

Activity / tasks	Timetable	Group leadership	Progress assessment & impact	Outcome	Other relevant LINK Groups	Partners to work with
Strategic objective 1: Sustainable Scotland						
A Nature Rich Scotland						
An ambitious Environment Act that includes legally-binding targets for nature's recovery.						
Use LINK's nature targets report to persuade next Scottish Parliament to consider nature targets as part of a future committee inquiry	Feb - March	Governance Group		Scot Gov commit to legally binding nature targets and promote them as part of action toward CoP15		
FFSN third ask on Nature targets: agree tactics, provide policy support with Wildlife Group so Campaign Group can deliver	Jan - Oct	FFSN Campaign Group		FFSN builds political space for legally binding nature targets to be adopted	Governance group; Wildlife Group	
identify ways to work with SG and ECLRR to get targets into new Biodiversity Strategy (see below) or a new Environment Act, or other policy mechanism	June onwards	Wildlife group		New Biodiversity Strategy includes targets along lines of agreed ELUK briefing	Governance	ELUK target group; SG and NS on new SBS
Produce a public friendly message on why CoP15 and CoP26 is important for nature and what SG needs to do to meet nature targets, aligned with ELUK target group	May	Wildlife group		Public acknowledgement by SG and in media on value of CoPs for nature and climate SG talking about effective actions on targets	Governance	ELUK target group via JC
Contribute / comment on future biodiversity targets by identifying gaps and highlighting practical actions for delivery in Scotland through briefings and statements, including keeping pace with EU Biodiversity Strategy	Jan - May	Wildlife group		Biodiversity targets deliver potential and capacity, including funding, for progress towards vision of nature restored and connected across Scotland by 2030	Governance	ELUK target group via JC
A Nature Network for Scotland						
Continue to promote film and briefing to LINK Groups and externally	Jan - Dec Across 2021 for NPF4 publication	Wildlife group		Nature networks are embedded in all relevant policy areas: LUS review; RLUPs; NPF4; SBS review	All Groups: & member orgs membership & education teams	SRA
Include Nature Network asks in NPF4 response and advocacy in Sept 2021		Planning Group		Nature Network included in draft NPF4 in Sept 2021	Wildlife Group	
Favourable condition for all of Scotland's protected nature sites by 2030.						
Continue advocacy around data including reporting on PA condition in target report, funding for monitoring	Jan - Dec	Wildlife Group		Favourable condition for all of Scotland's protected nature sites by 2030		
What does 30x30 on land actually look like in Scotland: briefing				Set out visions for 30x30 in Scotland; Land and Sea 30x30 visions match within LINK	BES, RSPB, Marine Group	Both National Parks, WCL and WEL
LINK workshop to gather input?	before May	Wildlife Group				
Establish a Scottish Invasive Non-Native Species (INNS) Inspectorate						
Work with SG to establish inspectorate thr' manifesto conversations plus other advocacy with officials	Jan - Mar	Wildlife group		Inspectorate established	WTS	SRA
A plan for ocean recovery						
Create legally binding targets for ocean recovery						
Advocate and influence Scottish institutions to create legally binding targets for ocean recovery: Ocean Recovery Plan.	Manifesto commitment: Jan - Mar PfG: Sept	Marine		legally binding targets for ocean recovery in the Env Scotland Act or other appropriate legislation. Environment (Scotland) Bill committed to	FFSN phase 2 on targets	
Strengthen the MPA network for ocean recovery						
identify and promote pathway to 30% highly protected action delivered - move away from rhetoric towards action		Marine		Commitment to establish independent MPA commission	Wildlife Group	ELUK

