

LINK' Outcomes		KPIs	Group lead supported by	Actions					Progress key:
				2020	2021	2022	2023	2024	
A sustainable Scotland		Scotland's environment is protected by effective legislation & restored through effective action							Green: achieved Yellow: ongoing but not yet achieved or only partially achieved Orange: achieved >12 months late Red: not achieved & target missed
	Sustainable fish stocks		Aquaculture Marine	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	Fisheries Management Plans for Scotland in place; UK Fisheries Future Catching Policy agreed; Uk Fisheries Improvement Projects deliver for nature	Secure robust fisheries management measures for off-& inshore MPAs & PMFs Aquaculture – unsustainable practices phased out	
	Ecologically productive habitats at sea Wild seascapes		Marine Wildlife	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; 30% MPAs managed for nature; 10% as HPMAs	SG commits to ambitious Programme of Measures for GES ++; Nature restoration targets at sea delivered thr NE Bill	
	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	11 Regional Marine Plans in place and delivered effectively with communities of place and interest	NMP2 has ocean recovery at core; Sectoral marine plans have ocean recovery at core; 12 Regional Marine Plans in place	
	Ecologically coherent landscapes		Wildlife Planning; Land use	Nature Network (NN) advocacy materials published	pilot RLUPs scope NNs	Nature Networks included in NPF4; NN developed in 5 RLUPs	NN roll out in 5 RLUPs; NNs roll out supported through agri-env scheme & FGS support; Protected areas & National Parks lead on nature restoration & connectivity	NNs rolled out across 5 RLUPs; LUS3 implementation plans published & guide RLUPs Land Reform bill delivers for nature, climate and communities New NP delivers for nature & climate	

Inspiring landscapes and nature			Deer Land use	Deer report reccs implemented by NS	Statutory requirements on DMGs	Statutory requirements on DMGs	New deer act puts report reccs and more in statute to reverse trends; No public funding available for deer fencing without effective deer management plans in place. Monitored through Land owner Rights & Responsibilities	NE Bill embeds regulation for appropriate deer numbers; Deer numbers are reducing towards ecologically sustainable levels: led by examples in National Parks, delivered through statutory requirements for DMGs
			Woodland Food & Farming; Wildlife	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	Natural regen is key mechanism in meeting woodland targets; public funding supports culling & not fencing	FGS includes premium grant incentive for high value timber & better forestry management; Project Next 100 leading by best practice
			Land use Planning Deer	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	LUS Implementation Plan published & used to bring regional and local priorities together, delivering for national targets and local communities & ecosystems	Successful RLUP pilots rolled out across Scotland, delivering national, regional and local priorities including coherent NN across Scotland & regional deer management
			Food and Farming Woodlands; Wildlife	Rural support remodelled to deliver public goods	Pilots roll out	Pilots roll out	Agri env scheme post 2024 set up to deliver for nature & climate through effective Tiers	Tiers 2 - 4 deliver for nature & climate & demonstrate capacity to expand if implemented more widely; NE Bill lifts agri subsidies into effectiveness
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.							

Healthy ecosystems		Wildlife Governance		Honest biodiversity target reporting	Legally underpinned biodiversity targets adopted in Scotland	Legally underpinned biodiversity targets adopted in Scotland	Legally binding nat restoration targets in Nat Env Bill; State of Nature Scotland published; SBS Delivery Plans effective in driving real action, measured thr species abundance, distribution, habitats & BII	Legally binding nat restoration targets in Nat Env Bill; SBS Delivery Plans effective in driving real action, measured thr species abundance, distribution, habitats & BII
				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.	Free flowing rivers restored keeping pace with EU; new RBMPs delivers for freshwater biodiversity	Freshwater biodiversity delivered thorough adaptation strategy; CARS & Protcted areas mechanisms increase connectivity & nature restoration. FW INNS banned from sale. Peatland restored. Water Bill introduced & ensures industry meets nature & climate targets
				ERCS established	ERCS independent of LINK; ERCS operational on education, advocacy & advice	Human Rights legislation includes right to healthy env	Human Rights Scotland bill introduced; Environmental Court established	Human Rights Bill introduced & provides effective rights for communities & effective env protection
				Consultation responses completed on EU Directives transpositions	new Economic Strategy passed; ambitious & effective National Strategy for Economic Transformation published; FM Economics Advisory Council has environmental expertise	Circular economy bill passed;	Independence Referendum advocacy establishes clear environmental impacts of all options	Circ Econ bill delivers effective action through ambitious action plan
A Circular well being 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.	Sustainable Economics Wildlife						
Ecologically literate nature finance	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.	Nature Finance; Sustainable Economics					Green finance protocols are effective: public funding boosts action & enables effective private investment;	Scotland's Economic Strategy & private investment initiatives deliver nature restoration; regulation is in place to prevent greenwash;

