

Strategic Outcome 1: National policy and its implementation are improved by evidence from, and the expertise of, environmental NGOs			
Outcome KPIs	Baseline/target	Method of collecting information	Status
1.1 Extent to which LINK ‘asks’, messages and language are used in parliamentary debate, FMQs and policy papers, and are reflected in the manifestos of the main political parties.		<p>Staff proforma.</p> <p>TF proformas: responses from 7 /13 work areas</p>	<p><b>Poor - Improving some areas.</b></p> <p>LINK briefing &amp; other ideas have been used extensively at Holyrood in the economics, marine, planning, land reform &amp; several other areas. Little impact during the Westminster election where the Scottish manifestos were sketchy indeed (ABM)</p> <p>Agric: Ltd impact on structure of latest SRDP. LINK views evident in the details: AE climate &amp; env cooperative action fund, &amp; the monitoring &amp; evaluation plan. Food/vision agenda building so hoping for more impact next period.</p> <p>Economics -Some impact in making the case economic growth should not be an end in itself, although not reflected in Economic strategy - downplays low carbon economy while giving more attention to social justice. SEG dropped from John Swinney’s title &amp; from Land Reform proposals.</p> <p>Governance -WM election fought on constitutional issues, with undercurrent of SJ in Scotland. Slight evidence of improving performance of scrutiny functions Holyrood cttees. Some progress on legal matters, tho SNP yet to publish promised cons on env courts/tribunals.</p> <p>Landscape -Encouraging signs that some pol parties (Lab, Cons, poss Greens) responding positively to case for more N Parks &amp; will have commitments in manifestos. No commt to landscape forum yet. Some recent decisions on onshore Wfarms give hope Mins &amp; planning reporters becoming more sensitive to contain adverse landscape impacts of RE dev. Right Dev in right place message gathering traction.</p> <p>Land- LRRG report in 2014 was influenced by our activities &amp; input, so relationship between land use &amp; land ownership is more overtly drawn in draft LR Bill – debate is about how land is used &amp; the public interest in land.</p> <p>Marine- Cab Sec taken a strong position on 1st batch of management measures for inshore MPAs, &amp; is holding this position against strong opposition from some in fishing industry. Some MSPs focused on enhancement of marine environment.</p> <p>Planning - Little difference at present but PD are making progress on ERA through their parliamentary petition, with support from the PTF.</p>

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			The next period offers some opportunities to influence planning reform through the independent planning panel.
1.2 Level of M(S)P support for LINK network messages e.g. numbers of MSPs attending LINK events; Numbers expressing commitment to environmental issues; Number of LINK citations in official record of Parliament; Issues raised by LINK at meetings with decision-makers and opinion-formers are taken forward by policy makers.	Baseline at 2010-2012 was 'not so good', evidenced in LINK's 'Environment & Law' and 'Governance Matters' reports	Staff pro-formas TF pro-formas: responses from 4/13 work areas.	<b>Good</b> High levels of support – particularly in the areas of marine work and Species Champions.(ABM) Landscape - env still pretty low on pols agendas, though some indication that the drive for economic growth at almost any cost is not being pursued quite as blindly, with more recognition that factors beyond Es are major determinant of q of life. Land – no debate yet whereby to gauge level of support & no individual meetings with MSPs relating to LR. Marine - MSPs supportive of Don't take the P campaign Planning - Support for ERA growing, thanks primarily to work of PD
1.3 Level of Scottish Parliament scrutiny of our delivery of environmental commitments e.g. Parliament scrutinises delivery against appropriate targets in Scotland's National Performance Framework which includes Sustainable Development as outcome; National Planning Framework 3 reflects Government's environmental commitments; Marine Act implementation is robust about environmental principles; Marine renewables strategy is developed in response to agreed monitoring policy; Other 'asks' for example the proposals set out in LINK's 'Governance Matters' publication, are met.	LINK's 'Environment & Law' and 'Governance Matters' reports.	Staff pro formas TF pro-formas: responses from 4/13 work areas	<b>Poor, Improving some areas</b> LINK briefing has supported scrutiny in many areas – especially in the implementation of the Marine (Scotland) Act.(ABM). Land - good level of scrutiny wrt deer mgt following RACCE inquiry 2013-14, too soon to tell with LR Bill. Landscape -Little if any on Landscape front. Governance - slight evidence of improvements Economics - Flourishing officer seeking info about how Cttes use the NPF or indicators in scrutiny, & seeking to work with cttee staff on this. Planning - Very ltd at present but hopefully will increase with planning reform agenda.
1.4 Extent of Government cross-compliance across departments e.g. principles of the land use strategy guide decisions being made by Government and Ministers on NPF3, in the reform of CAP, and in other related policy areas.	Baseline: environmental measures in CAP/SRDP at 2015 are 'not so good'	Staff pro formas TF pro-formas: responses from 4/13 work areas	<b>Poor, improving some areas</b> Poor performance of Biodiversity Duty reporting but v good eggs of LINK ideas making progress on the economic front in issues such as the circular economy & continued pressure to revise the NPF. Agric -Big disconnect between food & agric. Hopeful ag vision will start to address but now very disjointed approach with only a nod to the LUS & Good Food Nation in the vision for agriculture. Hilltracks: FC discussed changes I its own forestry planning process with TFC prior to holding a seminar for forestry industry to outline

