press releases, blog posts & to support new work on future rural policy.  Post-Brexit policy: Aim to build momentum on post-Brexit policy & reform of rural policy. Possibility of engaging individual members of our respective orgs in writing to their MSP & asking them to attend event.  Needs: - may consult with more campaign-oriented members of the group such as WWF or FoES | Leader Pete Ritchie (  Depute Anna Brand. Active  Nourish, RSPB, SWT, NTS, Plantlife ScotFWAG, APRS, Soil Ass.  Corresponding members: ARC, BES BBCT, BC, SAGS, WTS. | Contribution secured for public polling. | Pete Ritchie, Vicki Swales are on the Land Group. | Potential for engagement with SNH for the farm scenario workshop, particularly in relation to their new project ‘Engaging farmers in biodiversity solutions’. This is run by Graduate Placement Kirsten Brewster, managed by Jenny Johnson in agriculture team. |  |
| **Hilltracks Subgroup** | We will be producing a report which evaluates the success of the prior notification system, based on 3 years of monitoring planning authority websites and engaging with stakeholders. Our activities over the following period will be focussed around discussing this report with other stakeholders and building support for our recommendations. | **Actions:**  1. Our formal monitoring of planning authorities’ websites for prior notifications, prior approvals & planning applications relating to Hilltracks will likely end in April/May 2018, but we are considering how / whether to continue with this monitoring in future.  2. We will continue to highlight and investigate any cases of bad practice that we are alerted to via members of the public.  3. In May we will be publishing a report of our 3-years of monitoring of this legislation with recommendations for ways to improve the current planning process.  4. We have an advocacy strategy for this period but will be drawing up a more detailed communications plan for disseminating this report and ensuring we gather widespread support.  *Which Scottish organisations are key to build your case for environmental sustainability? What are the plans and timescales to develop or extend these relationships?*  Scottish Govt, SNH, FCS, national parks & key local authorities are all relevant, plus forestry bodies like CONFOR & landowning interests SLE, NFUS.  We met SLE in October 2017 and have arranged meetings in April/May with SNH, Scottish Land Commission and LLTNPA. We also plan to meet Confor and political allies following the publication of our report. | Helen Todd & Beryl Leatherland co-leaders.  Members: RS, SWLG, NEMT, CC, APRS, SCNP, NTS,RSPB and BSCG. Huge support continues to be given by George Allan of NEMT  Hilltracks consultant, Mel Nicoll until May 2018 and a group of volunteer ‘Trackers’. | Staff support from FOM for managing funds & paying consultant, & updates to webpages.  Will seek support and advice from AM on advocacy plans as they are updated.  No training or long-term support needs. | Relevant to Planning Group and Land Group (via Land use/reform/landscape sub groups) | We are supported by non- LINK bodies like John Muir Trust, Mountaineering Scotland & the Munro Society, in terms of liaising over hydro scheme tracks & helping to promote our campaign.  We will meet Simon Brook, SNH during this period, as part of the Landscape subgroup, to update him on our campaign. We have been in close touch particularly with CNPA over various Hilltracks within the park & are likely to continue to do so, while we will meet LLTNPA in May. |  |
| **Landscape Subgroup** |  | 1. Not yet decided how to best promote the Landscape & Wind Energy Statement of 2016 & which bodies and audiences should be targeted.  2. Discussed holding or series of topic based events culminating in a conference 2019, in assocn with other [non-LINK] orgs, to raise the profile & awareness of & a commitment to landscape issues. Timing appropriate due to several SG related initiatives & activities [LUS, possible Vision for the Uplands, recent consultations on WLA matters, moorland management]. Aim to create momentum on particular themes as part of the prep such as the health agenda, importance of landscape to tourism, culture, recreation & thereby to cumulatively build up the case for landscape. Strategy doc (Tending the Goose) outlines. D Hearns coordinating in 1st instance.  3. Promotion of the Scottish Landscape Charter - this will need some review and update.  4. Will continue to support the work done by APRS & SCNP in their campaign to achieve the establishment of additional NPs in Scotland.  5. Our member bodies have continued to support the Hilltracks work particularly in awareness raising & promotion. | Leader: John Thomson  Depute: Beryl Leatherland,  Members: RS, SWLG, NEMT, APRS, SCNP, NTS.  Bob Aitken, Honorary Fellow interested. | We may need support from more HFs. If holding a conference maybe cost implications but external funding will be sought. Such a Conference & precursor events & activities may contribute to an alternative set of outputs from SEW, as has been proposed.  Will seek AM advice on revision of our advocacy plan. | Relevant to: Planning Group & Land Group (via Land use/reform/possible SG Upland Vision/issues around grouse moorland management having a higher profile with Cab Sec involvement | Allies: SNH, JMT, LIS, Hutton Institute? Other LINK member bodies? |  |
