

Wildlife and  
Countryside



# Wildlife and Countryside Link

(A company limited by guarantee)

Company number: 03889519

## Annual Report 2018

The Trustees submit their report together with the financial statements of Wildlife and Countryside Link for the year ended 31 December 2018.

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## A Message from Link's Chair

It gives me great pleasure in my first months as Chair of Wildlife and Countryside Link to introduce the Annual Report for 2018 and to reflect upon some of our many achievements. I would also like to take this opportunity to thank Link's outgoing Chair, Dr Hazel Norman. Hazel stepped down in December 2018 after six years of providing wise and pragmatic leadership and support to the Board and the Link staff team.

To say that this has been an interesting year for the environment is something of an understatement. Brexit continues to present both threats and potential opportunities for our sector. It is a time when working as collaboratively as possible is essential for the environment and all biodiversity, animal welfare and other related interests. Link's relationships with our members, our sister Links in the devolved countries, Greener UK, the UK Centre for Animal Law, Sustain and other environmental coalitions, has developed very positively over the year. Collaboration goes to the heart of Link's work.

Link delivered huge impact in 2018, in large part through the expertise and enthusiasm within Link's 11 working groups. For example, the Agriculture Group was cited as a key influencer on the Government's Health and Harmony consultation paper, and collaborated with Greener UK to host a hugely successful Parliamentary farmers market. In collaboration with the UK Centre for Animal Law, Link's Animal Welfare Group launched its influential Brexit Manifesto for animals and Link's Legal Strategy Group collaborated with others to ensure that post-Brexit legislation is at least as strong as those afforded by the EU.

Link's 25 Year Environment Plan Group advised the Government, and was invited to give evidence to select committees, on a wide range of issues - such as biodiversity net gain - helping to ensure that the Plan really does deliver for the environment and for people. Link also established its Plastics sub-group this year, in response to increasing concern, and awareness, regarding the damaging effects of plastic in our marine environment. The group successfully influenced both Defra and the Treasury through detailed evidence to their inquiries, including an investigation of fiscal measures to tackle plastic pollution

This year, Link was pleased to host the biennial Environment Links UK (ELUK) conference in London. Drawing together over 80 people from NGOs from across the four UK sister Link organisations, members explored how we can work most effectively together, and with our respective Governments, to facilitate effective delivery of the United Nations Sustainable Development Goals (SDGs), particularly in the context of the UK's exit from the European Union.

In 2018, Link raised awareness of the threat of poly chlorinated phenyls (PCBs) pollution to the global Orca population. By coordinating a joint press release, creating and sharing social media materials and a blog, Link's PCB subgroup set the scene for meaningful and effective engagement with Defra and the EU, in pressing for a legal compliance mechanism to be adopted by signatories to the Stockholm Convention.

Link increased its communications work this year and our blog series proved to be a useful platform for people to share their views on current issues. We produced 20 press releases, 12 e-bulletins and an impressive 52 other publications (consultation responses, briefings, etc.) over the year.

This has been a challenging year, but a shining example of what a coalition of member organisations can achieve. I would like to take this opportunity to thank our members and our staff team for their passion and professionalism, working together to achieve positive outcomes for our environment and for animal welfare. We are also very grateful to our members, for their commitment to collaborative working, and to our funders for the support they provide to our vital work.

The hallmark of Link is partnership and the strong partnerships we continue to forge with our members and others will, I am sure, achieve all of our shared ambitions.

Martin Spray CBE, Chair, Wildlife and Countryside Link

## Reference and Administrative Details

### Link Trustees

Martin Spray, Chair (appointed December 2018)  
Dominic Dyer (appointed December 2018)  
Sandy Luk (appointed December 2018)  
Simon Marsh (appointed December 2018)

David Lind, Treasurer (appointed December 2009)  
Nikki Williams (appointed December 2014)  
Nicola Hutchinson (appointed December 2013)  
Marcus Gilleard (appointed March 2015)

Hazel Norman, Chair (appointed as Chair June 2015, as Trustee December 2012, retired December 2018)  
Paul Miner, Deputy Chair (appointed September 2015, retired December 2018)  
Chris Butler-Stroud (appointed March 2015, retired December 2018)  
Steve Trotter (appointed March 2015, retired December 2018)

### Company Registered Number

03889519

### Charity Registered Number

1107460

### Principal Office Address

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Vauxhall  
London  
SE1 7TP

### Company Secretary and Director

Dr Elaine King

### Independent Examiner

John Speed  
JS2 Limited  
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GU21 6HR

### Bankers

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PO Box 101  
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Manchester  
M60 4EP

Nationwide  
5-11 St George's Street  
Douglas  
Isle of Man  
IM99 1RN

### Solicitors

Russell-Cooke Solicitors  
2 Putney Hill  
London  
SW15 6AB

## Trustee Report

### Objectives and Activities

#### Our objectives and strategy

Wildlife and Countryside Link (Link) is the largest environment and wildlife coalition in England, bringing together 52 organisations to use their strong joint voice for the protection of nature. Our members campaign to conserve, enhance and access our landscapes, habitats, rivers and seas and protect our animals and plants. Together we have the support of over eight million people in the UK and directly protect over 750,000 hectares of land and 800 miles of coastline.

Since 1980, we have been facilitating collaboration between voluntary organisations in the UK. We work with our members, and others, to embrace a new, restorative approach, which rebuilds and protects nature and creates a more resilient natural environment for the benefit of wildlife and people.

#### How do we achieve our charitable objectives?

- Addressing a range of policy issues through managing and supporting specialist working groups
- Convening meetings with statutory conservation agencies, Ministers, Government officials and other stakeholders
- Developing and advocating key policy messages to decision-makers
- Organising events such as seminars and conferences on specific policy areas
- Facilitating exchange of information and ideas between members and others
- Representing Link and its members to external bodies including Government and other stakeholders

We began to implement our ambitious five-year strategy in 2015, which recognises that we need to adapt and evolve in response to an ever-changing political and financial environment. This renewed ambition and enhanced approach prepared us well for the outcome of the EU Referendum in 2016, and has shaped our work with members to secure positive outcomes for the environment and for animal welfare as the UK prepares to leave the EU. Our ambition for Link is clear - to be a powerful, credible and effective voice for the natural environment and for our member organisations, delivering influence and impact, while enhancing our delivery of clear benefit to our members' work.