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			operational impacts of the new system. LINK was seen as the instigator behind the leg change, so key stakeholder regarding new guidance. Landscape, despite rhetoric SG remains very ghetto-ised with env voice weak relative to many others. Land: A range of teams working on various aspects of the LRB, reporting to an overall Bill coordinator, so it is a more integrated approach than often happens, tho still much to be desired.
1.5 Extent to which participants and Task Forces in the network actively contribute to development of effective environmental policy.	Target: 66% of members participate in cycle of network meetings, 80% are involved in at least one Task Force.	Staff pro-formas, meeting notes, TF pro-formas.	<b>Good</b> Continued progress is being made through contacts with stakeholder groups, Ministers, officials & agencies. Extent of penetration varies across areas of work - but particularly deeply in relation to e.g. marine issues, in contrast to very slow progress on e.g. wildlife crime. The extent of the contribution has been greatly helped by the process of broadening the range & intensity of our working with allied social and economic interests. (ABM) 80% of MBs took part in at least one Network meeting/training/policy workshop. 89% belong to at least active TF, tho extent of participation varies.
1.6 Number and nature of new links with the 'wider policy arena' across civic Scotland.	Target: Work areas identify annually appropriate linkages and follow these through.	Staff pro-formas TF pro formas, 4/13	<b>Good</b> In area of governance we have added significant contacts with academics, Freedom of Information personnel, and lawyers (ABM) Hilltracks Local Authorities and FCS. Economics –have developed useful contacts in SEPA, SNH, Zero Waste, SG, Oxfam, Commonweal (wrt Dec workshop), academics. Agric – leading role in wider Food coalition
1.7 Size and mix of audiences at LINK events (from among decision-makers, opinion formers and wider civic Scotland)			No relevant LINK events in period. Fol seminar involved info commissioner officials, & Prof K Dunion. High level participation from SEPA, NPAs for November Congress.
1.8 Level and frequency of LINK access to decision-makers including MSPs/MPs/MEPs, Ministers, senior government officials and business leaders <i>E.g. regular meetings with Environment Minister continue; LINK is involved in relevant forums.</i>	Target: at least 25 exchanges per year reflecting breadth of LINK agenda.	Staff pro forma. TF pro-formas; 7 /13	<b>Good / very good.</b> Levels of access continued to be high but worries emerge with the appointment of a new Minister. Increase in MP meetings after Westminster election results – e.g. met Calum Kerr MP (with ATF convenor) re environmental issues in Sept. (ABM) SLU - has more contact with Gov officials have plans to engage politicians more fully.

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			<p>Governance – adequate access</p> <p>Hilltracks – not sought meetings, gave update at LINK ministerial &amp; raised informally with former Planning minister to update him on impact of the changes.</p> <p>Landscape – reasonably good.</p> <p>Land – adequate, met head of Bill team, Minister &amp; dep divisional director Sept, plus met lead official separately.</p> <p>Marine - Communication with officials (Marine Scotland marine conservation branch) is regular &amp; contact is often solicited by them</p> <p>All MSPs solicited by MPO’s during the summer were willing to meet, bar one, &amp; were supportive of LINK positions on MPA measures</p> <p>Advice &amp; views are regularly sought by some MSPs (C.Beamish/S. Boyack)</p> <p>Planning - Continues good – tho not currently seeking to influence significantly. Will be looking for more engagement over coming months.</p>
1.9 Number of collective position statements (including briefings, publications) that are published by LINK to decision-makers and civic society on key priorities reflecting the range and diversity of interests across the LINK network.	Target: At least 15 per year, with at least 5 signatories each, drawn from at least 8 task forces in which at least 3 members are actively involved and which meet at least 4 times a year.	TF proformas and sign up to outputs	<p><b>Target exceeded</b></p> <p>4 briefings, 10 consultations, 2 position statements, 3 joint links statements, 4 press releases, 3 letters.(MTF very productive)</p> <p>Not all TFs meeting as regularly as 4 times a year.</p>