| **Land Reform & Land Use Subgroup**  Vision: taking a bigger look at these issues in the round | **Objectives:** Get SG to deliver Policy 7 and Proposal 1 of the LUS - support establishment of regional partnerships and roll out of regional land use frameworks  **Objective:** To ensure that environmental interests and goals receive adequate attention in the implementation and further development of the land reform agenda.  **Objective:** To ensure that landscape interests and goals are adequately recognised in the development of land use thinking and policy, both within LINK and more widely, and are integral to any approaches proposed. | **Land Use Strategy:** Given the absence of any activity on Scottish Government’s part, the Subgroup sees a need to stir things up over the coming 6 months. Actions envisaged include:   * finalising in April a short paper summarising the benefits of integrated land use and management and its relevance to a range of SG priorities * drawing the lack of progress to the attention of the Director of EnFor * raising the issue at the LINK meeting with the CabSec (Roseanna Cunningham) scheduled for 27th April * exploring with the Forum for Natural Capital the possibility of funding a conference on land use planning and management in autumn 2018 * exploring with SLE its interest in continuing to collaborate in this area of work * combining all the above with a publicity campaign to promote the benefits of integrated land use planning and to embarrass SG into action on the LUS   In addition the Subgroup also sees merit in the development of an Upland Vision – an option previously floated by SG but seemingly now in limbo. This is a matter which should also be raised with the CabSec.  **Land Reform:** The Subgroup will continue to monitor the activities of the Land Commission and to maintain contact with key staff (a meeting with its CEO, Hamish Trench, is scheduled for 24th April). One area currently being investigated by the Commission identified as being of potential interest to the Subgroup is land value taxation. The possibility of some LINK activity in this field is being raised with the Economics Group.  **Landscape:** As of now the Subgroup is essentially maintaining a watching brief on work being undertaken by the Landscape Subgroup and a wider alliance of bodies with an interest in landscape matters. But it remains desirable to identify and seize opportunities to incorporate landscape objectives within the more holistic approach to land use and management advocated by the Subgroup. | Leader: John Thomson  Depute: Sheila George  Composition of Subgroup will vary with the topic(s) under discussion (Key contributors on land reform are RSPB, NTS, WTS, APRS, SCNP, Ramblers, SAGS; on LUS same plus Buglife, Plantlife & SWT; & on landscape APRS, CC, NEMT, NTS, SCNP, SWLG. On all topics, however, broadest engagement welcomed. | **Resources:** MB time, LINK AM to help & advise on devising & implementing advocacy plans, securing meetings with politicians, visits. Promotion of summary paper (longer paper already on LINK website). | The Subgroup will report to the Land Group but Planning Group and Governance Group may also be consulted as required. Any work in the field of land value taxation would involve collaboration with the Economics Group. | **Targets:** Cab Secs for ECCLR and RAC; MSPs, Keith Connal, Land Commission, SEPA, SNH, NFUS  **Allies**: SL&E, some local authorities (Highland, Western Isles, East Lothian, North Ayrshire, Borders, Aberdeenshire), Tweed Forum, National Parks, potentially Confor |  |
| **Wildlife Subgroup**  Vision: Scotland’s natural heritage (land & sea) is complete in its diversity, with fully functioning ecosystems & resilient to accelerated environmental change.  **Wildlife Crime Subgroup**  **Woodland Subgroup** | Action: Planning to further develop the Species Champions initiative with support from an intern Calum Langdale. All groups can be involved in this.  National Ecological Network development will continue.  Biodiversity Funding – we will produce evidence and communicate the need for continued, secure funding for biodiversity action in Scotland.  Will potentially need to do some work on protected areas.  **Advocacy Strategy**: objective to ensure that nature conservation is no longer marginalised & that the SGov & SNH recognise the importance of biodiversity & invests in it appropriately. Need to influence the 2018/19 SGovt budget. Will mobilise Species Champions to support the inclusion of sufficient funding in the 2018/19 budget.  Needs for briefings are an Independent assessment of progress on Route Map?  Economic analysis?  Measures of success: SNH budget for nature conservation is increased; biological outcomes are at the heart of grant priorities. | | Leader: Craig Macadam,  Depute: Caroline Griffin,  MBs: Buglife, Bb Cons Trust, Bat Cons Trust, Butterfly Cons, Froglife, MCS, WTS, RSPB, SWT, Plantlife, BES, BSCG, NTS, RZSS, SBT. | Honorary Fellows regularly attend meetings. The Species Champion intern will be managed by the Advocacy Officer.  Have had previous support from the RSPB advocacy team, now more ltd capacity so this may be challenging. | NEN - Land, Planning and Marine Groups | **Audiences**: Cab Sec Envt; ECCLR committee; SGovt Envt & Forestry Directorate; SNH; SEPA; FCS; Marine Scot; media  **Allies**: LINK members, Species Champions, LBAP officers(?) |  |