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campaign and advocate for the creation of an Independent Commission to advise on transformative changes needed in the MPA network		Marine		An independent commission is created to advise on transformative changes need in the MPA network and assess Scottish Government actions.	Sp Champs	
Help ensure progressive management measures for the new MPAs, SPAs and the deep-sea marine reserve via advocacy, securing consultations for management measures	Management measures TBC	Marine		well-managed deep-sea marine reserve; DSMR designated with statutory management that will enable recovery of features.		Scottish Government; Marine Scotland
Respond to expected review, help secure stronger ecosystem-based, climate and nature positive revised National Marine Plan	ECCLR NMP TBC ECCLR Inquiry on marine planning	Marine		New plan in place 2024 (David Pratt); Marine planning integrates fisheries management properly	CoP15 targets work in Wildlife Group	
Respond to draft Regional Marine Plans & Secure remaining Regional Marine Plans through Sp Champ PQs on status of regional marine plans in Argyll, West Highlands, Western Isles	TBC	Marine		Regional Marine Plans deliver National Marine Plan ambitions; More MPPs delegated and RMPs under development with appropriate resourcing; Marine plans fully intetrate management of fishing Scottish Government commit to a strategy to have all 11 Regional Marine Plans in place and functioning by 2030. More funding secured for RMPs; Orkney MPP formally designated	SWT Orkney Community Voice project; CoP15 targets work in Wildlife Group; RSPB/SWT work on Marine Environmental Enhancement Fund	
Introduce new legislation to support a transition to a modern, world-leading climate and nature friendly fishing industry				new legislation to support a transition to a modern, world-leading climate and nature friendly fishing industry. New Fisheries (Scotland) Bill which supports delivery of new inshore fisheries governance bodies, REM, Spatial management and licensing regime. Scottish government works with other UK adminsitration to develop the Joint Fisheries Statement and Fisheries Management Plans Fisheries managed within environmental limits Large area of inshore managed to	Governce Group: Manifesto advocacy; Sp Champ: flameshell	WWF, Greener UK, SIFT, Open Seas, Our Seas ;FFM: depends what SG suggests in high level strategy
Advocacy to encourage the introduction of new policies and legislation to support a transition to a modern, world-leading climate and nature friendly fishing industry, including advocacy from Ocean Recovery Agenda: Scottish Fisheries Act (CFP++) through FFM process (Ocean Manifesto)	TBC	Marine				
Respond to REC Committee progress report on 2018 salmon farming inquiry	Early 2021 Steering Group meetings expected to begin late 2020	Aquaculture		Better regulation and management of Scotland's salmon farming industry		
Participate in Wild Salmon Conservation Strategy meetings		Aquaculture		Better protection for Atlantic salmon in Scotland	Sp champs; freshwater Group	Fisheries Management Scotland
Watching brief on consultations regarding management and regulation of aquaculture	When required	Aquaculture		SE LINK's views influence and are incorporated into the future management of Scotland's salmon farming industry	Spe champs	Green Party: Mark Ruskell; Gillian Martin sp champ for grey seal
Provide and incentivise investment in marine conservation and sustainability to match the scale of the nature and climate emergencies				The Scottish Marine Environmental Enhancement Fund is established to support and drive an increase in practical conservation and restoration projects, such as those for native oyster and seagrass, to help strengthen the resilience of the marine and coastal environment		
Collaborating with organisations, industries and Government to advocate and secure the creation of Scottish Marine Environmental Enhancement Fund	Jan - Dec	Marine				

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Leading a Transition to a Resilient, Low-Carbon, Circular Economy

Launch a large-scale investment programme to rebuild the economy and meet climate and nature targets

Develop work on fiscal measures thr initial scoping LINK workshop:	Workshop date April	Economics		Effective investment strategy in place to deliver progress towards nature and climate targets	Green Recovery Group	GA working group on CE; SG work on 2025 waste target route map
Budget 2021: Coordinate ideas for budget asks thr workshop ideally using detailed costings for specific asks	workshop high level briefing for Sept	Economics		2021 budget able to deliver progress towards climate and nature targets	All groups to contribute to response	

Require public agencies and all companies receiving public funds to contribute to a just transition

Advocate for identification and filling of investment gaps regarding net zero and CE ambitions thr; Respond to Capital Investment Plan;	Reactive to SG					
Respond to sector Just Transition Plans (if they appear)	timetable	Economics		public agencies and all companies receiving public funds to contribute to a just transition	Governance Group	SNIB