In order to realise our ambition for Link towards the end of 2019, we are working to four strategic objectives. These strategic objectives form the framework for Link's enhanced approach:

- 1: Increase and focus Link's influence and impact
- 2: Strengthen our network of relationships and communications
- 3: Increase members' capacity and consolidate our membership
- 4: Grow our capability and establish our financial resilience

In 2018, we continued to monitor, evaluate and report on our effectiveness in delivering the Strategy. This report makes clear the huge strides we have made in delivering our Strategy. In the past 12 months, we continued to build on and strengthen what is already good at Link. We increased our capacity, skills and competence, in turn enabling us to deliver increasing value to our members. We continued to develop key relationships to enhance our engagement, influence and impact with our stakeholders, especially the Government, its agencies, and other decision-makers and opinion formers.

In addition, we worked even more closely with our sister Link organisations in the devolved countries to ensure positive outcomes - especially concerning Brexit - on a UK scale, while also recognising important cultural and political differences between our four countries.

By reaching out to other organisations and coalitions, Link expanded and strengthened its network of relationships. Link also used communications to great effect to amplify its members' messages, deliver impactful campaigns and advocacy messages and provide a strong, unified voice for the sector.

## Trustees' Report (continued)

During 2018, we also continued to consolidate our financial resilience, strengthening relationships with existing funders and reaching out to new ones.

2018 also saw us lay the groundwork for a new strategy to guide the next phase of our work, seeking the views of Link members and our stakeholders, reflecting on our effectiveness, and identifying key challenges and opportunities likely to face us in the coming years.

In delivering Link's four strategic objectives, the organisation's value to members is two-fold: delivering the leadership to support our members to have impact and influence at the highest level, while simultaneously providing a professional, highly skilled collaborative service to guide and support policy at the highest level.

### How do we deliver these objectives?

- **Through leadership:**
  - Gathering intelligence, horizon scanning and advising and supporting members
  - Developing networks of relationships which help us deliver impact for members
  - Delivering informed policy positions, focused advocacy messages and campaigns that, when working together with members, will have the most impact and influence
  
- **Through support:**
  - Advising and supporting working groups which address a range of policy issues
  - Collaborating with members to develop strong and influential joint policies
  - Facilitating the sharing of information and intelligence
  - Providing an accessible and safe place for identifying and ironing-out tensions
  - Developing joint policies, advocacy plans and campaigns

### Public Benefit requirement

The Trustees of Wildlife and Countryside Link confirm that the organisation has Charitable Purposes pursuant to the Charities Act 2011. The Trustees believe that there are clear and identifiable public benefits arising from the pursuit of Wildlife and Countryside Link's aims and objectives, and that these benefits are freely available to the public without restriction.

### AGM and Annual Debate

Link's Annual General Meeting took place on 4 December 2018 at WWT's Wetland Centre in Barnes. The AGM provided a timely opportunity to celebrate Link's achievements in 2018 and to look ahead to Link's plans for 2019, with presentations from Link's previous Chair, Hazel Norman, our Treasurer, Director and team members. The AGM saw the appointment of three new Ordinary Trustees (Dominic Dyer, Sandy Luk and Simon Marsh), Link's new Chair of Trustees (Martin Spray), and the appointment of the Chairs and Vice Chairs of Link's 12 expert policy groups.

Following the AGM, Link hosted its annual debate. Chaired by Professor Rosie Hails, Director of Science and Nature at National Trust, an expert panel debated the question:

*'Are we just fiddling around the edges of environmental disaster? With a domino-effect towards hothouse earth on the horizon, how do we achieve the landmark shift necessary to transform our throwaway, nature-depleted and nature-disconnected culture?'*

The panel, comprising Isabella Tree of the Knepp Rewilding Project, Professor Rosie Woodroffe of ZSL, Outstanding Youth, VME Environment Ambassador Mya-Rose Craig and Deputy Chief Medical Officer, Professor Gina Radford, covered subjects as diverse as consumerism and living sustainably, animal agriculture and the links between our own health and that of biodiversity.

## Trustees' Report (continued)

### Achievements and Performance

#### Our Impact

2018 was a very busy year for Link and its members but, so too, an extremely productive and exciting year. We continued to work collaboratively on Brexit-related work as well as work 'beyond the Brexit bubble' whilst engaging with Government, its agencies and industry. Inevitably, responding to Brexit formed the basis of much of our collaborative work, while we also delivered a great deal in areas largely unaffected by the UK's withdrawal from the EU.

As ever, a significant element of Link's time and resources focused on developing and delivering policy, advocacy and campaigns through our specialist working groups. The strength of these groups lies in the partnerships between the Link staff team and the members of the groups, especially with the Chairs and Vice Chairs. Vital too is the huge expertise within our member organisations, and the willingness of so many people who give time and resources to support our collective work.