Strategic Outcome 2: Environmental NGOs have increased capacity to contribute to effective, evidence-based policy			
Outcome KPIs	Baseline/target	Method of collecting information	Status
2.1 Number of requests for LINK to contribute to relevant stakeholder groups/discussions confirming LINK profile/credibility.		Information from TFs, requests to LINK fielded to TFs, relevant members. Feedback from x-cutting delegates sought. Invitations to events are also fielded to Board, Convenors, Hon Officers. Trustees regularly feedback to board meetings.	<p><b>Very good</b></p> <p>No issues raised from TFs this period that there are groups we should be on that we excluded from. At June meeting with Bridget Campbell, we stated an interest in a proposed SG environmental advisory forum.</p> <p>During period new groups on Air Passenger Duty, Scotrail Advisory Group, Joint Programme Monitoring Ctte, Peatland Forum, EU Invasive Species Forum, Northern Ireland Environment</p>

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			<p>Week visit (ABM). We were called to give evidence to RACCE on deer and food. ABM is invited to speak at Lobbying Bill Conference Nov on role of NGOs.</p> <p>Delegate feedback indicates not much is happening on some x-cutting groups. Mike Robinson, representing LINK &amp; SCCS on APD group is been robust with SG on its value. Sam Gardner on Public Sector Climate Leaders forum reports it's now a talking shop with little obvious purpose.</p> <p>Freshwater – members representing their own orgs on forums, tho others aware of LINK interests too.</p> <p>Landscape TF notes departure of J Wordworth will lose some links with Built env sector.</p> <p>Trustees report back to Board meetings on relevant meetings attended as LINK, &amp; liaise with MBs as relevant.</p>
<p>2.2 Level of participation at and feedback from task force meetings, internal workshops and trainings arranged by LINK for members (on current issues, or skills needs).</p>	<p>Target: Number of workshops or trainings arranged by staff per annum.</p>	<p>TF forms, 12 /13 observations from workshops, trainings, &amp; feedback forms.</p>	<p><b>Very good</b></p> <p>Media training &amp; FoI workshops held. Highly rated in the feedback.</p> <p>TFCs from Agric, Deer, Governance, Hilltracks, Land, SLU, all report high levels of active participation</p> <p>Economics – work gradually enhancing capacity of LINK &amp; MBs to articulate arguments, eg on circular economy, disinvestment, investment gap &amp; carbon bubble.</p> <p>Freshwater notes that text produced by 3 MBs mainly, others sign up with additions that add to overall impact, scope &amp; value of submissions.</p> <p>Landscape, good from bodies that attend, voice would be strengthened with return of JMT, &amp; will miss cultural perspective provided by ArchScot.</p> <p>Wildlife Crime –reports participation fairly minimal due to time commitments.</p> <p>Marine - Variable, depending on MBs' organisational commitments</p> <p>Planning - Remains good. Freq of meetings had reduced to reflect general slowdown in policy &amp; engagement opps during 14/15</p>

