Strategy 2015-2020

First draft for consultation
February 2015

Prepared by the NBN Trust in conjunction
with Network members.

S H A R I N G I N F O R M A T I O N A B O U T W I L D L I F E

Contents

NBN Strategy Summary

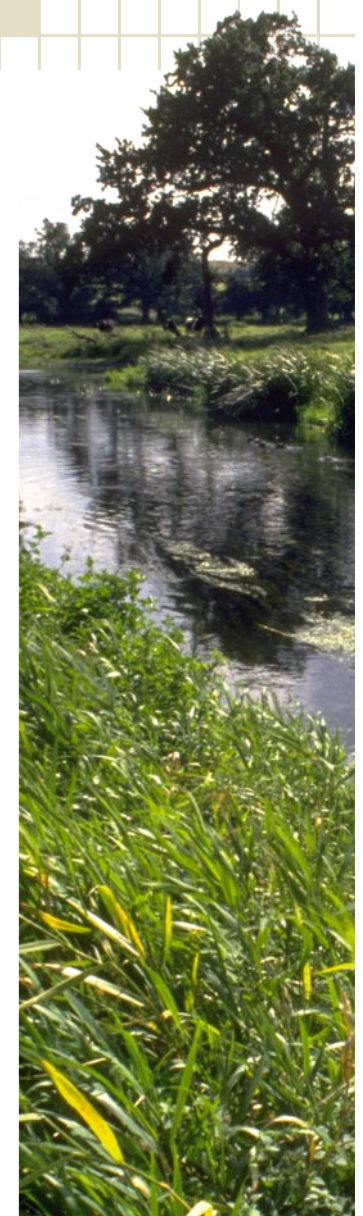This National Biodiversity Network (NBN) Strategy 2015-2020 seeks change in how biological data in the UK are collected, verified, managed, aggregated, analysed and used.

The vision of the National Biodiversity Network is that: *"Wildlife data collected and shared openly by the Network are central to the UK's learning and understanding of its biodiversity and are critical to all decision-making about nature and the environment."*

This strategy sets out five strategic aims and 21 objectives to achieve that vision. The Network has 100 members, each of them vitally important to the success of strategy implementation. That Network will work collaboratively to embed itself, and its collective data and knowledge creation at the heart of UK biodiversity learning and environmental decision-making.

The aims and objectives of the NBN are as follows:

Strategic aim	The NBN will:
1. Capture, diversify, enhance and mobilise wildlife data	A. Facilitate arbitration of standards to maximise the utility of new data, methods and technology
	B. Increase, streamline and standardise the capture of high quality, structured data
	C. Diversify the data available through the NBN (to plug taxonomic gaps and include ecosystem data as well as species records)
	D. Accelerate biological data flow ('time to market') from recorders to users
	E. Support, motivate and celebrate the success of existing biological recorders
	F. Attract new people to biological recording
2. Make wildlife information available to everyone	A. Treble visits to the NBN family of projects and systems
	B. Increase the visibility and openness of UK wildlife data in perpetuity
	C. Increase data use for a wide range of purposes
	D. Enable and facilitate permissionless innovation by data users
	E. Share all wildlife data internationally and collaborate with partners in Europe and GBIF
3. Captivate and engage people about wildlife	A. Engage the public about biodiversity and biological recording
	B. Promote the value of biological data
	C. Promote NBN as a "one stop shop" for wildlife and environmental data
	D. Promote the NBN and increase participation through membership and sponsorship
4. Provide the best wildlife information management infrastructure	A. Provide a stable, secure and sustainable platform for the NBN infrastructure
	B. Standardise the tools and systems across the NBN
	C. Improve the interoperability of the NBN family of data infrastructure
5. Support the development of the NBN, its Board and the NBN Trust	A. Make the NBN a sustainable organisation that provides support for all members
	B. Double the NBN membership in five years
	C. Provide leadership in coordinating and growing the NBN

Introduction

The National Biodiversity Network (NBN) was formed in 2000 with the original vision of making all biological records freely and easily available to everyone. It was established to simplify data exchange in the UK following the 1992 Rio Summit. A report from the "Coordinating Commission for Biological Recording" led a number of organisations in the UK to come together in 1997 to pool resources to build the NBN. Since then, Network members have collaborated to set standards for data exchange, to raise awareness of the importance of biological recording of the UK's wildlife, and to share more than 100 million biological records online via the NBN Gateway (https://data.nbn.org.uk). The Network now has 100 members including many of the largest wildlife charities and non-governmental organisations in the UK as well as government agencies, research institutions and members of the public.

What is the National Biodiversity Network?

The NBN is a charitable organisation with a membership that collaborates to share wildlife data and information and make them available for environmental decision-making, education and research, nature conservation and monitoring. Data are shared principally via the NBN Gateway, an online biodiversity database (see https://data.nbn.org.uk) although many other systems and tools are also important to the Network for data sharing. Staff employed by the NBN Trust facilitate the development of the Network and it is governed by the NBN Board of Trustees.

