LINK's strategic objective	Outcomes	KPIs	Group lead	Actions	Progress 2020	Progress 2021	Progress 2222	Progress 2223	Progress 2224
A sustainable Scotland		**Scotland's environment is protected by effective legislation & restored through effective action**							
	Sustainable fish stocks		Aquaculture	Next steps for Future of Fisheries Management with implementation timeline published	A new Fisheries Scotland Bill; Spatial plan for future development of finfish aquaculture industry implemented	SG commits to new deep-sea access regime			Aquaculture – unsustainable practices phased out
	Ecologically productive habitats at sea		Marine	Designate deep sea marine reserve, 4 inshore MPAs, all SPAs	Marine nature targets adopted in Scotland; MPA designation & management implementation completed	Scotland's 2nd National Marine Plan published		SG commits to ambitious Programme of Measures to achieve GES ++ by 2030	Scottish seas achieve GES for all indicators
	Flourishing coastal communities		Marine	Complete Review of Marine Litter Strategy; National Litter Strategy	More Regional Marine Planning Partnerships delegated with strategy implemented for all 11 Regional Marine Plans, resourced & in place by 2030	New SG strategy on new & emerging contaminants of concern in marine environments		New/updated MPA proposals in place	
	Ecologically coherent landscapes		Wildlife	Nature Network (NN) advocacy materials published	Nature Networks included in NPF4; pilot RLUPs scope NNs	NN roll out in 2 RLUPs	NN roll out in 2 RLUPs	NN roll out in 2 RLUPs	
			Deer	Deer report reccs implemented by NS	Statutory requirements on DMGs				
			Woodland	LINK vision of future of woods and trees published	Forestry Strategy revised to meet climate & biodiversity targets	Woodland increased through regen & planting right tree right place	Woodland increased through regen & planting right tree right place	Woodland increased through regen & planting right tree right place	
	Inspiring landscapes and nature		Land use	RLUPs set up	LUS revived & guiding land use planning Pilot RLUPS bring national & regional priorities together	2 x RLUPs delivering coordinated land use, linking local to national priorities	4 x RLUPs delivering coordinated land use, linking local to national priorities	6 x RLUPs delivering coordinated land use, linking local to national priorities	
	Productive and sustainable land use	That funding via public subsidies moves from often financing damaging environmental practice to delivering national ambitions to combat climate change, restore ecosystem health and protect biodiversity.	Food and Farming	Rural support remodelled to deliver public goods	Pilots roll out	Pilots roll out	Pilots roll out		Post CAP scheme in place delivers for climate & biodiversity

	Healthy ecosystems		Wildlife	Honest biodiversity target reporting	Legally underpinned biodiversity targets adopted in Scotland	State of Nature Scotland published	Species rate of loss in reverse	Species range and abundance; habitat extent & quality stabilised
			Freshwater	WFD standards & RMPBs updated	RMPBs aligned with RLUPs, water bodies as part of NN/ NPF4. Peatland restoration measures stepped up.	RLUPs deliver NPF4 priorities at local level. Peatland restored.	RLUPs deliver NPF4 priorities at local level. Peatland restored.	RLUPs deliver NPF4 priorities at local level. FW INNS reduced. Peatland restored.
	Equal rights for communities		Legal Strategy	ERCS established	ERCS independent of LINK; ERCS operational on education, advocacy & advice	Human Rights legislation includes right to healthy env		
	A circular economy	That the Scottish Parliament conducts systematic review and audit of Scotland's progress against its sustainable development commitments and is (a) proud of its accomplishments or (b) takes meaningful measures to improve performance.	Economics	Consultation responses completed on EU Directives transpositions	Circ economy bill passed; call for new Economic Strategy;	Circular economy implemented		
	Effective environmental legislation	That environmental protections in Scotland are at least as good after Brexit as they are while the UK remains in the EU: EU environmental law is transposed to domestic law with relevant governance provisions to ensure robust implementation.	Governance	FFSN asks met; new SG committed to env protection & restoration through manifesto commitments	Continuity Bill passed with mechansims required	Watching brief on brexit, independence & rUK implications	Watching brief on brexit, independence & rUK implications	Watching brief on brexit, independence & rUK implications
	Environmentally aware planning		Planning	Infrastructure Commission report incudes green & blue infrastructure	NPF4 includes NN & aligns with LUS	RLUPs deliver NPF4 priorities at local level	RLUPs deliver NPF4 priorities at local level	RLUPs deliver NPF4 priorities at local level
A strong voice		Scottish public policy and its implementation is improved by expertise and evidence from the LINK Network.						
		Scottish public policy and its implementation is improved by expertise and evidence from the LINK Network.	Advocacy team: Groups	LINK reports, evidence, briefings used in policy making; > 100 MSP Species Champions engaged	LINK reports, evidence, briefings used in policy making; Nature Champions intiative launched	LINK reports, evidence, briefings used in policy making; > 60 MSP Nature Champions engaged	LINK reports, evidence, briefings used in policy making; > 80 MSP Nature Champions engaged	LINK reports, evidence, briefings used in policy making; > 100 MSP Nature Champions engaged
		Design & deliver communications strategy, with delivery tools, to amplify and unite sector voice	Comms Manager; media forum	Need for effective network comms developed & agreed	strategy developed, tools designed & in place	Network comms support member comms	Network comms support member comms	Network comms support member comms