| 1) Canvass more interest and support from wider membership, as the SubGroup can feel quite isolated, & in quite a narrow field. Environmental & wildlife crime occurs within all habitats and species  2) Scottish Government’s 2016 Wildlife Crime report responded to by Jan. 31st 2018; close contact maintained with ECCLR Committee. The response to be widely shared with MSPs and Species Champions. Closer contact and co-ordination being sought with both Police Scotland and Crown office over future crime figures being shared before publication.  3) Plan wider interventions, e.g. through Scottish Parliament’s Justice Committee  4) Exert political pressure for the SNP manifesto commitment for a Scottish Wildlife Crime Unit to be enacted.  5) Links with Wildlife Group to be strengthened, and more communication with other LINK possible members.  Currently both RSPB and Scottish Badgers take a lead, and provide most of the staff & volunteer resources.  Advocacy strategy: A coherent Advocacy Strategy is currently being developed, with the help of the AM | | Leader: Eddie Palmer.  Depute: Ian Thomson  Members: RSPB, SB, BCT, SWLG, SWT, NTS, SCRA, Froglife, SRSG, WDC, Buglife. |  | Unsure yet |  |  |
| We will continue to work with FCS on the delivery of the completed Mackinnon Review actions into 2018.  We will engage with the creation of the new Scottish Forestry Strategy in 2018.  We will engage with both FCS and FES to ensure that the work they do is in the best interests of the environment.  We will also monitor the success of the new Governance arrangements of FCS and FES as the SG’s Forestry Division and the Forest and Land Scotland agency respectively, staring in 2019 (this will be relevant to both the Land and Governance Groups.)  We will engage with the development of a Corporate Plan for Forestry and Land Scotland in 2019. | | Leader: Charles Dundas.  Depute: Sian Williams  Members: WTS, TfL, RSPB, Plantlife, BCS, NTS, SWT | None |  | Forestry Commission Scotland, Scottish Government, SLE, NFUS.  Our concerns are domestic to Scotland. |  |
| **Media Forum** | For staff/volunteers in the network who deal with media, to exchange information, build capacity & influence agenda. |  | up to 18 MBs on 2016 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).  Minutes: Dianne Laing  Many MBs on the email list | No need for support anticipated from LINK staff.  DPF funding sought for video to make Scotland’s case for funding with UK trusts. |  |  |  |

| ***Other work / initiatives / events involving Member Bodies and Groups/Subgroups, Trustees, Staff*** | | | | | | | | |
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| ***Work area*** | ***Action towards 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*** | ***KPIs relevant*** | ***Leader-ship and support*** | ***Staff roles/ Funding*** | ***Integration within LINK*** | ***Wider allies and liaison*** | ***Progress*** |
| **Network meetings 2018**  **AGM 2018** | 2 pa. May & November 2018, updating between members, Groups, Subgroups; horizon scanning aided by PSRs; review priorities; evaluate effort, integration; etc.  November 2018  Elect trustees, appoint President & HFs, present annual report & accounts, ratify subscriptions |  |  | CO  CO & FOM | Various in the preparation | Across the range of work  Part of annual gathering | Occ. invited audience.  AGM open to members |  |
| **Congress 2018** | Annual event for building community among member bodies, and informing network on issues of overarching interest. | Board Subgroup helping to take forward. |  | DO with steering group of trustees | Delivered by staff. | Theme stems from key priorities. | Externals invited as relevant to theme. |  |
| **Fundraising** | Future of existing projects and support for other work relies on fundraising. | Fundraising ongoing. |  | Several staff & group leads |  |  |  |  |
| **LINK Local** | Assessing value and potential use of LINK Local database alongside others similar; if appropriate, pursuing online comms and capacity building among groups focussed on environmental issues. |  |  | CO, FOM leading.  AM, DO inputting |  | Being monitored | HEN, SCA, FFI among other |  |
| **Workshops**  on topics prioritised by members and/or Board | Scope views on where collective work can address gaps identified by strategic planning.  Keep watching brief for topics needing ‘work-shopped’, and add these to plan as agreed. |  |  | 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 | . |
| **LINK Receptions 2018** | With audiences across the sectors to celebrate work in which we are all involved, providing networking and soft lobbying opportunities. | Scottish Environment Reception in Parliament 17 April.  Festive Reception December 2018 |  | AOA & DO | Sponsorship & organisation | Open to all members | Relationship -building |  |
| **Strategic liaison** | 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 |  |  | Relationship- building for stronger advocacy |  |
| **LINK Parliamentary events** | Programme of events over the year linked to priorities, supported by Advocacy Team. Addressing cross-party parliamentary audiences on issues prioritised by LINK Groups | Up to 4. Topics to be identified. Timing – across the year |  | AOA & AM with input from others |  |  |  |  |
| **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:   * Brexit ELUK group & Greener UK coalition * Marine (via Links’ marine groups) * Other policy areas   Connecting with Irish Environmental Network  Sharing info on operations, funding, protocols, etc |  | CO, AM, GCs, SGLs & Trustees | Delivered by staff, some Groups players, trustees | Network kept informed of joint initiatives, and progress at strategic level | WCL, NIEL, WEL are the main allies. Irish Environmental N/W perhaps? |  |
| **EEB, IUCN and other international bodies** | Use / develop LINK use of these bodies in relation to post-Brexit needs | Governance Group overview.  Briefings for LINK delegates as needed. |  | CO, AM, LINK delegates |  |  | Relationship- building for stronger advocacy |  |