In 2018 Link managed and provided support for 11 groups on the following policy areas:

- 25 Year Plan for Nature: Co-chair, Matt Williams (National Trust), Co-chair, Karen Ellis (WWF-UK)
- Agriculture: Chair, Helen Chesshire (The Woodland Trust); Vice Chair, Tom Lancaster (RSPB)
- Animal Welfare: Chair, Claire Bass (Humane Society International-UK); Vice Chair, Mark Jones (Born Free Foundation)
- Blueprint for Water: Chair, Hannah Freeman (Wildfowl and Wetlands Trust); Vice Chair, Dani Jordan (WWF-UK)
- Environment Links UK Brexit Nature Coalition: Chair, Kate Jennings (RSPB)
- Invasive Non-Native Species: Chair, Paul Walton (RSPB)
- Land Use Planning: Chair, Victoria Bankes Price (Woodland Trust)
- Legal Strategy: Chair, Carol Day (RSPB)
- Marine: Chair, Chris Tuckett (Marine Conservation Society); Vice Chair, Alec Taylor (WWF-UK)
- Whales: Chair, Mark Simmonds (Humane Society International-UK); Vice Chair, Lucy Babey (ORCA)
- Wildlife Crime and Trade: Chair, Pete Charleston (Bat Conservation Trust); Vice Chair, David Cowdrey (IFAW)

Our collective achievements have been numerous this year, and some are set out below. Many successes flow directly from a working group, while a significant number have also drawn on the knowledge and expertise of a wider range of colleagues in our member organisations - such as parliamentary, communications and legal professionals - in addition to experts in other organisations and coalitions. In every area of our work, Link has also continued to develop and nurture valuable relationships with a wide range of stakeholders, decision-makers and opinion-formers, using opportunities for influencing to the benefit of members and the issues we address.

#### Delivering a #GreenBrexit

The breadth of Link's campaigning and influencing work is huge, encompassing:

- the terrestrial environment (including agriculture, freshwater, land use and planning)
- the marine environment (including marine wildlife and pollution)
- Wildlife crime and animal welfare
- Nature law and policy including the Government's 25-year Environment Plan and Access to Justice
- Deep involvement in influencing Brexit outcomes.

## Trustees' Report (continued)

Key achievements in 2018 include:

### ***Ensuring clean healthy and thriving seas***

Link's Marine Group had another busy year, advocating for an ambitious third tranche of Marine Conservation Zones to complete England's ecologically coherent network of Marine Protected Areas. The Group responded to the Environmental Audit Committee's inquiry on sustainable seas, highlighting some of the biggest threats facing the marine environment and the solutions we advocate to tackle them. With Greener UK, the group also responded to the Government's fisheries white paper. In 2019, the group will continue to work with ELUK colleagues to respond to the revised UK Marine Strategy as well as advocating the effective implementation of management tools for Marine Protected Areas in England.

### ***Preventing the pollution problem***

2018 saw the development of a dedicated Plastics sub-group, responding - with Link's Whales Group - to the many threats facing the marine environment from various forms of plastic pollution. The Link Plastics sub-group focused in particular on measures to reduce our throwaway culture through highlighting in the media the sheer scale of plastic waste, responding to the lack of ambition in the Budget and submitting evidence to a number of Government consultations. In 2019, the groups published a position paper calling on Government to eliminate single-use plastic by 2025, and Link will continue to exert its influence to encourage the Government to take urgent action to tackle the packaging crisis.

The PCBs sub-group raised awareness of the threat of Poly Chlorinated Biphenyls (PCB) pollution to the global Orca population by coordinating a joint press release, social media materials and a blog. Coverage was secured on the BBC 10 o'clock news, The Telegraph, ITV News, Yahoo News, The Sun, The Shropshire Star, The Evening Express and more. In 2019, Link's PCB Group will be engaging with Defra to advocate for a stronger presence at the Stockholm Convention after EU exit and a move to non-combustion methods of disposal for PCBs and other POPs.

### ***Shared principles for the use of water***

Twenty environmental NGOs, coordinated by Link's Blueprint for Water group, along with nine water companies, collaborated to create a set of shared principles setting out how they will work together to help leave the environment in a better state. The organisations intend for the shared principles to deliver more effective joint working on environmental and wildlife issues, including more on the ground projects - achieving better outcomes for the environment and improved value for money.

### ***Success for cetaceans***

2018 was a busy year for Link's Whales Group as members worked with and joined Government representatives at the International Whaling Commission meeting in Brazil. Despite Japan's best efforts, attempts to reinstate commercial whaling were defeated. The bycatch sub-group outlined its vision for a cross-taxa bycatch strategy to reduce and, ultimately, eliminate bycatch of endangered, threatened and protected species. 2019 is likely to be an even busier year as the Group work with Defra and the IWC secretariat to support the IWC after Japan announced its plans to leave the IWC. The bycatch group will also be working to ensure that future fisheries legislation effectively protects and eliminates bycatch in UK waters.

### ***Agriculture***

2018 was a very busy year for Link's Agriculture Group, which was cited as a key influencer on the Government's Health and Harmony consultation paper. The Group submitted a thorough response to the consultation and collaborated with Greener UK to host a Parliamentary farmers market, which was featured in The Times and BBC regional news bulletins. In 2019, the Group will continue working to ensure that the Agriculture Bill, and the policies that flow from it, secure a bright future for farming.

### ***Getting the best deal for animals post-Brexit***

In collaboration with the UK Centre for Animal Law (A-Law), the Animal Welfare Strategy Group launched its influential Brexit Manifesto for Animals. The Group will continue campaigning with this broad coalition of animal protection organisations in 2019 to urge government to bring forward an Animal Sentience Bill that gives animals the protection they deserve.

## Trustees' Report (continued)

### ***Safeguarding the UK from invasive species***

In 2018, Link's Invasive Non-Native Species (INNS) Group continued to advocate for INNS legislation to be properly implemented, resourced and enforced, now and after the UK leaves the EU. During Invasive Species Week, the Group released updated figures for the cost of INNS to the UK economy – over £2bn – which achieved widespread media coverage, including the Guardian, Telegraph and regional press.

### ***Tackling Wildlife Crime***

2018 saw the publication of the first ever Wildlife Crime Policing Strategy 2018-2021. Endorsed by all police forces in the country, this strategy is a testament to Link's impact, as it echoes our calls for central recording of wildlife crime. The Group will continue to work with the Home Office, Defra and police forces in 2019 to make this ambition a reality and safeguard our wildlife against criminal activity.