In this document wherever the NBN is mentioned it is referring to all members working collaboratively under the Network banner (unless it specifically states the NBN Trust or the NBN Gateway).

The Vision of the National Biodiversity Network

The vision of the NBN is that:
Wildlife data, collected and shared openly by the Network, are central to the UK's learning and understanding of its biodiversity and are critical to all decision-making about nature and the environment.

Common ground and the NBN's unique role

There are a number of areas of common ground for NBN members. These are where collaboration is of utmost importance for delivering the greatest benefits to all and are as follows:

- Maintaining a complete picture of UK wildlife (including species and ecosystems)

- Sharing wildlife data with each other and with the public to educate and inform

- Developing and adhering to a single framework for data capture and data exchange standards

- Ensuring security and stability of data storage

- Promoting the collective work of the Network to ensure long term support for biological recording and for the necessary infrastructure to enable it

Many individuals and organisations are involved in the collection, management and dissemination of biological data and information in the UK. Others are involved in biodiversity training, education, advocacy and policy development. The National Biodiversity Network has a unique role in various aspects of this work. This unique role includes:

- Providing a collective view of marine, terrestrial and freshwater biodiversity in the UK

- Acting as a representative and collaborative Network of 100 members involved in biological recording in the UK

- Coordination and facilitation of activities and events to promote the network, biological recording and data use

- Setting standards for the UK data flow pathway (see Figure 1)

- Advocacy about the value of biological recording, the collective data holdings and the work of Network members

- Setting standards for data capture, data sharing and data dissemination

Background to the NBN strategy

Since the NBN was formed there has been a growing list of reasons for its on going development and expansion. Those reasons include:

- **Curating existing data** - many years of fieldwork by hundreds of organisations, individuals and government agencies in the UK has resulted in hundreds of millions of biological records being captured. These existing data deserve determined efforts to curate and care for them so they can be used effectively.

- **Environmental impact assessment and local planning** – the need for information about biodiversity so that it can be used effectively in decision making and planning for growth and development.

- **State of the environment reporting** – the need to be able to demonstrate accurately what changes are occurring over time in the UK's biodiversity as a result of human activity or not.

- **Public expectation** – an expectation to see the most appropriate action being taken by government and conservation organisations working together to conserve and protect the UK's natural environment and to avoid duplication of effort and competition.

- **Aichi targets** – under the Convention on Biological Diversity a 10-year strategic plan was developed and approved by signatory nations (including the UK) that included five strategic goals and 20 Aichi Targets. This includes targets such as Target 19: By 2020, knowledge, the science base and technologies relating to biodiversity, its values, functioning, status and trends, and the consequences of its loss, are improved, widely shared and transferred, and applied.

- **INSPIRE Directive 2007** (transposed into UK law in December 2009) – legislation that aims to improve the joining up of, and access to, existing spatial data across the European Union at a local, regional, national and international level, to facilitate improvements in sharing of spatial data between public authorities; and improving public access to spatial data.

- **Government strategy** – successful implementation of government environmental and biodiversity strategies is dependent on support of NBN members and volunteer biological recorders and verifiers.

- **Government funding** – there are declining public funds available to support biological recording and biodiversity monitoring. Greater collaboration will be needed to achieve strategic outcomes for biodiversity.

Preparation of the NBN Strategy

Two Extraordinary General Meetings in Feb 2013 and Feb 2014, attended by a wide range of NBN members, saw the development of a draft skeleton structure for a new NBN strategy. The NBN Trust then sought wider consultation and input. This was achieved through a questionnaire that was completed by more than 220 people. The NBN Trust then organised a series of nine workshops in Wales, England, Scotland and Northern Ireland. Further consultation was undertaken specifically on the NBN technical infrastructure and the creation of a new NBN vision. The NBN Trust sought feedback about NBN Gateway user needs using a second questionnaire that was completed by more than 150 Network members. The Trust employed consultants to undertake a full review of the NBN Gateway and the NBN website.

Discussions with NBN Trust staff, as well as this wide engagement process, has resulted in over 450 Network members and associates, data providers and potential collaborators and NBN Gateway users throughout the UK engaging with the development of the new five year strategy. The collaborative nature of the Network has been reflected in the preparation of this strategy.

Purpose of this strategy

This document has been prepared to set out the strategic direction for the NBN over the next five years (2015-2020). It sets ambitious objectives and seeks to be innovative in motivating existing Network members, and potential members, to become increasingly involved in, and committed to, collaborating to achieve the NBN vision. This strategy is intended to support Network members, including government agencies and communities throughout the UK in collecting and making use of biological data. The strategy aims to develop a data literate culture, where the value of data is appreciated, especially in relation to its onward re-use. The NBN will work together to embed itself, and its collective data and knowledge creation at the heart of UK biodiversity learning and environmental decision-making.