	Effective environmental legislation	That environmental protections in Scotland are at least as good after Brexit & Scotland keeps pace with 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 mechanisms required	Watching brief on brexit, independence & rUK implications. Tracking impacts of rUK legislation & promoting issues eg REUL bill.	Green finance protocols are effective: public funding boosts action & enables effective private investment;	Watching brief on reserved matters & constitutional powers
	Environmentally aware planning		Planning Land use; Wildlife	Infrastructure Commission report includes green & blue infrastructure	NPF4 includes Nature Networks & aligns with Land Use Strategy	NPF4 includes NN	NPF4 delivers for climate & nature through effective guidance & protocols; NPF4 with LUS & RLUPs deliver national, regional & local priorities for communities & nature	NPF4 contributes to meeting national nature targets
<div> <div>A strong voice</div> <div>Scottish public policy and its implementation is improved by expertise and evidence from the LINK Network.</div> </div>								
		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;	LINK reports, evidence, briefings used in policy making;	LINK reports, evidence, briefings used in policy making;	LINK reports, evidence, briefings used in policy making;	LINK reports, evidence, briefings used in policy making;
		Deliver Nature Champions initiative to build Parliamentary understanding and support for nature across all policy areas		> 100 MSP Species Champions engaged	Nature Champions initiative launched	> 80 MSP Nature Champions engaged	10 year anniversary promotes engagement > 100 MSP Nature Champions engaged	> 100 MSP Nature Champions engaged
		Design & deliver communications strategy, with delivery tools, to amplify and unite sector voice	Comms Officer; 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
		Develop & promote good stories & strong narrative on healthy nature & why it matters	Groups and campaigns; Comms Officer	Case studies promoted via Fight for Scotland's Nature	Case studies promoted via Fight for Scotland's Nature & Save Scottish Seas	Case studies promoted via Fight for Scotland's Nature & Save Scottish Seas	Stories, films & interviews produced & promoted via campaigns & Groups	Agri env & forestry schemes support delivery for nature, turning away from business as usual (pre 2023)
		Design, fund and run time limited network campaigns on priority topics	LINK staff; Groups	FFSN; SSS; CE	Manifesto actions plus 1 campaign	1 campaign: FFSF launched	2 campaigns	2 campaigns: SLN launched

		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 1 CPG (circular economy)	4 meetings: 4 Parli Party meetings 2 CPGs (circular economy & nature and climate)	4 meetings: 4 Parli Party meetings 2 CPGs (circ economy & nature & climate)
An effective network								
LINK remains effective, efficient and accountable to its members								
Access to Nature for all		Organise at least one annual member advcoacy / comms training event	Advocacy team	1 training event	1 training event	1 training event	2 training events	2 training events
		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 / Convenors 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	6 Ministerial meetings; 4 officials meetings; 20 LINK publications	8 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	End of project survey shows clear EDI progress amongst members; Future support identified & 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 and in training	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	65% member orgs involved in core work areas through at least 1 group	75% member orgs involved in core work areas through at least 1 group
Leading by example in carbon		Carbon footprints decline year on year; are maintained within 10% of 2020 - 21 levels	Staff team; Carbon Credible	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 Credible group provides case studies & mechanisms for sector; Carbon accounts are within 10% of 2020-21 levels	Carbon Credible group provides case studies & mechanisms for sector Carbon accounts are within 10% of 2020-21 levels
Sufficient environmental funding		Environmental funding is sufficient to meet nature & climate emergencies Funding for LINK core/projects is maintained, replaced, increased.	SEFF; 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	Public funding for nature restoration maintained at 2023 levels Core funding maintained; project funding maintained