### ***Protecting environmental laws and principles***

In 2018, Link's Legal Strategy and 25 Year Plan Groups made recommendations to the Environmental Audit Committee inquiry on environmental principles and governance. We were pleased to see our key points reflected in the Committee's subsequent report. We worked closely with our colleagues in Greener UK to ensure that the wider sector's voice was coordinated and heard by Government as it prepared Brexit-related legislation. This included joint advocacy on the large amount of secondary legislation to bring EU environmental laws across to the UK statute book for Brexit day. Link member expertise was also at the fore as we began work to identify the kinds of targets we would like to see, and therefore advocate for, in the promised environment bill, in order to bring about nature's recovery. That work will continue in 2019.

### ***25 Year Environment Plan***

The Link 25 Year Plan Group had an active year, following the launch of the Plan by the Prime Minister in January 2018 at Link member the Wildfowl and Wetland Trust's London Wetland Centre. We were pleased that the Natural Capital Committee supported many of Link's proposals for the Plan, and that the Government's 25 Year Environment Plan itself reflected many of our asks.

For instance, the Plan contains a specific commitment to retain the Government's Marine Strategy. It also refers to a new Waste and Resources Strategy, a plastic deposit return scheme, a tree champion to protect and enhance our woodlands, and the planning system incorporating mandatory biodiversity net gain. Early in 2018, we analysed the Plan's goals and actions and used the resulting information to advocate for the strongest possible action to meet the Plan's aspirations. The group engaged with the Government as it started to consult on aspects of the Plan, such as on the set of indicators it will use to measure progress in the Plan's delivery, and prepared to respond to the aforementioned net gain proposal. 2019 will see the 25 Year Plan Group continuing to push for the Government to implement the 25 Year Plan fully, and indeed to go beyond it where the Plan itself is not sufficiently ambitious.

### ***Planning for people and wildlife***

Link's Land Use Planning group undertook two major pieces of work in 2018, as well as responding to several planning-related consultations. The group responded in detail to the consultation on the revision of the National Planning Policy Framework (NPPF), the document which brings together planning policy and guidance for England. The resulting revised NPPF contained some positive aspects, such as protection of ancient woodland, which likely would not have been included were it not for the influential contributions made by Link and its members.

Further work is now underway to ensure the guidance relating to the NPPF is as nature-friendly as possible, such as affording the best possible protection for local wildlife sites.

In addition, working with Link's 25 Year Plan group, the Planning Group devised a position on biodiversity net gain, aimed to contribute to the Government's consultation on this subject, published at the end of 2018.

## Trustees' Report (continued)

### Communications

To support our key strategic aim to increase the awareness and visibility of the joint voice of the environment, and enhance our joint influence and impact, the Link team has worked hard over the last year to build upon our successes and to provide a stronger communications, advocacy and campaigns offering.

#### *Strengthened media presence*

Link's media presence has significantly increased over the last year, reflecting our increased influencing activity and more proactive output of research and analysis. In 2018, Link secured hard-hitting and influential coverage on a wide range of issues that are important to our members and their supporters.

On Marine and Whales issues, our coverage on PCB chemical pollution and its decimation of Orca populations included interviews on Sky News and ITV News, and articles in a wide range of newspapers. Our Agriculture Bill press release focussing falling butterfly populations was covered in the Times, across all BBC radio news bulletins, on the front page of the Western Morning News and prominently in the Yorkshire Evening Post. Our wildlife crime report was featured in the Times, Telegraph, Daily Express, ENDS Report and a variety of trade, regional, and online media. A huge range of trade press publicity was achieved on the Blueprint for Water's shared Water principles. Moreover, our press release on the badger-cull and bovine TB secured coverage including in the Guardian, Times, Telegraph, Daily Mail, Daily Mirror, BBC online.

Reactive joint responses to Government announcements also achieved positive feedback from journalists and successful coverage. For example, Link's response to the November Budget achieved coverage in the Guardian, Sun, the Week and a wide range of trade press.

#### *Social media growth*

Link's successful team approach to social media has resulted in continued strong growth for our social media presence. During 2018, Twitter impressions increased by more than 50% to over 2.5 million, while the number of Link mentions rose by almost two thirds (64%).

A valuable innovation for Link in 2018 was our use of shareable social media content for members to use across multiple channels, but primarily on Twitter. We now routinely produce social media visuals to accompany all campaigns and major media responses, which are shared by our members and wider stakeholders. For example almost all top ten tweets on our parliamentary farmers market featured Link-created images, and a total of 90,000 impressions resulted from Link's tweets alone.

Link achieved its highest number of Twitter impressions to date in August 2018. Working with Chris Packham to highlight the loss of biodiversity, we achieved just under 350,000 Twitter impressions social media and featured a well-read blog from Chris on the Link website.

#### *Website and Blogs*

Use of Link's website steadily increased this year, reflecting our increased external communications presence. Unique page views were up by more than 20%, and the number of website users increased by almost 50%.

Our press releases and campaign pages have replaced blogs as the most visited pages on our site. However, blogs remain a well-used and valued platform for members, which are visited frequently, particularly via social media. Tweets about Link's blogs continue to be among our most shared social media content.

The blogs featured on the Link website in 2018 covered a very broad range of environmental and animal welfare issues, which reflect our members' interests and expertise. The overall number rose by 50% in 2018 and the Link team successfully ensures publication of our eight-blog target each month. We saw a noticeable increase in engagement with, and output on, blogs in 2018, particularly from the Blueprint for Water, Agriculture, Marine and Whales working groups.

The Blueprint group's increase in blogs coincides with an increase in the group's campaigning activities this year. Similarly, Marine blogs increased to eight in 2018, with whales and bycatch blogs rising from one in 2017 to five in 2018, and plastics and marine pollution blogs increasing to six in 2018. Agriculture-related blogs increased from 11 blogs in 2017 to 15 in 2018.

## Trustees' Report (continued)

### Influencing and stakeholder engagement

Link has continued its role as a key influencer in 2018, working with a wide range of organisations and external agencies to achieve tangible benefits for nature.

Link's meetings with Ministers, senior civil servants and senior leadership teams of Government agencies, industry and wider stakeholders, such as Ofwat and water companies, have helped deliver tangible benefits for the environment. Examples include our work ahead of the Agriculture Bill, which led to a landmark shift in the UK Government's agricultural policy and proposed legislation, and our Blueprint for Water group's work with water companies, which led to a shared environmental pledge and much higher priority given to the environment in water company business and investment plans.