Principles of the NBN strategy

The following are the core principles that the NBN will adhere to in its work to achieve its vision. In general it is considered that biodiversity is better served when innovation is unrestricted by NBN members and their systems. Worse case scenarios should not drive the development of NBN data management policy. Finally, remedies to actual issues should be narrowly tailored so that beneficial uses of the NBN technical infrastructure are maximised.

NBN members will therefore:

1. Wherever possible make data free and openly available in perpetuity (especially for non-native species).

2. Diversify data capture to plug gaps systematically in the collective UK data holdings for species and ecosystems.

3. Support verification of data to increase data quality.

4. Increase the efficiency of how public resources are used (e.g. reduce multiple data management centres and share common solutions etc.).

5. Achieve interoperability between our data and other spatial environmental layers.

6. Improve the flow of data through the NBN systems.

7. Improve user experience of all NBN tools and data management infrastructure.

8. Meet agreed standards for their data capture, attributes, accuracy levels and metadata.

9. Regularly evaluate the maturity of data management systems.

NBN Strategic Direction

The NBN Strategy 2015-2020 has five strategic aims:

1. **Capture, diversify, enhance and mobilise wildlife data**
This is about the development and maintenance of systems to support capture of raw biological data through field recording, plugging data gaps, verification and mobilising legacy data.

2. **Make wildlife information available to everyone**
This is about processing, organising and visualising data to create wildlife information for use by everyone.

3. **Captivate and engage people about wildlife**
This is communication about the UK's wildlife and especially the value of biological data and getting involved in field recording.

4. **Provide the best wildlife information management infrastructure**
This is about ensuring the NBN technical data recording and storage infrastructure is the best it can be.

5. **Support the development of the National Biodiversity Network**
This is about the administration of the NBN through supporting the ongoing development of the NBN, its wider membership, and its business processes, the Board and the NBN Trust.
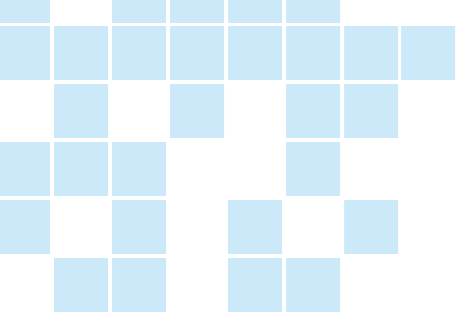
Strategy implementation

A multi-year action plan entitled "National Biodiversity Network Action Plan: 2015 – 2020" will be published in 2015 to set out what NBN members will do, and how, to achieve the NBN's strategic aims and objectives. It will also describe the roles and responsibilities for NBN members in delivering this strategy.

This will be compiled with information collected from NBN members during the nine strategy workshops, two Extraordinary General Meetings and two questionnaires that have been organised over the past two years.

Staff at the NBN Trust will liaise with and engage all members in creating this action plan to ensure the collaborative nature of this strategy is realised through its implementation.

