

LINK’s strategic objectives										
Outcomes		KPIs	Group lead & support	2026	2027	2028	2029	2030	Progress key:	
A sustainable Scotland			Scotland's environment is protected by effective legislation & restored through effective action	LINK actions						
	Sustainable fish stocks	Secure fisheries management reform for off and onshore MPAs through effective fisheries management plans, including for scallops in place All Fisheries Management Plans are in place Aquaculture – unsustainable practices phased out	Aquaculture Marine	4x Consultation responses submitted, supported by briefings and evidence Aquaculture network capacity restored					All MPAs and PMFs have effective fisheries management in place & demonstrably delivering ecological resilience	Green: achieved Yellow: ongoing but not yet achieved or only partially achieved Orange: achieved >12 months late Red: not achieved & target missed
	Ecologically productive habitats at sea Wild seascapes	Nature restoration targets at sea in NE Bill Secure robust fisheries management measures for inshore MPAs & PMFs	Marine Wildlife	Focussed advocacy delivers ocean targets in NE Bill 4x Consultation responses submitted, supported by briefings and evidence					10% of Scotland's seas have effective 'enhanced protection' GES++ achieved via effective & implemented Programme of Measures	
	Flourishing coastal communities	NMP2 has ocean recovery at core; sectoral marine plans in place with ocean recovery at core; 11 Regional Marine Plans in place Marine Governance Mechanism Review completed	Marine	Behind the scenes advocacy wth MD produces good draft NMP2; LINK consultation response submitted; forms template for members and communities responses Targeted spatial planning advocacy for 11 Regional Marine Plans Response to Marine Governance Mechanism Review submitted					Scotland's coastal and island communities are central to Regional Marine Plans around all of Scotland's coasts	
	Ecologically coherent landscapes	30% land and sea managed for nature; 10% strictly protected Nature Networks (NN) are functioning across Scotland	Wildlife Planning; Land use	Advocacy focus on implementation of mapped NNs at LA level Case studies of local NNs used in LINK evidence and briefings to build LA resources & delivery Naturescot NN guidance improved via LINK behind the scenes advocacy Protected Sites advocacy highlights gaps & work with NS results in more designations Nature30 panel ensures sites deliver ecological resilience to 30x30 LUS 4 watching brief: behind the scenes advocacy highlights LUS4 delivery challenges / successes; comments on delivery plans (capacity dependent)					30% of Scotland's land is managed for nature; 10% is strictly protected. NNs function across Scotland & contribute to global framework.	
		Average deer numbers across Scotland are at habitat carrying capacity, at a max of 5-8 per kmsq and on protected sites and priority habitats, 2 per kmsw	Deer Land use	Biodiversity Tracker maintains public focus on deer number delivery Published case studies used to support advocacy & support for NS to use its deer management powers Case studies from both National Parks used to inspire increased action outside of them DMG feature csae studies illustrate potential success & identifies challenges					Deer numbers are at ecologically sustainable levels and habitat damage by herbivore pressure has been eliminated	

		Native woodland accounts for 7% of land area; 10% wood creation target is by natural regeneration.	Woodland Food & Farming; Wildlife	FGS advocacy focus builds public benefits for native woodland & increased budget %, resulting in increased % cover annually Case studies of FGS native woodland support increase demand & uptake for diverse planting & improved silviculture for better ecological and disease resilience		Native woodland covers 7% of land area and is on track to cover 10% by 2045; 10% target for nat regen has been met.