### Member and stakeholder satisfaction

A survey of Link's members in November 2018 confirmed that members recognise and value Link's work in engaging and collaborating with other networks to strengthen our joint voice for the environment and amplify our messages to influencers. Members were more satisfied than in 2016 with the quality of our partnership working. Collaborative partners in 2018 included Sustain, Greener UK, UK Centre for Animal Law, the Soil Association, environmental law specialists Leigh Day, and the National Wildlife Crime Unit.

Key feedback from Link members included:

- 84% of Link members are satisfied or very satisfied with Link with the remainder satisfied with some aspects of our work and not satisfied with others, up from 81% in our 2016 survey
- All members surveyed, bar one, are as satisfied or more satisfied with Link than two years ago
- Members rate producing member-led policy work as the most effective way Link is working with members to create a joint voice for the environment sector, with joint campaigns and media work second, influencer engagement and a joint voice in materials such as reports are also highly valued
- 88% think we are effective or very effective at working with members to develop and advocate shared policy and messages, up from 80% in 2016.
- 100% of members said it was valuable or of some value to be part of a UK wide network of Link organisations

A survey of our external stakeholders, including key influencers, in 2018 revealed a similar picture. Link's joint voice is rated highly, with 92% of our stakeholders highly valuing our joint voice for the environment. Stakeholders also want Link to continue to increase our communications and campaigns offering to ensure the voice of the environment sector is heard. They also told us that Brexit and the lack of unity across environmental NGOs were the two top challenges for the sector with niche and diverging arguments giving confused messages, more join-up needed on key issues, and a need to be clear on our most important demands to influence a distracted Parliament.

## Structure, Governance and Management

### Leadership

In 2018 Link saw the re-appointment of Marcus Gilleard, Senior Policy Programme Manager at the National Trust, as Ordinary Trustee for the second term, along with three new Ordinary Trustees: Dominic Dyer, CEO at the Badger Trust; Sandy Luk, CEO at the Marine Conservation Society; and Simon Marsh, Head of Sustainable Development at the RSPB. Link also appointed a new Chair of Trustees, Martin Spray CBE, CEO at the Wildfowl and Wetlands Trust.

Link's Board of Trustees, and its Finance and Resources Sub Committee, each held four meetings during 2018, and an additional away day meeting in July.

The organisation is a charitable company limited by guarantee, incorporated on 7 December 1999 and registered as a charity on 5 January 2005. Members of the Board of Trustees are Directors for the purpose of Company Law and Trustees for the purpose of Charity Law. Members who served during the year, and up to the date of this report, are set out on Page 3.

## Trustees' Report (continued)

The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In 2007 the Memorandum and Articles of Association were reviewed, both to ensure compliance with the Companies Act (2006) and Charities Act (2006). Recognising the need to update the Articles, a further review was carried out in 2017/18 and the final consultation stages with members is expected to conclude in 2019.

Under the Articles, the members of the Board of Trustees are elected by a postal vote in advance or by secret ballot at the Annual General Meeting. Members of the Board of Trustees must retire at the third Annual General Meeting after that at which he or she was first elected, and are eligible for re-election for a further term ending on the sixth Annual General Meeting after their first election. The Treasurer must retire at the Annual General Meeting every three years but may stand for re-election with no maximum term of office.

### Risk Management

Wildlife and Countryside Link views the management of risk as an integral element of its governance processes. The major risks to which the charity is exposed, as identified by Link's Director and Trustees, are reviewed annually with systems in place to mitigate those risks. It is recognised that any control system can only provide reasonable, but not absolute, assurance that major risks have been managed adequately.

The two main risks and uncertainties that face the charity, as identified in the Risk Register, include risks to income and reputation. Link aims to mitigate these risks by scrutinising the finances through the Finance and Resources Sub-Committee, by diversifying our funding sources, horizon scanning with members, non-members and other stakeholders, and regularly communicating with our member organisations to ensure they are updated, engaged and benefitting from their membership of Link.

The Link team adheres to protocols and procedures, with the finances being closely monitored to ensure expenditure is appropriate and within reasonable limits, and that adequate resources are in place. Link's Communications Manager also works with our Director and Trustees to reduce potential risks to Link's reputation.

Wildlife and Countryside Link has a health and safety policy to provide adequate control of the health and safety risks arising from our work activities. Each new joiner given an induction in the most up to date health & safety policy.

### Pay Policy for senior staff

We reviewed the pay and rewards given to staff to ensure we give fair terms in line with other similar organisations.

### Volunteers

Link continues to offer volunteering opportunities to people with a keen interest in Link issues. In 2018, we benefitted from the valuable help of Fleur Dobner and Andrew McLean.

Volunteers contributed to Link's monthly e-bulletins and blogs, and helped with various Link meetings and events, such as the AGM. In addition, volunteers were provided the opportunity to become involved in the activities of Link's working groups by supporting meetings and campaign activities, gathering information and undertaking specific research projects.

### Preparation of the report

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

### Independent Examiner

A resolution to confirm the appointment of John Speed from JS2 as independent examiner to the organisation for a second consecutive year was passed at the Annual General Meeting in December 2017.

## Trustees' Report (continued)

### Exemptions from Disclosure

There are no exemptions required.

### Funds held as custodian Trustee on behalf of others

Link does not have a custodian Trustee.

### Financial Review

Here we summarise financial information to give an overview of the charity's financial performance during 2018, by using selected information from the full annual accounts. The full accounts are set out at page 15 and thereafter.