Some examples of immediate priorities for action in the 2015/16 year are identified at the end of each strategic aim. Please note that these do not reflect the entire programme of work needed to achieve that aim.
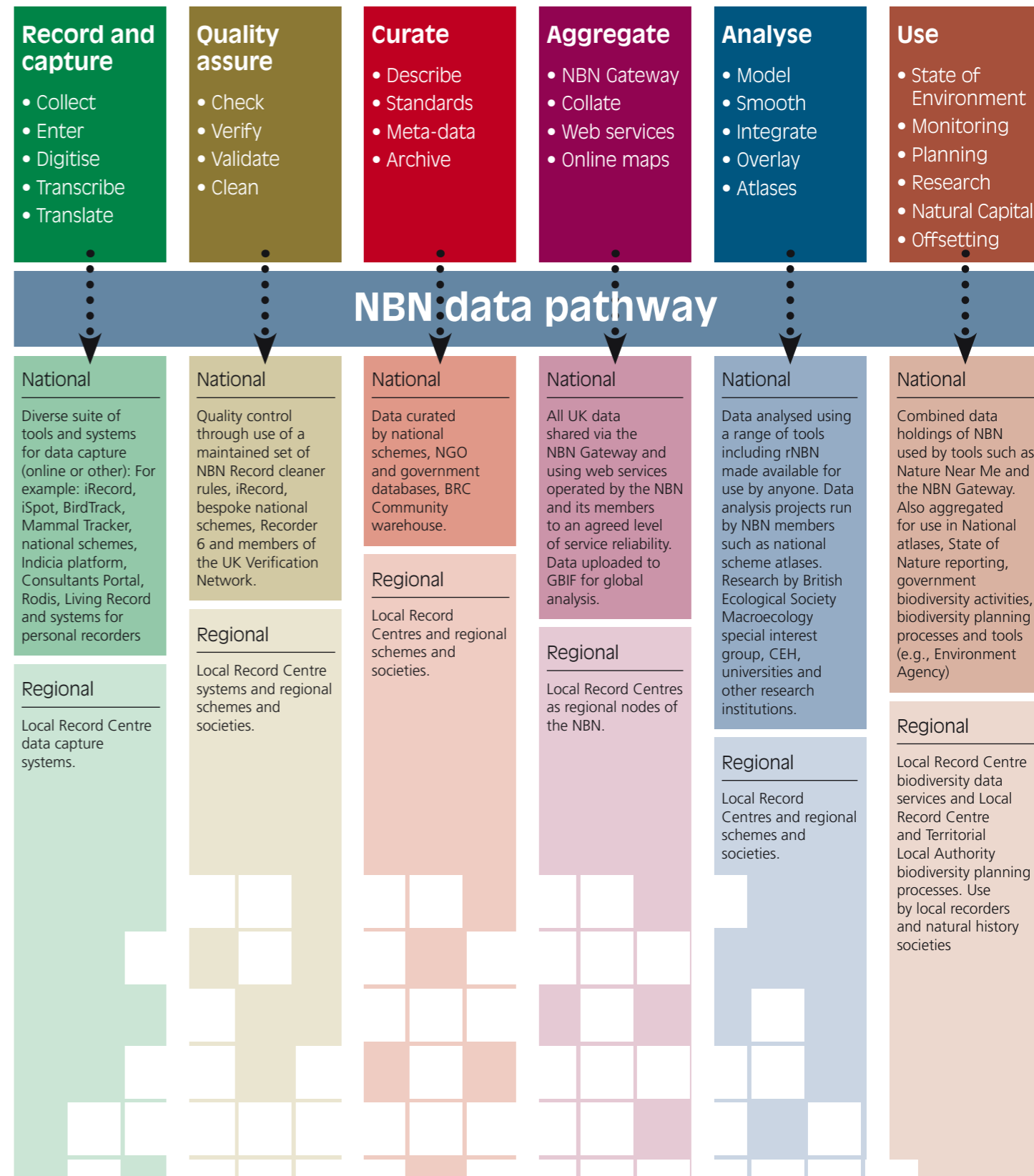
Questions:

1. We have presented a new vision for the NBN – do you support it?
2. Are you clear what the NBN is, and that you are part of it?
3. Following the engagement in 2014 do you feel that you have been listened to?
4. Will you commit to the principles of the NBN strategy and how do you want to be involved in implementation?

Glossary of NBN partners

ALA – Atlas of Living Australia
ALERC – Association of Local Environmental Records Centres
BRC – Biological Records Centre
CEDaR – Centre for Environmental Data and Recording
CEH – Centre for Ecology & Hydrology
FSC – Field Studies Council
GBIF – Global Biodiversity Information Facility
JNCC – Joint Nature Conservation Committee
LRCs – Local Record Centres
National Schemes – National Schemes & Societies
NFBR – National Forum for Biological Recording
RSPB – The Royal Society for the Protection of Birds
SBIF – The Scottish Biodiversity Information Forum
WEIF – Wales Environmental Information Forum
Wildlife NGOs – Wildlife Non-governmental Organisations

Figure 1: NBN Data Flow Pathway

Record and capture	Quality assure	Curate	Aggregate	Analyse	Use
• Collect • Enter • Digitise • Transcribe • Translate	• Check • Verify • Validate • Clean	• Describe • Standards • Meta-data • Archive	• NBN Gateway • Collate • Web services • Online maps	• Model • Smooth • Integrate • Overlay • Atlases	• State of Environment • Monitoring • Planning • Research • Natural Capital • Offsetting

NBN data pathway

National

Diverse suite of tools and systems for data capture (online or other): For example: iRecord, iSpot, BirdTrack, Mammal Tracker, national schemes, Indicia platform, Consultants Portal, Rodis, Living Record and systems for personal recorders

Regional

Local Record Centre data capture systems.

National

Quality control through use of a maintained set of NBN Record cleaner rules, iRecord, bespoke national schemes, Recorder 6 and members of the UK Verification Network.

Regional

Local Record Centre systems and regional schemes and societies.

National

Data curated by national schemes, NGO and government databases, BRC Community warehouse.

Regional

Local Record Centres and regional schemes and societies.

National

All UK data shared via the NBN Gateway and using web services operated by the NBN and its members to an agreed level of service reliability. Data uploaded to GBIF for global analysis.

Regional

Local Record Centres as regional nodes of the NBN.

National

Data analysed using a range of tools including rNBN made available for use by anyone. Data analysis projects run by NBN members such as national scheme atlases. Research by British Ecological Society Macroecology special interest group, CEH, universities and other research institutions.

Regional

Local Record Centres and regional schemes and societies.