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2.3 Extent to which Task Force members are willing to be robust critics.	Target: Advocacy strategies clearly address practical issues of giving robust criticism (i.e. planning for the fallout).	Staff pro-formas & TF pro-formas, 11/13	<p><b>Good / Very Good.</b></p> <p>Growing robustness with regard to wildlife crime in particular – and concentration on food as an issue is reshaping agriculture and marine work. Growing economic, social and legal expertise is enabling Task Forces to a greater extent.</p> <p>Agriculture – embracing the food work/approached &amp; changed tone/language as means to have greater impact.</p> <p>Deer, good, is a topic which engenders conflicting viewpoints.</p> <p>Land – recognition its an important topic</p> <p>Freshwater- responses been strongly &amp; constructively critical of the env ambitions expressed by SEPA / ScotGov.</p> <p>Landscape – varies between MBs, extent of NTS willingness to speak out to be seen under new leadership.</p> <p>Sust Land Use: willing and ready to push to ensure SG &amp; public recognise that LU and LR inextricably linked.</p> <p>Hilltracks – appetite to keep gov to account on guidance &amp; review.</p> <p>Governance – varied among the membership.</p> <p>Wildlife Crime – yes, increasing after time in prep of the 2 reports</p> <p>Marine - MBs are robust internal &amp; external critics, ensuring that our positions are clear.</p> <p>Planning - Good</p>
2.4 Level of improvement in negotiating skills, based on Task Forces identify their needs and these being addressed.	Baseline: 1/3 of TFs have well developed advocacy strategies which identify such needs at 2015	Staff pro-formas TF pro-formas 3/13	<p><b>Good</b></p> <p>Greater use of semi-formal or formal advocacy strategies in most areas has demonstrated greater negotiating skills. Negotiating skills course for members and trustees continues to be discussed. (ABM).</p> <p>Most TFCs did not answer this q.</p> <p>Hilltracks - we are seen as well-informed &amp; at forefront of this debate.</p> <p>Landscape - several MBs are very experienced campaigners.</p> <p>Planning - Good</p>
2.5 LINK’s ability to add value as a collective voice		Staff pro-formas. TF pro-formas. 10/13	<p><b>Very Good</b></p> <p>This was demonstrated particularly in progress on the fracking issue where the LINK briefing was crucial in supporting member’s campaigning successes. Gov &amp; opposition feedback. (ABM)</p>

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			<p>Freshwater: collective responses are much stronger &amp; more strongly argued than from any one NGO.</p> <p>Land: some of the 10 MBs signed up did not submit individual responses, shows LINK enables them to contribute to collective voice.</p> <p>Landscape: Definitely. Governance: Yes</p> <p>Hilltracks: no doubt campaign would not have achieved success it has if we were not working collectively.</p> <p>Economics: circular economy survey indicates it a topic where MBs think LINK capacity &amp; engagement is useful.</p> <p>Deer: essential to have one voice on this issue.</p> <p>SLU: more difficult for gov to ignore.</p> <p>Agric: LINK banner allows us to attend forum we would not as individual orgs.</p> <p>Marine - Positive <b>outcome</b> from collective 'Don't Take the P' campaign.</p> <p>Planning - Back up for ERA &amp; PD work in this area by TF &amp; TF MBs.</p>
2.6 LINK Elected Trustee positions are all filled from within the network, annually.			<p><b>Very Good.</b></p> <p>All elected trustees are from MBs or OS.</p> <p>Lucy Graham, SWT may stand for election, replacing skills gap from departure of co-opted Trustee, Mandy Orr.</p>
2.7 Number of networking events/opportunities and members participating in them (e.g. information exchange, policy workshops, trainings).	Target: 6 meetings/events; 3 workshops/trainings annually.	Staff completion of engagement table.	<p><b>On target:</b> Media training 19/8 (13 attendees), FOI Event 17/9 (17 attendees), network April (11 attendees) 27/8 (23 attendees)</p>
2.8 Number of opportunities afforded to meet and learn from other members.	Target: minimum 8 (to include network level and the one TF in which we hope every member is engaging at a minimum)	Engagement table filled in including TF pro formas.	<p><b>On target:</b> 21 TF meetings held over the period. 2 groups did not meet over period (Woodland and Wildlife Forum) N.B National Parks no longer counted as a TF.</p>
2.9 Identifying clear and resource-able network priorities with members from among the identified collective concerns.	Target: that each annual planning meeting will identify these, and also agree areas which members will drop in		<p><b>For next reporting period.</b></p> <p>Discussion at board.</p>

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	order to resource the fresh priorities.		
2.10 Number of collective position statements (including briefings, publications) that are published by LINK to decision-makers and civic society on key priorities reflecting the range and diversity of interests across the LINK network.	Target: At least 15 per year, with at least 5 signatories each, drawn from at least 8 task forces in which at least 3 members are actively involved and which meet at least 4 times a year	From Website – all outputs routinely posted there.	<b>Target exceeded</b> 4 briefings, 10 consultations, 2 position statements, 3 joint links statements, 4 press releases, 3 letters. (MTF very productive)