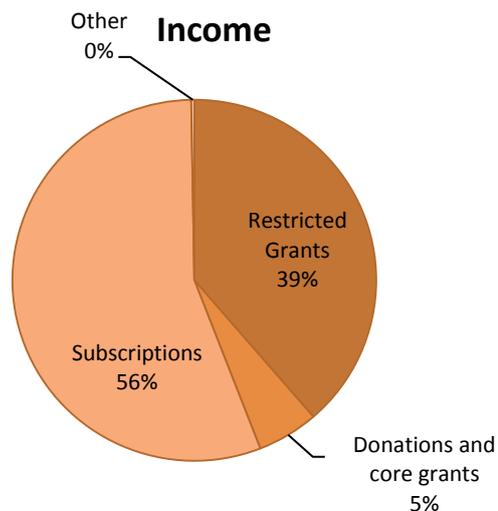


Figure 1: Summary of Link's income for 2018

During 2018, a number of restricted grants contributed towards funding the ongoing implementation of Link's five year Strategy 2015-19. Link's total income in 2018 (see fig 1) was £273,587 (2017 £331,961). Member subscriptions for the year totalled £152,190 (2017 £139,948).

Link's total expenditure (see fig 2) amounted to £312,854 (2017 £290,588).

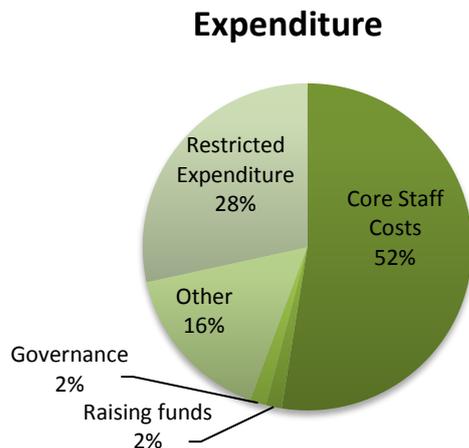


Figure 2: Summary of Link's expenditure in 2018

Total expenditure on staff costs are shown in note 5, which totalled £312,854. At year end Link's expenditure was just over budget, approximately by £1,000. As in past years, this does not take account of the contribution made to Link's collaborative work by staff within our member organisations, who help us to achieve so much. These results show that Link has, and continues to, develop a secure financial model based on member subscriptions with a level of grants that allow Link to maximise its effectiveness for its members.

### Reserves Policy

Link's Reserve policy is to maintain free reserves of six months operating expenditure, over a rolling period of three years. This allows Link's Board of Trustees to maximise the use of the financial reserves but demands a plan to achieve the policy. At 31 December 2018, free reserves (in the general fund) amounted to 4.3 months of total 2018 expenditure. This level of reserves will allow Link to continue to implement the current five year Strategy.

## Trustees' Report (continued)

### Grants

Link secured valuable grant funding in 2018 to support its work with members. Link's application for another Esmee Fairbairn Foundation grant was accepted and Link will receive this unrestricted grant in annual instalments over the next three years. In 2018, this grant contributed towards funding Link's Director and Head of Policy and Campaigns.

Link's Marine Policy and Campaigns Manager role continued to be funded by the John Ellerman Foundation, which awarded Link a three-year grant in 2017.

Link also benefitted from two-year grants, in 2017 and 2018, from the Calouste Gulbenkian Foundation and the Kestrelman Trust, which together have supported Link's Communications Manager.

The other two posts at Link - Information and Policy Coordinator, and Policy and Campaigns Manager - continued to be funded through unrestricted core income, largely from member subscriptions. WWF-UK also provides grant support for Link's core policy work that helps the organisation deliver its own objectives on areas such as illegal wildlife trade, the freshwater environment, agriculture, and marine and whales.

The four Links of Environment Links UK (Wildlife and Countryside Link, Wales Environment Link, Scottish Environment LINK and Northern Ireland Environment Link) also benefit from a WWF-UK grant, which supports their collaborative work across the UK.

### Acknowledgements

We would like to thank all of those individuals and organisations that made 2018 such a great year for Link, including our members, partners, funders and colleagues. With their generous support, we will continue to work hard in 2019 and beyond to conserve and protect wildlife and the countryside.

### Preparation of the report

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006. It was approved, and authorised for issue, by the Trustees and signed on its behalf by:

Martin Spray CBE, Chair of Wildlife & Countryside Link

## Independent Examiners Report to the Members of Wildlife and Countryside Link

I report on the financial statements for the year to 31 December 2018 as set out on pages 15 to 25. This report is made solely to the charity's trustees, as a body. My work has been undertaken so that I might state to the charity's trustees those matters which I am required to state to them in an independent examiners report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to any party other than the charity and charity's trustees as a body, for my examination, for this report, or for the statement I have given below.

### Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this period under section 144 of the Charities Act 2011 ("the Charities Act") and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of The Institute of Chartered Accountants in England and Wales.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and
- to state whether particular matters have come to my attention

### Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

### Independent examiner's statement

In connection with my examination, no material matters have come to my attention which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 386 of the Companies Act 2006; or
- the accounts did not accord with the accounting records; or
- the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

I have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

### JOHN SPEED FCA FCIE

JS2 Limited  
One Crown Square  
Woking  
Surrey  
GU21 6HR

**Statement of Financial Activities****For the year ended 31 December 2018****(Incorporating the Income and Expenditure Account)**

	Notes	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Total Funds 2017 £
<b>INCOME</b>					
Donations and legacies	2	14,903	-	14,903	2,895
Income from Charitable activities:					
Grants for project work	10	-	105,731	105,731	187,862
Subscriptions		152,190	-	152,190	139,948
Other trading activities:					
Income from investments		763	-	763	1,256
<b>TOTAL INCOME</b>		<b>167,856</b>	<b>105,731</b>	<b>273,587</b>	<b>331,961</b>
<b>EXPENDITURE</b>					
Raising Funds		4,850	-	4,850	-
Expenditure on Charitable activities	3	218,974	89,030	308,004	290,588
<b>TOTAL EXPENDITURE</b>		<b>223,824</b>	<b>89,030</b>	<b>312,854</b>	<b>290,588</b>
Net (Expenditure)/Income		(55,968)	16,701	(39,267)	41,373
Transfers between funds	10	10,407	(10,407)	-	-
<b>NET MOVEMENT IN FUNDS</b>		<b>(45,561)</b>	<b>6,294</b>	<b>(39,267)</b>	<b>41,373</b>
TOTAL FUNDS BROUGHT FORWARD		156,925	35,505	192,430	151,057
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>£ 111,364</b>	<b>£ 41,799</b>	<b>£ 153,163</b>	<b>£ 192,430</b>