National

Combined data holdings of NBN used by tools such as Nature Near Me and the NBN Gateway. Also aggregated for use in National atlases, State of Nature reporting, government biodiversity activities, biodiversity planning processes and tools (e.g., Environment Agency)

Regional

Local Record Centre biodiversity data services and Local Record Centre and Territorial Local Authority biodiversity planning processes. Use by local recorders and natural history societies

NBN Strategic Aim 1:

Capture, diversify, enhance and mobilise wildlife data

The NBN will support the continued capture of biological records, mobilise historic and legacy data holdings, develop a sustainable verification network and improve the quality of data.

Why do we want to do this?

The NBN will advance biological data mobilisation and sharing to ensure the full diversity of data types are captured, verified for accuracy and disseminated for use. The NBN Gateway has more than 100 million species records, but large taxonomic and geographic gaps still exist in current data holdings. Similarly, limited habitat and ecosystem data restrict analysis and research potential. The NBN must accommodate new emerging techniques for data capture including remote sensing and eDNA. Other reasons include:

- Inaccurate, low resolution or unstructured survey data has relatively limited application

- An increasing desire by people to record wildlife and ease of submitting records

- Most biological data from historic surveys are not shared because they have not been mobilised (including images, maps, museum collections, university research data and large amounts of historic data from government, NGO and national recording schemes)

- Data cannot be used effectively, or safeguarded in perpetuity, until they are identified and digitised

- Data flow is complicated, too slow and data may never reach all potential end users

- Biological data capture and quality control are not standardised

- Reliance on volunteer biological recorders who need tools, resources and skills to do their work

- Continued need for engagement with new audiences to increase recording capacity and capability

What are we going to do?

NBN systems will become the primary means for standardising and sharing biological data. It will do this by:

- Facilitating arbitration of standards to maximise the utility of new data, methods and technology

- Increasing, streamlining and standardising the capture of high quality, structured data

- Diversifying the data available through the NBN

- Accelerating biological data flow ('time to market') from recorders to users

- Supporting, motivating and celebrating the success of existing biological recorders

- Attracting new people to biological recording

How will the NBN achieve this?

Immediate priorities for the NBN include:

- Preparation of an online recording strategy for the UK to ensure system consistency and standardisation

- Establishment of an NBN Data Management Accreditation Scheme, data quality assurance and promotion of best practice

- Building verification capacity and establishing a UK Verification Network to share best practice, celebrate success and recruit
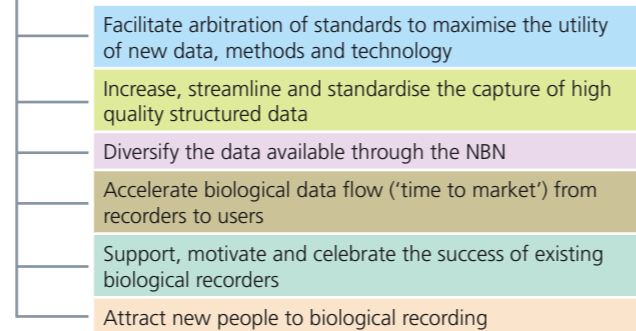
- Develop an agreed data flow model for the NBN family to ensure efficient and effective data flow at all spatial scales and accelerate flow through NBN systems

A more detailed five-year action plan to be published early in 2015 will describe the full programme of work in detail.

Questions:

1. Do you support accelerated data flow through NBN systems?

2. Do you have data (in non-digital formats) that you want to mobilise?

3. What would you like to see done by the NBN to attract new people to biological recording?

4. Do you and your organisation want a role implementing this aim, and if so what might that role be?

Capture, diversify, enhance and mobilise wildlife data

- Facilitate arbitration of standards to maximise the utility of new data, methods and technology
- Increase, streamline and standardise the capture of high quality structured data
- Diversify the data available through the NBN
- Accelerate biological data flow ('time to market') from recorders to users
- Support, motivate and celebrate the success of existing biological recorders
- Attract new people to biological recording

Lead NBN partners will include: NBN Trust, National Schemes, FSC, Linnean Society, ALERC, LRCs, Government Agencies, SBIF, BRC and all other data collating organisations

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NBN Strategic Aim 2:

Make wildlife data and information available to everyone

The NBN will organise and visualise wildlife data to create information for use by everyone and will make biological and environmental data interoperable. NBN services will become the preferred means of accessing wildlife data.

Why do we want to do this?

The NBN wants to maximise use of biological (wildlife) data and so it is essential to understand the needs of users in order that user-friendly systems and processes can be developed. Once collected, wildlife data should be available for multiple uses: to help guide conservation management, to influence local planning decisions, to monitor the effectiveness of management and the changing state of nature, to test fundamental questions in ecology, to inform policy development, to report against national and international legislation and to achieve wildlife education. Despite this potential, wildlife data have not been applied as effectively as they might. This is because of a lack, or inconsistency, of data collection methodologies, problems with data accuracy, lack of data visibility and openness, slow uptake of new analysis and visualisation tools and limited awareness of how data may be applied.