Bring forward legislation and policies to build a Circular Economy

Promote manifesto ask for a CE bill and other CE asks	March / April 2021 and going forward	Economics		Commitment to CE Bill (and other asks from our briefing) is in Party Manifestos	Governance Group	
Series of media stories on public messages to increase support for action needed on circ econ.	Ongoing	Economics		MSP support for ambitious CE measures (in CE bill), including an overall target for reducing our material footprint, due to political space created	Marine Group	Coalition partners contributing blogs
Develop amendments for CE bill - and/or other relevant legislation	After May; TBC	Economics		Legislation which delivers some or all of our main asks	Gov group; F and F Group; Marine	Species Champions
Rewspnd to all relevent consultations on EU Directives & SG legislative proposals, including waste, Single Use Plastics, as capacity allows	Through 2021	Economics		Route map on meeting waste targets in place, SUPs banned, statutory food waste targets in place, footprint reduction target in place, v good EPR system in place	Governance group; marine; Food and Farming	Coalition partners including zero waste Scotland
Develop an advocacy plan for CE and climate change & Nature restoration in lead up to COPs, possibly including short film	Jan - Feb	Economics		Enhanced awareness that the CE is key to acheiving climate change & nature targets and 'ending our contribution' to climate change & biodiversity loss	Wildlife; Marine; Green recovery groups	Coalition partners
Joint work between Marine and Economics Groups to support & deliver effective Single use Plastics legislation	Ongoing	Economics & Marine		Scottish government commit to ambitious strategy and plan to eliminate plastic and chemical pollution at source Scottish Government match or exceed EU Single-Use Plastics Directive	Freshwater group; FIDRA	Scottish Water

Prepare a new Economic Strategy which delivers a just, circular and decarbonised economy

In 2021 Call on SG for a new Economic Strategy: to be in manifestos and P4G	jan - Dec	Economics		2021 Programme for Govt delivers new Economic Strategy, to deliver on FM's concept of well-being. Or pledges in party manifestos	Gov group	SCCS
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Securing High Environmental Standards

Continue to maintain and exceed environmental standards post-Brexit with a strong, independent environment watchdog

Assess the establishment and ongoing independence of Environmental Standards Scotland.	Jan - Dec	Governance Group		Effective watchdog able to enforce environmental law		
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Enshrine the right to a healthy and safe environment in a Human Rights (Scotland) Bill

Activity / tasks	Timetable	Group leadership	Progress assessment & impact	Outcome	Other relevant LINK Groups	Partners to work with
awareness of HRHE and the need for a Human Rights Scotland Bill	Jan - Dec	Governance Group		Right to a healthy and safe environment in a Human Rights (Scotland) Bill.		
Commission a review of use of existing environmental powers						
Encourage ESS to commission a reviewIf unsuccessful, consider a revisit of Rhetoric to Reality/ or report by Uearthed about Natural England could be a model.		2022 Governance group		Review commissioned; or LINK report commissioned and published.		
Establish a specialist Environmental Court						
Advocate for a Scottish environmental court to be established.	Jan - Dec	from Gov Group (AF/VT)		Specialist Court established	ERCS lead	
Transforming our planning system						
Develop principles for how new developments can contribute positive effects for nature						
Provide the Planning Group with case studies and principles to illustrate nature positive development potential	Jan onwards	Wildlife group with Planning		Principles Illustrated for how new developments can contribute positive effects for nature. - Planning specific	Planning and Land use Groups	
Contribute to LINK rep on NPF4 positive biodiversity effects work to ensure developing proposals actually deliver positive and valuable effects for biodiversity	Jan onwards	Wildlife group with Planning		NPF4 +ve effect proposals deliver basis for effective NN MSPs are aware of LINK's views on NPF4's successes and shortcomings. Committee recommends the Scottish Government updates NPF4 to better align with LINK's views on Hilltracks removed as PDR; peatland restoration included at strategic level, Nature Networks are national priority; A national housing audit; A ban on all new fossil fuel developments; Spatial plans for renewable energy on land and at sea	Planning	SG Natural Resources Team
Respond to parliament committee(s') request(s) for evidence on NPF4 draft. Both written and oral evidence may be required. Timescales will be confirmed post-election.	Sept - Dec	Planning Group				Other organisations submitting parliamentary evidence (BEFS, SCCS?)
A ban on the commercial extraction and the sale of peat for horticultural use.						
Build advocacy for peatland extraction and restoration requirements to ensure this is included in PDR		Planning Group		A ban on the commercial extraction and the sale of peat for horticultural use.	Wildlife Group; Freshwater	
Stronger protection for greenbelts and wild land						
Support APRS advocacy on green belts & ensure input into Green Recovery asks on transport re urban sprawl (noting this is not a GR group priority)	Sep-21	Land Use Group		Stronger protection for Green Belts	Planning group	
Continue to support the current protection of Wild Land and guard against its removal from current Planning Policy	Sep-21	Land Use Group		Stronger protection for wild land	Planning Group; Wildlife Group (30x30)	
Equal Right of Appeal for our communities						
Maintain a watching brief on Equal Rights of Appeal work to identify opportunities to link to other areas of work		Planning Group		Equal Rights of Appeal includes quality of housing in Housing Review and ability to appeal	Governance	ERCS
A national housing audit						