The annexed notes form part of these financial statements

Registered Company number 03889519

## Balance Sheet

As at 31 December 2018

	Notes	£	2018 £	£	2017 £
<b>FIXED ASSETS</b>					
Tangible assets	7		4,147		6,220
<b>CURRENT ASSETS</b>					
Debtors	8	8,369		6,177	
Cash at bank and in hand		164,908		206,063	
		<u>173,277</u>		<u>212,240</u>	
<b>CREDITORS: amounts falling due within one year</b>	9	(24,261)		(26,030)	
<b>NET CURRENT ASSETS</b>			<u>149,016</u>		<u>186,210</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>153,163</u>		<u>192,430</u>
<b>NET ASSETS</b>			<u>£ 153,163</u>		<u>£ 192,430</u>
<b>FUNDS</b>					
Restricted funds			41,799		35,505
General fund (unrestricted)			111,364		156,925
			<u>£ 153,163</u>		<u>£ 192,430</u>

For the year ended 31 December 2018 the Company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- (i) The members have not required the Company to obtain an audit of its accounts for the year in question in accordance with section 476;
- (ii) The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. They were approved, and authorised for issue, by the directors on 17 May 2018 and signed on their behalf by:-

\_\_\_\_\_  
Martin Spray, Chair

\_\_\_\_\_  
David Lind, Treasurer

**Statement of Cash Flows****As at 31 December 2018**

	£	2018 £	£	2017 £
<b>CASH FLOWS FROM</b>				
<b>OPERATING ACTIVITIES:</b>				
Net (expenditure)/income for the year	(39,267)		41,373	
Adjustments for:				
Depreciation charges	2,073		2,073	
Interest	(763)		(1,256)	
(Increase)/decrease in debtors	(2,192)		2,379	
(Decrease)/increase in creditors	(1,769)		18,563	
<b>NET CASH (USED IN) / PROVIDED BY</b>				
<b>OPERATING ACTIVITIES:</b>		(41,918)		63,132
<b>CASH FLOWS FROM</b>				
<b>INVESTING ACTIVITIES:</b>				
Interest	763		1,256	
Purchase of tangible fixed assets	-		(8,292)	
<b>NET CASH PROVIDED BY / (USED IN)</b>		763		(7,036)
<b>INVESTING ACTIVITIES:</b>				
Change in cash and cash equivalents in the year		(41,155)		56,096
Cash and cash equivalents at the beginning of the year		206,063		149,967
Cash and cash equivalents at the end of the year	£	<u>164,908</u>	£	<u>206,063</u>

## Notes to the Financial Statements

### For the year ended 31 December 2018

#### 1. ACCOUNTING POLICIES

##### Basis of preparation of financial statements

These financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charity is a public benefit entity for the purposes of FRS 102 and therefore has also prepared the financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP) and the Charities Act 2011.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the trustees have considered the Charity's forecasts and projections. After making enquiries the trustees have concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

##### Company status

The Charity is a company limited by guarantee. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

##### Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

##### Income

All income is included in the Statement of financial activities when the Charity has entitlement to the funds, certainty of receipt and the amount can be measured with sufficient reliability.

Subscription income from full and associate member organisations is invoiced on a calendar year basis and is recognised accordingly.

Grants are recognised as income in the Statement of financial activities in accordance with the terms attached by the grantor.

Income from recharged costs is accrued when the associated costs are incurred. Other donations and sundry income are recognised in the Statement of financial activities when received.

## Notes to the Financial Statements (continued)

### Expenditure

Expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Governance costs are those incurred in connection with compliance with constitutional and statutory requirements.

### Tangible fixed assets and depreciation

All assets costing more than £1,000 are capitalised.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Fixtures and fittings -	4 years
Office equipment -	4 years

### Operating leases

Rentals under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

## 2. VOLUNTARY INCOME

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	<i>Total Funds 2017 £</i>
Donations	2,403	-	2,403	2,895
Grants for core funding	12,500	-	12,500	-
	<u>£ 14,903</u>	<u>£ Nil</u>	<u>£ 14,903</u>	<u>£ 2,895</u>

Voluntary income in 2018 consisted entirely of unrestricted income.

## 3. CHARITABLE ACTIVITIES: FACILITATION, COORDINATION & INFORMATION PROVISION

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	<i>Total Funds 2017 £</i>
Staff costs	164,274	54,517	218,791	215,949
Support costs (see Note 4)	4,985	-	4,985	5,350
Other costs	49,715	34,513	84,228	69,289
	<u>£ 218,974</u>	<u>£ 89,030</u>	<u>£ 308,004</u>	<u>£ 290,588</u>

Expenditure includes:

	2018 £	2017 £
Rent	<u>25,129</u>	<u>25,009</u>

**Notes to the Financial Statements (continued)****4. SUPPORT COSTS**

	<b>Unrestricted Funds 2018 £</b>	<b>Restricted Funds 2018 £</b>	<b>Total Funds 2018 £</b>	<i>Total Funds 2017 £</i>
<b>GOVERNANCE:</b>				
Independent examination	2,520	-	2,520	2,400
Trustee away day	639	-	639	577
Legal and professional fees	1,801	-	1,801	2,353
Other expenses	25	-	25	20
	<u>£ 4,985</u>	<u>£ Nil</u>	<u>£ 4,985</u>	<u>£ 5,350</u>

**5. STAFF NUMBERS AND COSTS**

	<b>2018 £</b>	<i>2017 £</i>
Wages and salaries	190,969	189,795
Social security costs	16,928	16,442
Pension costs	10,894	9,712
	<u>£ 218,791</u>	<u>£ 215,949</u>

	<b>Number</b>	<i>Number</i>
The average headcount during the year was as follows:	<u>5.9</u>	<u>5.9</u>

No employee received remuneration of more than £60,000 in the year or the previous year (exclusive of employer pensions and employer National Insurance contributions).