Investment in biological recording over a long period of time has not been accompanied by a corresponding investment in data use. Critical to the NBN partnership's success is that members make their collective wildlife data holdings and information openly available to all potential users. This is vital so the Network remains relevant and valued as a data sharing partnership in the UK. It is also important to be able to promote the significant added value that biological recorders bring to the collective understanding of UK biological diversity.

What are we going to do?

The NBN will make its systems the preferred means of accessing biological data and information. It will do this by:

- Trebling visits to the NBN family of projects and systems.

- Increasing the visibility and openness of UK wildlife data in perpetuity.

- Increasing data use for a wide range of purposes.

- Enabling and facilitating permissionless innovation by data users.

- Sharing all wildlife data internationally and collaborating with partners in Europe and GBIF

How will the NBN achieve this?

Immediate priorities for the NBN include:

- Improve data interrogation and visualisation tools through: workshops with user groups; user-centred design; and interactive collaborative events such as hackathons

- Develop Biodiversity Data services to provide for: biodiversity auditing, educational resources, ecological research, natural capital assessments, pollination services, invasive species management, state of the environment, planning and biodiversity offsetting

- Deliver incentives for visible, open data

- Repatriate UK wildlife data that are held in databases throughout the world.

- Improve user interfaces of NBN systems and develop systems to improve publishing data to the NBN Gateway
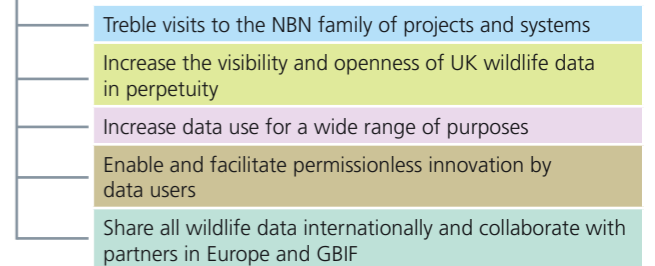
A more detailed five-year action plan to be published early in 2015 will describe the full programme of work in detail.

Questions:

1. What does NBN have to do to increase the visibility and openness of UK wildlife data?

2. What would prevent you sharing data globally?

3. When we use the phrase "Family of projects and systems" do you understand that that includes you and your data management systems?

4. Do you and your organisation want a role implementing this aim, and if so what might that role be?

Make wildlife data and information available to everyone

- Treble visits to the NBN family of projects and systems
- Increase the visibility and openness of UK wildlife data in perpetuity
- Increase data use for a wide range of purposes
- Enable and facilitate permissionless innovation by data users
- Share all wildlife data internationally and collaborate with partners in Europe and GBIF

Lead NBN partners will include: NBN Trust, ALERC, National Schemes, BRC/CEH, Universities, JNCC, GBIF

NBN Strategic Aim 3:

Captivate and engage people about wildlife

The NBN will promote the value of the UK's wildlife, the importance and enjoyment of biological recording and the power of biological data.

Why do we want to do this?

The NBN will encourage the ongoing flow of data from current and new NBN partners and will engage more people in appreciating wildlife and in turn encouraging them to record what they see. To do this, the NBN will raise its profile and be known as a "centre" of excellence for recording wildlife and for sharing data.

The NBN will develop a new generation of biological recorders as well as support and champion the role of those who have been dedicated to recording for many years. The NBN exists because of a combined commitment to sharing and understanding wildlife information and we want to demonstrate the value of data as a means of conserving the UK's wildlife.

What are we going to do?

The NBN will captivate and engage people about wildlife, about recording wildlife and the value of their data. It will do this by:

- Engaging the public about biodiversity and biological recording
- Promoting the value of biological data
- Promoting NBN as a "one stop shop" for wildlife and environmental data
- Increasing NBN participation through membership and sponsorship and promoting those involved

How will the NBN achieve this?

Immediate priorities for the NBN include:

- Publishing and implementing a communications strategy for NBN to increase awareness of NBN
- Celebrating success through development of an NBN Awards Scheme for biological recording

- Promoting the benefits of recording and sharing data to everyone interested in the UK's biodiversity
- Promoting the NBN by explaining what it is, profiling the organisations involved and the important work they are doing and showing how non-experts can participate

A more detailed five-year action plan to be published early in 2015 will describe the full programme of work in detail.

Questions:

1. How can the NBN captivate and engage people about wildlife and biological recording most effectively?
2. Do you support the NBN being a one-stop-shop and do you see your data and information as part of this?
3. Do you and your organisation want a role implementing this aim, and if so what might that role be?

Captivate and engage people about wildlife

Engage the public about biodiversity and biological recording
Promote the value of biological data
Promote NBN as a 'one stop shop' for wildlife and environmental data
Promote the NBN and increase participation through membership and sponsorship

Lead NBN partners will include: NBN Trust, NFBR, RSPB, Wildlife Trusts and other wildlife NGOs, National Schemes, National Trust and local recording groups

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NBN Strategic Aim 4:

Provide the best wildlife information management infrastructure

The NBN will ensure its technical data recording, storage and dissemination infrastructure is the best it can be.