Developing Regional Land Use Frameworks by 2023,

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Nature to be at the heart of future farming with funding arrangements to support this

Activity / tasks	Timetable	Group leadership	Progress assessment & impact	Outcome	Other relevant LINK Groups	Partners to work with
mobilise skill sets on telling a good story about shifting support for farmers to climate and nature build on work done around ag bill.	Feb	Food and Farming Group		Nature is at the heart of future farming with funding arrangements to support this	All groups but esp Wildlife and Wildlife Crime Groups	
Change the narrative to enable move towards necessary action to meet climate and nature emergencies: making the case for ecological restoration multiple wins across sectors: challenge the productionist argument on food security	Jan - Dec	Food and Farming Group		Nature is at the heart of future farming with funding arrangements to support this	All groups but esp Wildlife and Wildlife Crime Groups	Farming 1.5
Develop LINK positions and recommendations on Whole Farm Plans, agroforestry, nitrogen balance sheet and agriculture's response to climate change.	Jan - Dec	Food and Farming Group		LINK positions used by stakeholders, SG and MSPs to build better land use contributing to LINK strategic objectives.	Land Use group, woodland	
Transition to agroecology: define what we mean and pathways to get there		Food and Farming Group			Woodland group; Soil Association	
Repurpose the Farm Advisory Service to focus on climate and nature.						
Deliver Roundtable session 3: helping people adapt; & publish output	11-Feb	Food and Farming Group		Repurpose the Farm Advisory Service to focus on climate and nature.		FPFPG Civil servant leads. Farming 1.5 can help promote messages, plus others not attending
Push to encourage NatureScot / SG / SGRPID to significantly increase awareness of EIA (agriculture) legislation. This should be linked to the production of up-to-date, accessible, illustrative guidance.	By Late 2021	Food and Farming Group		Increased awareness of legislation and much better, higher profile guidance.	ScotFWAG	
Bring forward a Good Food Nation Bill						
push for Good Food Nation bill to be in PfG - make sure environmental impact is key part of the Bill and targets, support and amplify Food Coalition (and vice versa)	Sep-21	Food and Farming Group		Bill able to halt environmental impact of food production and consumption including fish & shellfish The Bill to include an environmental perspective, reflecting LINK's views.	Aquaculture Group	Scottish Food Coalition
A priority for local and organic food in public procurement						
Support member bodies and the organic stakeholders group work for an organic target, and work to stimulate progress on the local food strategy announced in PfG	Feb - Sept	Food and Farming Group		Local and organic food in public procurement are prioritised; Local Food Strategy drafted and implemented.	Nourish; Soil Association	Organic Stakeholder Group
Eliminate Wildlife Crime in Scotland						
Eliminate wildlife crime by fully resourcing a full-time Wildlife Crime Investigation Unit						
Continuing advocacy for a full-time Wildlife Crime Unit, using an updated Natural Justice report as a campaign tool	Feb - Mar; onwards	Wildlife Crime		Fully resourced wildlife crime unit		SSPCA, One Kind
Introduce legislation for grouse moor licensing to protect Scotland's birds of prey						
Build on public messaging to increase calls for effective licencing that protects species and habitats	Jan - Apr	Wildlife Crime		Legislation introduced	Wildlife group on muirburn; Species Champions via Juliet	Revive, OneKind