Strategic Outcome 3: A more sustainable, efficient and effective network of environmental NGOS			
Outcome KPIs	Baseline/target	Method of collecting information	Status
3.1 Number of citizen led national level eNGOs that are LINK members (i.e. leaving/joining/sustaining membership annually)	37 at April 2015		<b>No change</b>
3.2 Extent to which members are aware of LINK priorities and opportunities to engage with these.	Target: members are offered 1:1 meeting with a trustee annually.	Strategic review survey	<b>Good.</b> Regular bulletin and targeted emails to reps/TFs. There is no sense from Strategic Review that MBs are missing out due to not being aware, though for some smaller MBs the volume of info is overwhelming. Seminar, meeting and training attendances have been satisfactory. MBs offered 1:1s again over summer. HWDT meeting held.



**Strategic Outcome 3: A more sustainable, efficient and effective network of environmental NGOS**

3.3 Extent to which the network is live to the diversity of member interests and views, robust about dealing with consensus, confident in expressing positions *e.g. internal discussion (Task Force meetings, Network meetings, Board meetings) regularly identifies where consensus matters and where consensus is not a goal.*

Staff pro-forma  
TF pro-formas, 10/13

**Very Good (& improving)**

Several comments from members in the strategy discussions attest to diversity and a growing ability to contain it whilst retaining the ability to be robust.(ABM)  
Agric – feels fine, been supported in what we want to do & links to other TFs/MBs to join the TF made by core staff.  
Deer – we work hard for consensus  
Economics – successfully mapped the degree of involvement of MBs in different aspects of economy policy. Discussion at events/meetings leads to acceptance of diversity of engagement & of difference of approach in some respects.  
Governance – continues to make an effective contribution & steer thinking & activity in areas eg manifestos and referendum strategies, with very minimal frictions emerging.  
Hilltracks – on this topic high degree of consensus in terms of action to be taken.  
Landscape – current review of climate change & energy positioning bears witness to a very creditable willingness to address & try to resolve tensions within LINK. To be hoped that all with a stake in the issues will commit fully to the process. In this area of policy the differences of view have made it difficult for LINK to adopt a strong common stance but elsewhere (eg LRB) believe it has done so. To what effect remains to be seen.  
Land – always range of views but consensus can be drawn on underlying principles of the need for improved sustainability in terms of land use & better representation of the public interest.  
Freshwater – seeing other texts has certainly made me (& presumably others) more aware of the primary concerns of others (ie ARC, Froglife), so these could be included in earlier drafts of later responses.  
SLU – to date no significant diffs in position or opinion that we have failed to reach consensus on.  
Marine - Process for sign off & consensus on outputs are currently being discussed within the TF following sign-up confusion on a previous output.  
Planning - good

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<p>3.4 Extent to which Task Force Work Plans are explicit about strengths and diversity in these groups</p>		<p>TF convenors are asked to ensure these discussions happen</p>	<p><b>Poor</b>                  Just one TF answered this question. From other answers TFs are aware of strengths &amp; diversity within their membership, implicit. Marine - Current advocacy plans for next MPA consultation are being developed around organisations focusing campaign action on their areas of speciality, with Save Scottish Seas as a platform to facilitate.</p>
<p>3.5 Extent to which LINK Task Forces/Forums/Groups/Projects plans and messages are harmonised, avoiding contradiction or duplication, collaborating when needed.</p>	<p>Target: Active TF/Groups are consistently represented at quarterly Network meetings.</p>	<p>Staff pro-formas.                  TF pro-formas. 9/13</p>	<p><b>Very Good</b>                  Relevant TFs/members involved in energy review over summer autumn (AW) The development of agendas in overarching groups such as Board, Network, Governance and Economics have improved harmonisation of messages and plans.(ABM) Governance – careful to avoid overlaps &amp; to recognise that all TFs must have some measure of input to this core overarching area of work. The group is not prepared to take on the SJ &amp; environment role as it is already over-stretched. Hilltracks – LTF &amp; PTF are aware of the work of the campaign group &amp; through regular updates they can give wider thought to the issue &amp; offer suggestions, but this has avoided any duplication. Land – ensure we are aware of related TF outputs eg Deer, Land Use etc, &amp; able to harmonise messages. Freshwater – no significant probs have yet arising though don't know to what extent consultation responses met by TF MBs may have contradicted the LINK responses – expect they were congruent. Agric – many MBs sit on other TS too, &amp; TFC attends Network/Congress, so relatively happy its happening where it needs to. SLU – works with other TFs as required, many sit on more than one TF, making it easier to harmonise &amp; align messages. Wildlife Crime – not known. Marine - MTF members liaise regularly when joint &amp; separate outputs to the same action is required, or when capacity to produce a joint output is ltd.</p>