Why do we want to do this?

The NBN will provide its members with the best wildlife information management infrastructure with which to record, curate, manage, analyse and share biological data in a secure and professional manner. Since biological recording began there has been a huge investment in the collection of biological data in the UK. The NBN must now demonstrate the value and importance of biological data by investing appropriately in its curation. Significant issues remain which include:

- Development of independent and competing data management silos for certain taxonomic groups or geographic regions
- Only partial use of data standards and limited sharing of best practice
- Technological limitations of the existing systems and limited interoperability of data infrastructure
- Limited awareness of all the functionality of the existing systems
- Complex and slow systems for adding data and limited resourcing for a new approach
- Slow data flow through the system and duplication of data upload systems
- Lack of confidence in stability and service reliability of NBN Tools

Recorder motivation is significantly affected by the speed at which data flows through the NBN system and by the feedback received. Therefore the NBN must ensure the infrastructure and data flow processes surrounding it are fast and provide useful information to recorders. Security of NBN data systems is paramount given the potential for malicious hacking. It is also critical that the NBN's data infrastructure is future proofed,

interoperable and regularly reviewed so that a continuous, reliable service may be provided to members. By working in this way the NBN will set an example to others internationally and to new potential Network members.

What are we going to do?

The NBN will build the best biological data infrastructure in the world by:

- Providing a stable, secure and sustainable platform for the NBN infrastructure offering a known and reliable level of service
- Standardising the tools and systems used by the NBN
- Improving the interoperability of the NBN family of data infrastructure

How will the NBN achieve this?

Immediate priorities for the NBN include:

- Create and facilitate a Technical and Innovation Working Group to oversee delivery of technical infrastructure and hold regular meetings of the Gateway Project Group and Gateway User Group
- Prepare and implement a technical vision and strategy for NBN data infrastructure for data capture, management and dissemination
- Maintain and further enhance the NBN data exchange format to include more standard attributes e.g., life stage, abundance, associations
- Provide a stable platform for all products in the NBN infrastructure family and secure investment in UK infrastructure for biological data management

A more detailed five-year action plan to be published early in 2015 will describe the full programme of work in detail.

Questions:

1. Is your own data capture and storage infrastructure stable and secure?
2. How mature are your data management systems?
3. Will you commit to making your systems interoperable with other NBN family members and to following NBN standards?
4. Do you and your organisation want a role implementing this aim, and if so what might that role be?

Provide the best wildlife information management infrastructure

Provide a stable, secure and sustainable platform for the NBN infrastructure
Standardise the tools and systems used by the NBN
Improve the interoperability of the NBN family of data infrastructure

Lead NBN partners will include: NBN Trust, National Schemes, BRC/CEH, JNCC, ALA, GBIF, ALERC, LRCs and any data custodians.

NBN Strategic Aim 5:

Support the development of the NBN, its Board and the NBN Trust

The NBN will support its development, its wider membership, its business processes, the Board and the NBN Trust.

Why do we want to do this?

The NBN will support its own development including helping the Board and the NBN Trust to ensure sustainable funding and growth. The NBN has a unique and important role to play in the UK to support biodiversity and the people and organisations that care about it. If the development of the Network goes unsupported it would lead to inefficiency in attempting to deliver the range of tasks and services that it currently performs. For example, the NBN is unique in that it provides a collective view of all UK biodiversity that would otherwise be difficult to achieve. Network members collaborate to deliver many of the aims and objectives described in this strategy and this coordination and collaboration will not be achieved without a national network. Furthermore, development of the NBN is needed to ensure the Network membership is supported with resources, with standards and with leadership. By implementing this aim the Network will be able to significantly increase outputs by coordinating the Network efficiently and effectively. There are also legal responsibilities as laid out by the Charities Commission and Companies House that require the NBN to implement this work.

What are we going to do?

The NBN will support the sustainable development and growth of the organisation. It will do this by:

• Making the NBN a sustainable organisation that provides support for all members

• Doubling the NBN membership in five years

• Providing leadership in coordinating and growing the NBN

How will the NBN achieve this?

Immediate priorities for the NBN include:

• Preparation and implementation of a Medium-term Financial Strategy to secure the NBN as a sustainable organisation.

• Reviewing the current NBN membership scheme to ensure it is fit for purpose.

• Delivering a programme of training and events to support the NBN.

• Research priorities for NBN partner organisations and ensure that the service provided is appropriate, cost effective and fit for purpose

A more detailed five-year action plan to be published early in 2015 will describe the full programme of work in detail.