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Continue wider discussion with NatureScot over licensing concerns affecting bat roosts and badgers as well as birds. Include budget advocacy and ensuring NatureScot is adequately funded to do this	Jan - Dec	Wildlife Crime		Productive relationships maintained and succesful in implementing effective licencing for species future resilience		NS
Launch a thorough review of wildlife crime data collection and options for stakeholder engagement						
Review and compare eNGO captured figures and compare with published PS crime figures in the 2019 wildlife crime report. Identify specfic cases and identify recurring themes.	Oct - Dec	Wildlife Crime	Currently parked because of capacity issues	Review launchhed with LINK member input through this mechanism		PAWS
Funding for Scotland's Ranger Services Investigate the cost and feasibility of a nationwide ranger services across Scotland. Examine the CNPA & LL&TNP models. Understand the outcomes of the SG's pilot with special constables in the CNPA and what drove the outcomes. Create a straw model.	Jul - Sept	Wildlife crime		Funding for Scotland's Ranger Services.	SCRA	
Protect our Freshwater Habitats						
Limit development on floodplains Produce briefing on free flowing rivers; work with Planning Group on NPF4 responses to protect floodplans from development. Link to advocacy on Nature Network and green & blue infrastructure response	NPF4 Consultation due feb; breifing April NPF4 response Aut	Freshwater group		Development on floodplains limited.	Planning Group; wildlife Group (Nature Network & biodiversity strat)	
Support agricultural practices that enhance freshwater environments. produce briefing on ecol value of small water bodies and riparian habitats and use to inform F and F responses to schemes	Jan - Dec	Freshwater group		Agricultural practices that enhance freshwater environments supported.	Food and farming group	
Maintain membership of REACH Ensure UK REACH regulations keep pace with EU; pursue new regulations; lobby against lowered trade standards	Ongoing	Freshwater group		UK rejoins REACH or effective equivalent in place	Marine Group	
Scotland leads with a progressive and ambitious Green Recovery strategy						
Work with SG to produce a GR plan for Scotland that is over arching and non silo'ed	Feb	Green Recovery Group		Scotland has a GR Plan that delivers a truely green recovrey. Ensure we are not co-opted into a non green deal. Use Europe as a persuasion tool		Sustainable Recovery Advisory Group members
Build tools and messages for LINK adn partners to use to tackle sector pleasing approach SG is adopting: acknowledge losers in GR and promote Just Transition approach	Feb onwards	Green Recovery Group		Tactics and messages for LINK and stakeholders identified, using lessons from Just Transition for effective cross society and sector GR approaches. Collated and promoted examples of good practice		Just Transition
Encourage SG to apply 5 tests to demonstrate green recovery. Promote and Build wider uptake and credibility by SG and media	Jan - Dec	Green Recovery Group		SG Green Recovery strategy demonstrably delivers for environment by meeting 5 tests	Gov Group	
Independently apply the tests to the emerging plans iteratively; develop scorecard; commission end of year report	rep - Dec: apply tests June: produce scorecard Dec: publish	Green Recovery Group		SG Green Recovery strategy demonstrably delivers for environment by meeting 5 tests LINK scorecard on GR progress used by LINK and external partners		