	Inspiring landscapes and nature	RLUP model rolled out across Scotland, with guidance and resourcing to deliver for nature and communities; cohernet NNs are in delivery	Land use Planning Deer	Advocacy for RLUPS includes gap analysis to inform wider roll out CCP support for RLUPS builds cross party push for them Advocacy for new RLUPS to build on models & fill gaps		RLUPs, or equivalent, function across Scotland and bring coherence & ecological sense to land management decisions
	Productive and sustainable land use	Public funding subsidies for agriculture and forestry deliver national nature and climate targets and perverse subsidies are eliminated.	Food and Farming Woodlands; Wildlife	Advocacy focus on Tiers 2 - 4 result in schemes that achieve positive change for nature; results publicised to generate momentum Use the NE Act targets to pile pressure on Agri Directorate to deliver in SBS DP Advocoacy on RSP through ESS action & public promotion with NFFN		At least 50% of Agr env support is targetted to nature & climate friendly farming. Markets support sustainable regenerative agriculture
	Healthy ecosystems	Biodiversity loss in scotland is halted by 2030; Scotland's BII has tripled from 2024 levels by 2030 and biodiversity measures in NPF and NE Act are increasing. Scotland is 2/3 of the way towards full restoration by 2045.	Wildlife Governance	Biodiversity tracker clearly highlights gaps, chalenegs and successes NRF mmeber examples used to build best pacxtice and nispire wider action Advocacy & public scrutiny used to facilitate delivery of tools required: biodiversity metric, NN guidance, NPF4 delivery; ecosystem code; restoration funding and action. SoN advocacy & case studies collated & used to reflect trends towards targets		Biodiversity loss in Scotland has been halted; Scotland's BII has doubled from 2024 levels; Species range and abundance; habitat extent & quality stabilised
		All catchments have RBMPs, natural flood management and source to sea functioning rivers. Annual increase in peatland restoration results in 250,000ha by 2030	Freshwater Wildlife; Governance	Climate Adapataion Plan advocacy delivers strategic level outcomes and member data & case studies to illustrate change Response to RBMP4 results in stronger plans Protected Areas work is combined with CARS advcoacy & NNs to inrease connectivity Clean Water Bill: with sewage policy briefings responds to consultations & opportunities to make case for urgent action to meet climate and nature targets. Advocacy around Peatland ACTION Funding & NRF helps maintain levels of funding Consultation responses to Human Rights Bill		Whole catchment approach, supported by RBMP, is delivering natural flood management and biodiversity increases in all of Scotland's catchments. 250,000 ha peatlands are restored
	The Right to a Healthy Environment	A fully functioning Environmental Court, accessible to all by 2030; Scotland is a leader in Aarhus compliance.	Governance	Continued support of member case studies and advocacy around need for environmental court Governance dashboard tracks Aarhus non compliance Behind the scenes advocacy with ESS presses case for more scrutiny ESS representations increase number of cases with ESS where need to improve env legislation implementation Published case studies of successes and failures x3 annually	Advocaacy focus on Human Rights Bill introduction to provide effective rights for communities & effective env protection	Scotland's Environment Court is upholding and embedding environmental justice for all of Scotland's communities

	A Circular well being economy	Scotland is a demonstrable global leader in SDG delivery Nature finance is supported by effctive and resilient codes, is not prey to greenwashing and supports long term ecologically coherent schemes	Sustainable Economics Wildlife	Maintained watching brief on Circular Economy Strategy	
	Ecologically literate nature finance	Scotland is a demonstrable global leader in SDG delivery	Nature Finance; Sustainable Economics; Marine	Advocacy from network experts on Ecosystem Code ensures it is fit for purpose Private Nature Finance advocacy brings ecological and network finance expertise together: scaled example solutions to pay back timescales and ecological outcomes Biodiversity Investment Plan advocacy builds in longer term ecological outcomes Promote where appropriate, private investment initiatives that are delivering nature restoration	An ecologically coherent private finance market functions in Scotland, supporting long term nature restoration with effective regulation preventing greenwash and negative investment impact.
	Effective environmental legislation	Scotland is a demonstrable global leader in SDG delivery	Governance	Strong links with Scotland Office maintained and open door to conversations protected Watching brief on IMA developments with actions taken to challenge negative impacts on LINK outcomes and build on positive ones Work with ELUK to collate case studies to prevent rush to the bottom and promote best practice, especially where cross UK benefits could accrue	Environment legislation in Scotland has kept pace / exceeded EU environmental law.