Questions:

1. What does the NBN have to do to increase its sustainability?

2. How would you like us to improve the NBN membership scheme?

3. What membership benefits would make you want to increase your support for NBN?

4. How would you like to influence NBN governance?

5. What leadership would you like from the NBN?

6. Do you and your organisation want a role implementing this aim, and if so what might that role be?
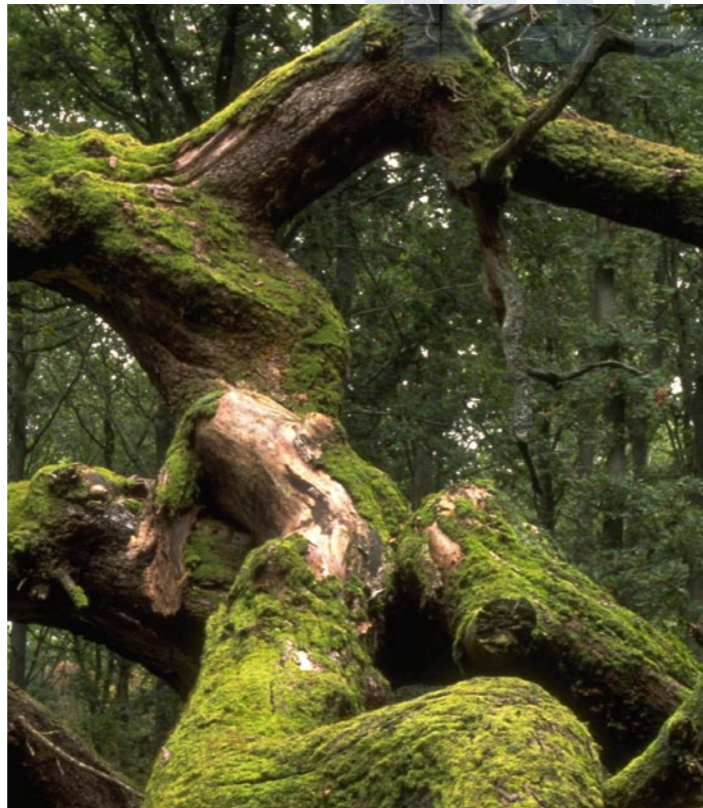
Support the development of the NBN, its Board and the NBN Trust

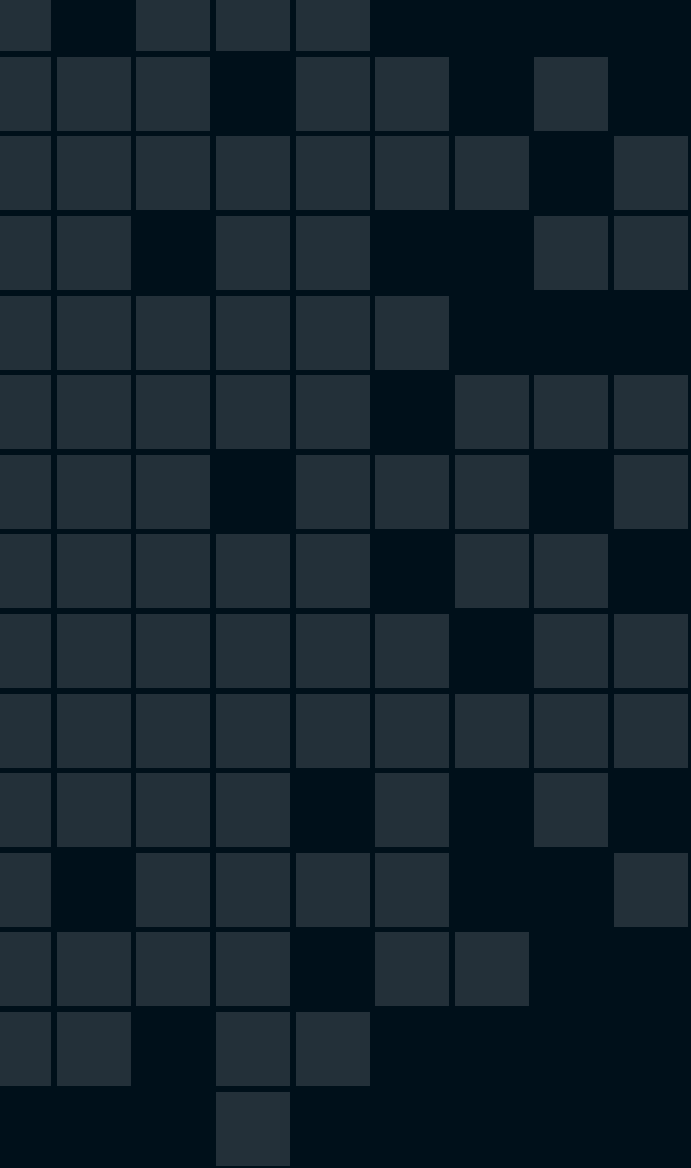| Make the NBN a sustainable organisation that provides support for all members |
|---|
| Double the NBN membership in five years |
| Provide leadership in coordinating and growing the NBN |

Lead NBN partners will include: NBN Trust, SBIF, CEDaR, WEIF, NFBR, Government Agencies, ALERC and LRCs

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NBN Trust