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Organise event/ meeting for LINK members to discuss and agree asks for a Ref Challenge	April	Governance group		LINK's new Ref CHallenge scoped in outline		
Keep a watching brief for appropriate time to issue the Challenge	TBC	Governance group		LINK provides access to impact of Ref on environment and raises awareness of this with Parties and voters		
Species Champions						
Run a pledge activity to encourage all candidates to sign up Provide access to materials to enable all members and groups to encourage candidates directly and through public to sign up	Mar / Apr launch	Wildlife Group with JC		>80% all candidates sign the pledge Public uses pledge in their own contact with candidates	All LINK Groups and members who want to be involved	
Design and launch a new look Species Champion initiative that delivers key LINK asks	Jan - May; June launch	Wildlife Group with JC		>80% newly elected MSPs become Champions with LINK	All LINK Groups and members who want to be involved	MSPs
Provide opportunities for new MSP Champions to promote species and habitat nature based solutions to cc & other LINK issues through site visits, motions	from June	Wildlife Group with JC		Species champions promote solutions to key LINK issues including climate change, persecution, habitat loss etc	Wildlife Crime; Wildlife; Marine	MSP Species Champions
Working with others						
Reassess other coalitions to embed nature recovery and access to nature in thier advcoacy	Jan - Dec	Green Recovery group		Nature recovery and access to nature are regularly included in others' advocacy asks	Wildlife Group	
Strategic objective 3: an effective network						
Assess strategic objectives match with Network plan actions to maximise opportunities across the network and beyond and to fit resources to achieve maximum impact	April	Board		Capacity and resources fit to support reactive opportunities and proactive action to achieve network ambitions	Staff; Hon Fellows	
Support effective and resilient staff team through training, 360 support and personal development oportunities	Jan - Dec	Staff		Staff team retained at full capacity; LINK is a rewarding place to work	Board	
Maintain up to date work plan to coordinate delivery towards network and member priorities	Jan - Dec	Staff		Network Plan enables coordination to reduce duplication and increase efficiency of effort.	Groups	
Maintain and build capacity in LINK Groups though dedicated member involvement	Jan - Dec	Groups		All groups are able to retain suffcient capacity to achieve Group work plan objectives		
Maintain and build fundraising to deliver strategic objectives	Jan-Dec	Staff		LINK has sufficient staff capacity to deliver on ambitions		
Contribute to funding bids and funder progress reports as required	Jan - Dec	Group convenors		LINK and LINK projects are fully funded Staff provide the oil to the Group engine and enable effective coordination		
Maintain and build staff capacity to support LINK Groups	ongoing	Staff				
ERCS established as independent SCIO with Board and staff team	July 21 public launch	ERCS Board		ERCS is independent of LINK, fully operational and with healthy financial outlook	Staff	
Build profile for environment funding through partnerships and sharable comms, eg films	ongoing	Staff		Funding for sector is strengthened and sufficient to meet demands of nature and climate crises Sector is recognised and supported in its role in delivering for nature, climate and society and is contributing effectively to ambitious targets and actions to meet them	SEFF; Board	EFN; LINK funders
Support profile of sector in delivery on nature, climate, society through partnerships; strategic advocacy and publications	Jan - Dec	Staff			Board; Hon Fellows	Stakeholders; funders; Well being Alliance

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Work with other networks to build profile for environment within well being agenda, to be in strong position to contribute to narrative in 2021	ongoing Feb - June:	Staff		Other networks use LINK and member messages and environment is built into all remits		SDG network & Govt team; EEB; IUCN; SCVO
Coordinate communications across the network; design and implement LINK comms strategy to amplify member messages and LINK priorities	strategy June onwards: implement	Staff		Comms across LINK is more coordinated and effective, reinforcing key messages and member comms	Comms; Board; Hon Fellows	
Coordinate network input to Nature & Climate CoPs	Sept - Dec	Staff team		LINK and members are able to contribute to both CoPs according to resource and predicted impact		SSCS; members
Organise and offer training for members on advocacy and other topics as opps and capacity allows Provide meeting space for members to explore agreed priorities and identify actions	Advocacy: TBC	Advocacy team		Members attend annual advcoacy training; other training needs that LINK is in a position to meet are offered and taken up by members Members attend bi-annual meetings to discuss progress and agree priorities and pivots if needed; informal networking opportunities are offered at least twice a year	Groups	
Agree campaign topics, remit, timescales and outcomes and put in place resources to support delivery Provide regular updates to ensure LINK members have access to up to date information relating to all LINK priorities and areas of interest	May; Sept Feb - May: FFSN Jan - Dec: SSS Others TBC	Staff		Current campaigns are delivered across the network; new campaigns are supported by membership and resourced for success	Groups	
Identify and use events to raise awareness, make the case for change and influence direction on key issues	monthly; fortnightly Spring: Scottish Environ Reception Jan - Dec	Staff		LINK members receive regular updates and find it easy to stay up to date Event opportunities are identified, designed and implemented in order to maximise advocacy opportunities and to build awareness and space for action	All Groups; Board	
Retain members, and extend network membership to strengthen capacity and reach into key audiences	ongoing	Staff		Network retains full range of environment interests and is resilient, attracting members and supporters Org Supporter offer is reviewed, revised if appropriate and new org supporters able to help deliver network objectives come on board	Groups; Board; Hon Fellows	
Revisit Organisational supporter offer and potential for closer working to achieve joint objectives Fund and deliver a cross network EDI initiative, offering every member support to welcome a much wider diversity of people into the environmental sector.	Jan - April Feb - Sept	Board Staff with member CEOs		Cross network EDI initiative designed, funded and delivered	Org supporters Members	