	Environmentally aware planning	Scotland's planning regime is ecologically literate and protects local environments while contributing to the ecologcial resilience of national ecosystems through full and effective biodiversity enhancement and community benefits and wealth building outcomes for all national infrastrcuture developments.	Planning Land use; Wildlife	Highlight behind the scenes, then publicly, where ECU actions undermine NPF4 commitments & frustrate SBS delivery Collate / promote case studies where ECU decisions go against nature targets, SBS delivery & NPF4 intentions Encourgae NS to publicise their own tools and case stuides of LA nature recovery & community benefit Lobby NS to public biodiversity metric and put in place effective iterative review mechanism Hold officicals to account where planning delivery limits progress towards nature targets Prepare ESS representation on ECU actions	NPF4 contributes to meeting national nature targets

A strong voice		Scottish public policy and its implementation is improved by expertise and evidence from the LINK Network.		2026	2027	2028	2029	2030
		Scottish public policy and its implementation is improved by expertise and evidence from the LINK Network.	Advocacy team: Groups	4 LINK reports published, regular evidence and briefings used in policy making;	4 LINK reports published, regular evidence and briefings used in policy making;	4 LINK reports published, regular evidence and briefings used in policy making;	4 LINK reports published, regular evidence and briefings used in policy making;	Environmental policy making in Scotlnad visibly improved with LINK member input
		Nature Champions initiative builds Parliamentary understanding and support for nature across all policy areas and features regularly at Parliament		Nature Champion initiative relaunched for new Parliament	>50 Msps engaged	> 80 MSP Nature Champions engaged	> 100 MSP Nature Champions engaged	>100 MSPS engaged
		LINK's communications strategy, with delivery tools, amplifies and unites sector voice	Comms Officer; media forum	2 briefing events; 1 opinion poll; full range of comms outputs maintain a strong environmental voice in press Sea Scotland annual conference	2 briefing events; 1 opinion poll; full range of comms outputs maintain a strong environmental voice in press Sea Scotland annual conference	2 briefing events; 1 opinion poll; full range of comms outputs maintain a strong environmental voice in press Sea Scotland annual conference	2 briefing events; 1 opinion poll; full range of comms outputs maintain a strong environmental voice in press Sea Scotland annual conference	Network comms are coordinated and effective in building political space for effective, leading action, reflected in policy Sea Scotland annual conference is the key calender event for all stakeholders in Scotland for marine policy
		Good stories, delivered across comms channels delivers a strong, coherent and recognised narrative on healthy nature & why it matters	Groups and campaigns; Comms Officer	Stories, films & interviews produced & promoted via campaigns & Groups with regular press exposure for LINK and members.	Stories, films & interviews produced & promoted via campaigns & Groups with regular press exposure for LINK and members.	Stories, films & interviews produced & promoted via campaigns & Groups with regular press exposure for LINK and members.	Stories, films & interviews produced & promoted via campaigns & Groups with regular press exposure for LINK and members.	Stories generated are impacting positively on effective environmental policy making; others contribute stories to generate wider momentum
		At least 2 limited network campaigns on priority topics suported by >50% members are run every year	LINK staff; Groups	2 campaigns	2 campaigns	2 campaigns	2 campaigns	2 campaigns
		16 active groups for discussion and platforms for joint action are supported by staff team and heard by policy makers	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 provide strong long term coherence	Senior staff, Board & Hon Fellows	4 Board workshops; 2 report launches, 3 crystal ball webinars	4 Board workshops; 2 report launches, 3 crystal ball webinars	4 Board workshops; 2 report launches, 3 crystal ball webinars	4 Board workshops; 2 report launches, 3 crystal ball webinars	4 Board workshops; webinars inform and build support for campaigns
		Regular annual liaison meetings at strategic level with Scottish Government and environment agencies enable tough conversations and lead to better environmental policy through mutual understanding of aims and objectives,	Staff team	6 meetings: NS, SG, SEPA, FLS, CNPA, LLTNP, SLC, ESS, Marine Directorate	6 meetings: NS, SG, SEPA, FLS, CNPA, LLTNP, SLC, ESS, Marine Directorate	6 meetings: NS, SG, SEPA, FLS, CNPA, LLTNP, SLC, ESS, Marine Directorate	6 meetings: NS, SG, SEPA, FLS, CNPA, LLTNP, SLC, ESS, Marine Directorate	All public agencies expect and hold regular catch ups with LINK
		Regular liaison meetings with key stakeholders in the policy community, incding Parliament, establish relationships and build common cause for sustainability goals	CO and DPE	4 meetings: 4 Parli party meetings; 1 CPG (nature), 2 briefing events	4 meetings: 4 Parli party meetings; 1 CPG (nature), 2 briefing events	4 meetings: 4 Parli party meetings; 1 CPG (nature), 2 briefing events	4 meetings: 4 Parli party meetings; 1 CPG (nature), 2 briefing events	2 Party Conferences attended; regular party contact maintained through strong relationships; 1 CPG supported

An effective network		LINK remains effective, efficient and accountable to its members		2026	2027	2028	2029	2030
		Two annual member advocacy / comms training events attended by 30% of members	Advocacy team Project staff	6 advocacy training events	>4 advocacy training events	>4 advocacy training events	>4 advocacy training events	>4 training events