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			Planning- good, some comms with MTF especially. TFC chaired marine planning event.
3.6 Extent to which Task Force Convenors are aware of the spread of members and are content that all relevant members are participating.		TF convenors are asked to flag on forward planning form & reporting form. 9/13	<p><b>Very Good.</b></p> <p>WCrime – not known, to be examined in future.</p> <p>SLU – generally group size is manageable so easy for TFCs to see who contributes &amp; id gaps in representation. However difficult to plug gaps due to resource limitations of smaller MBs.</p> <p>Agric – have put new agenda out to all MBs seeking new participation, so confident all interested orgs are taking part. May re-extend invite or seek engagement from any key MB as time goes on.</p> <p>Land – encouraged all MBs to sign up to the RACCE evidence &amp; were able to amend text to include a range of interests (10 orgs).</p> <p>Landscape – ok I think.</p> <p>Hilltracks – all MBs kept informed &amp; more active MBs regularly keep in touch &amp; do specific tasks.</p> <p>Governance – every effort made to involve members, &amp; many MBs been involved in activities like Fol seminar than are TF members.</p> <p>Marine - Other MBs (besides core MTF members) are copied into communications where necessary or appropriate. MBs also liaise with each other on marine issues.</p> <p>Planning – good.</p>
3.7 Annual Network Plan reflects considered discussion and priorities and engages at least 75% of members in its delivery		Engagement table, Network meetings.	<p><b>Very good</b></p> <p>See below, 89% of MBs engaged in TFs/Board. The Network plan is updated throughout the year as discussions happen, new areas added, ie workshops are proposed &amp; organised. Plans are included without explicit comment on priority.</p>
3.8 Breadth and blend of financial support for LINK from a range of sources (reduced reliance on any one source of income).	<p>Targets:</p> <p>Membership funding underpins 60% of essential services by 2015/16</p> <p>Government/public sector funding for 2015/16</p>		<p><b>Near target</b> 56% of essential services funded by member subs.</p> <p><b>On target</b> 22% of income forecast from SNH/Scottish Gov.</p> <p><b>Below target:</b> Business support – forecast 3% of total unrestricted income.</p>

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	<p>represents no more than 25% of total income sought for LINK operations, protecting important independence</p> <p>Business support for LINK (as event/initiative sponsors or as Business Supporters) represents 7% of total LINK income by 2015/16</p>		
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Also:  
2.6 LINK Elected Trustee positions are all filled from within the network annually.

Output KPIs	Baseline/target	Method of collecting information	Status
3.9 An annual Network plan of the network’s intended work is prepared with Member, Taskforce and Board input, and is subject to twice yearly review and evaluation. Review should include the extent to which the plans are resourced and members’ have made commitment to implementing them.		Plans invited/requested from current TFs annually for inclusion in network plan. TFs asked to update on progress every 6 months. Staff complete for core/project work.	<b>Good.</b> (This is an area we aim to improve). Some progress in getting Forward plans (or promises to provide them!). It can be difficult for some TFs to look 6 months ahead & pin down degree of MB commitment, tho most TFCs are reporting good engagement on current workplans, according to MB capacity. Twice yearly progress reports prepared (this report for discussion, & Network Plan progress update for noting).
3.10 There is proactive engagement by 90% of members in some area of LINK policy or governance annually.	Baseline: 75% at 2012	Engagement table filled in from TF proformas/board membership/other policy meetings.	<b>On target:</b> 89% (34 out of 37) are involved in at least one active TF/or Board over period. MBs which are not involved in TFs are NEMT (on Nat Parks TF list, not an active TF), SCAPE Trust, & SCRA.
3.11 Annual strategic planning meeting gives members a platform to present on their directions, allows the network to collectively sign off on priorities for joint work ahead with up-to-date intelligence about goals and working contexts, ensures areas for cross-working are clearly sign-			For next reporting period.

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posted with the leads (responsible for integration) identified

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Key ratings of Very Good, Good, Poor, (improving..) based on both breadth of evidence and content.