Activity	Responsible	Year 1	Year 2	Year 3	Year 4	Year 5
Design, fund and run time limited network campaigns on priority topics	LINK staff; Groups	FFSN; SSS; CE	Manifesto actions plus 1	1 campaign	1 campaign	1 campaign
Maintain a range of active groups for discussion and platform for joint action, in which management of nature/environment forms a key element.	Staff team; members	Groups cover core work areas	Groups cover core work areas	Groups cover core work areas	Groups cover core work areas	Groups cover core work areas
Annual horizon scanning of the broader socio-economic-environmental-political contexts at national and international levels	Senior staff, Board & Hon Fellows	4 Board workshops; 1 crystal ball webinars	4 Board workshops; 2 crystal ball webinars	4 Board workshops; 3 crystal ball webinars	4 Board workshops; 3 crystal ball webinars	4 Board workshops; 3 crystal ball webinars
Organise annual liaison meetings at strategic level with SNH and other Rural Affairs, Food and the Environment (RAFE) partners to achieve mutual understanding of aims and objectives,	Staff team	6 meetings: SNH, SG, SEPA, FLS, CNPA, LLTNP	6 meetings: SNH, SG, SEPA, FLS, CNPA, LLTNP	6 meetings: SNH, SG, SEPA, FLS, CNPA, LLTNP	6 meetings: SNH, SG, SEPA, FLS, CNPA, LLTNP	6 meetings: SNH, SG, SEPA, FLS, CNPA, LLTNP
Regular liaison meetings with key stakeholders in the policy community to establish relationships and build common cause for sustainability goals	CO and AM	4 meetings: SLC; SLA; BEFS; Carnegie 4 Parli Party meetings	4 meetings: Crown Estate; org supporters 4 Parli party meetings	4 meetings: 4 Parli Party meetings	4 meetings: 4 Parli Party meetings	4 meetings: 4 Parli Party meetings

An effective network — SEL remains effective, efficient and accountable to its members

Activity	Responsible	Year 1	Year 2	Year 3	Year 4	Year 5
Organise at least one annual member training event	Advocacy team	1 training event	1 training event	1 training event	1 training event	1 training event
Organise 2 network meetings per year	Staff Team & Convenors	2 network events	2 network events	2 network events	2 network events	2 network events
Provide a gateway for SG and RAFE partners & others to environment NGO sector	Staff Team	LINK input sought & delivered on key topics: Covid19 impact	LINK input sought & delivered on key topics as needed	LINK input sought & delivered on key topics as needed	LINK input sought & delivered on key topics as needed	LINK input sought & delivered on key topics as needed
Provide evidence based feedback on progress to Scotland's environmental objectives / obligations through Ministerial / official meetings, LINK publications	Staff Team & Convenors	2 Ministerial meetings; 4 officials meetings; 20 LINK publications	2 Ministerial meetings; 4 officials meetings; 20 LINK publications	2 Ministerial meetings; 4 officials meetings; 20 LINK publications	2 Ministerial meetings; 4 officials meetings; 20 LINK publications	2 Ministerial meetings; 4 officials meetings; 20 LINK publications
Sector wide EDI progress made from known baseline	EDI officer, CO, members		Initiaive scoped, baseline survey complete; funding support in place	Training & support to members to meet identified needs	Clear progress from 2021 baseline	Future support identifed & plan in place
Provide information to members through engagement with UK, EU and global networks	Staff team & member reps	EEB; IUCN annual meetings & feedback	EEB; IUCN annual meetings & feedback	EEB; IUCN annual meetings & feedback	EEB; IUCN annual meetings & feedback	EEB; IUCN annual meetings & feedback
Membership subscriptions underpin essential services.	Staff team; Board	Subs support 40% core service delivery	Subs support 40% core service delivery	Subs support 40% core service delivery	Subs support 40% core service delivery	Subs support 40% core service delivery

		Members are engaged across work areas	Members	all member orgs involved in core work areas through at least 1 group	all member orgs involved in core work areas through at least 1 group	all member orgs involved in core work areas through at least 1 group	all member orgs involved in core work areas through at least 1 group	all member orgs involved in core work areas through at least 1 group
		Carbon footprints decline year on year; are maintained within 10% of 2020 - 21 levels		Working from home practices embedded & supported where possible at LINK	Carbon accounts are within 10% of 2020-21 levels	Carbon accounts are within 10% of 2020-21 levels	Carbon accounts are within 10% of 2020-21 levels	Carbon accounts are within 10% of 2020-21 levels
		Funding for core/projects is maintained, replaced, increased.	Staff team; Board	Core funding maintained; project funding maintained	Core funding maintained; project funding replaced / projects end	Core funding maintained; project funding maintained	Core funding maintained; project funding maintained	Core funding maintained; project funding maintained