		Organise 2 network meetings per year attended by 100% conveners / vice convenors and 50% members	Staff Team & Convenors	2 network events	2 network events	2 network events	2 network events	2 network events
		Scottish Governemnt and agency partners maximise partership working with members in timely fashion using LINK as gateway	Staff Team	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	LINK input sought & delivered on key topics as needed
		Regular LINK evidence based feedback on progress to Scotland's environmental objectives / obligations provided through quaterly through Ministerial & official meetings and regular LINK publications	Staff Team & Convenors	10 Ministerial meetings; 6 parli officials meetings; 20 LINK publications	10 Ministerial meetings; 6 parli officials meetings; 20 LINK publications	10 Ministerial meetings; 6 parli officials meetings; 20 LINK publications	10 Ministerial meetings; 6 parli officials meetings; 20 LINK publications	10 Ministerial meetings; 6 Parliamentary officials meetings; 20 LINK publications
	Access to Nature for all	Sector wide EDI progress made from known baseline	EDI officer, CO, members	Nature for All resource hub up to date & in active use. 30% members have completed & implmented Diversity Action Plans Legacy Plan supports members on continuing EDI journey	Nature for All resource hub up to date & in active use	Nature for All resource hub up to date & in active use	Nature for All resource hub up to date & in active use	LINK member orgnisations are more diverse than 2024 report
	Engagement across UK, Europe and wider	LINK members enage with UK, EU and global networks through LINK membership and engagement with networks	Staff team & member reps	EEB engagement at Council level and staff engagement in EEB Working Groups;; IUCN annual meetings & feedback; regular ELUK engagement amongst Groups & Director level contact & support	EEB engagement at Council level and staff engagement in EEB Working Groups;; IUCN annual meetings & feedback; regular ELUK engagement amongst Groups & Director level contact & support	EEB engagement at Council level and staff engagement in EEB Working Groups;; IUCN annual meetings & feedback; regular ELUK engagement amongst Groups & Director level contact & support	EEB engagement at Council level and staff engagement in EEB Working Groups;; IUCN annual meetings & feedback; regular ELUK engagement amongst Groups & Director level contact & support	EEB engagement at Council level and staff engagement in EEB Working Groups;; IUCN annual meetings & feedback; regular ELUK engagement amongst Groups & Director level contact & support
	Member engagement	Membership subscriptions cover 40% of essential service costs by 2030.	Staff team; Board	Subs support 40% core service delivery 50 member bodies	Subs support 40% core service delivery 52 member bodies	Subs support 40% core service delivery 54 member bodies	Subs support 40% core service delivery 56 member bodies	Subs support 40% core service delivery 60 member bodies
		> 80% of members are engaged in LINK work through at least 1 group	Members	>85% member orgs involved in core work areas through at least 1 group	>85% member orgs involved in core work areas through at least 1 group	>85% member orgs involved in core work areas through at least 1 group	>85% member orgs involved in core work areas through at least 1 group	>85% member orgs involved in core work areas through at least 1 group
	Leading by example in carbon	Carbon footprints are maintained within 10% of 2020 - 21 levels	Staff team; Carbon Credible	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	Carbon accounts are within 10% of 2020-21 levels

	Sufficient environmental funding	Environmental funding is sufficient to meet nature & climate emergencies Trusts & Foundastions increase investment in Scotland's environment	SEFF; Staff team; Board SEFF	Public funding for nature restoration increased on 2025 level Partnership working with EFN encourages EFN members to invest more in Scotland Live member funding need pipeline is used to show demand & investment opportunities	Public funding for nature restoration increased on 2026 level Partnership working with EFN encourages EFN members to invest more in Scotland Live member funding need pipeline is used to show demand & investment opportunities	Public funding for nature restoration increaed on 2027 level Partnership working with EFN encourages EFN members to invest more in Scotland Live member funding need pipeline is used to show demand & investment opportunities	Public funding for nature restoration increased on 2028 level Partnership working with EFN encourages EFN members to invest more in Scotland Live member funding need pipeline is used to show demand & investment opportunities	Public funding for nature restoration is key foundation for successful widescale, effective nature restoration Partnership working with EFN encourages EFN members to invest more in Scotland Live member funding need pipeline is used to show demand & investment opportunities
	LINK is financically viable	LINK's income KPIS are met in full by 2030 Funding for LINK core/projects is maintained, replaced, increased.	CEO, Board, SMT	Fundraising strategy KPIs are on track Core funding maintained; project funding maintained	Fundraising strategy KPIs are on track Core funding maintained; project funding maintained	Fundraising strategy KPIs are on track Core funding maintained; project funding maintained	Fundraising strategy KPIs are on track Core funding maintained; project funding maintained	Fundraising strategy KPIs are on track Core funding maintained; project funding maintained
		Member subs and in kind support cover >50% all costs	Staff team	90% members are active	90% members are active	90% members are active	90% members are active	90% members are active