The key management personnel of the Charity comprise all staff members. The total employee benefits of the key management personnel of the Charity were as disclosed above.

**6. RELATED PARTY DISCLOSURES**

During the year, no trustee received any remuneration (2017: Nil). There were no trustees' expenses reimbursed in the year (2017: £58 incurred by 1 member relating to attendance at meetings).

Due to the nature of the Charity's work, its Trustees are often Trustees or employees of member organisations. Member subscriptions for these organisations are always calculated on the same basis as for other members.

**Notes to the Financial Statements (continued)****7. TANGIBLE FIXED ASSETS**

	Fixture and fittings £	Office equipment £	Total £
<b>Cost</b>			
At start of year	3,017	27,690	30,707
At 31 December 2018	<u>3,017</u>	<u>27,690</u>	<u>30,707</u>
<b>Depreciation</b>			
At start of year	3,016	21,471	24,487
Charge for the year	-	2,073	2,073
At 31 December 2018	<u>3,016</u>	<u>23,544</u>	<u>26,560</u>
<b>Net book value</b>			
At 31 December 2017	1	6,219	6,220
At 31 December 2018	<u>1</u>	<u>4,146</u>	<u>4,147</u>

**8. DEBTORS**

	2018 £	2017 £
Prepayments	7,346	5,085
Other debtors	1,023	1,092
	<u>£ 8,369</u>	<u>£ 6,177</u>

**9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2018 £	2017 £
Accruals	7,273	7,404
Deferred income	10,988	18,626
Trade creditors	6,000	-
	<u>£ 24,261</u>	<u>£ 26,030</u>

Deferred income relates to subscription receipts relating to the following year.

**Notes to the Financial Statements (continued)****10. STATEMENT OF FUNDS**

	Brought Forward 1 January 2018 £	Income £	Expenditure £	Transfers £	Carried Forward 31 December 2018 £
<b>RESTRICTED FUNDS</b>					
I Environment Links UK	1,179	9,825	(11,773)	769	-
II Agriculture	715	23,088	(15,502)	-	8,301
III Marine Projects - Phase III	8,354	40,000	(35,073)	(6,000)	7,281
IV Blueprint for Water	8,301	1,065	(6,801)	-	2,565
V Planning Coalition	289	-	-	-	289
VI The Esmée Fairbairn Foundation	4,869	-	-	(4,869)	-
VII Communications manager	11,491	30,000	(19,444)	-	22,047
VIII Wildlife Crime and Trade	-	1,753	(437)	-	1,316
IX Brexit Policy and Campaigns Officer	307	-	-	(307)	-
	<b>35,505</b>	<b>105,731</b>	<b>(89,030)</b>	<b>(10,407)</b>	<b>41,799</b>
<b>GENERAL FUND</b>	<b>156,925</b>	<b>167,856</b>	<b>(223,824)</b>	<b>10,407</b>	<b>111,364</b>
<b>TOTAL FUNDS</b>	<b>£ 192,430</b>	<b>£ 273,587</b>	<b>£ (312,854)</b>	<b>£ Nil</b>	<b>£ 153,163</b>

**Purposes of restricted funds:**

- I Environment Links UK**  
The WWF-UK Environment Links UK (ELUK) project grant supports the four Link organisations in the UK (Wildlife and Countryside Link, Wales Environment Link, Scottish Environment LINK and Northern Ireland Environment Link) in updating each other and collaborating on work programmes, key priorities, and operational matters, through meetings, email communications and conference calls. In 2018, £1,179 was carried over from 2017 and income to the fund in 2018 was £9,825. £11,773 was expended in 2018, with the primary expense being expenditure related to hosting this year's ELUK conference in London.
- II Agriculture**  
This project relates to the activities of Link's Agriculture Working Group. £715 was carried over into 2018 and income to the fund in 2018 was £23,088. £15,502 was expended in 2018 on the parliamentary events. A surplus of £8,301 is carried over into 2019, though this is reserved for a specific project.
- III Marine Projects**  
i) MPCC Phase III  
Money within this restricted fund relates primarily to costs of employing the Marine Policy & Campaigns Manager.

## Notes to the Financial Statements (continued)

### IV **Blueprint for Water**

The Blueprint for Water project was set up in 2009 to fund the publication and distribution of the Blueprint coalition's third report. £8,301 was carried forward into 2018 from 2017 and income in 2018 was £1,065 and expenditure of £6,801. £2,565 was carried over into 2019.

### V **Planning Coalition**

The Planning Coalition fund was set up in 2010 to cover costs associated with the publication and distribution of the new Greenest Planning Ever Coalition's 'Vision for the Future of Planning' report. £289 was carried over into 2018. No funds have been spent since 2014 and £289 has been carried forward into 2019.

### VI **The Esmée Fairbairn Foundation**

Money within this restricted fund relates primarily to costs of employing Link's Director.

### VII **Communications Manager**

Money within this restricted fund relates primarily to costs of employing Link's Communications Manager.

### VIII **Wildlife Crime and Trade**

This project relates to the activities of Link's Wildlife Crime Working Group. No funds were carried over into the beginning of 2018. Income to the fund was £1,753 for 2018 and expenditure was £437, resulting in a carried forward balance of £1,316 into 2019.

### IX **Brexit Policy and Campaigns Officer**

This fund was set up to hold funds related to the costs of employing Link's Brexit Policy & Campaigns Officer. This was a short-term position that ended during October 2017. The remaining £307 within the fund was transferred to core funds.

## Notes to the Financial Statements (continued)

## 11. SUMMARY IN THE PRIOR YEAR

	<i>Brought Forward 1 January 2017</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>	<i>Carried Forward 31 December 2017</i>
	£	£	£	£	£
<b>RESTRICTED FUNDS</b>					
<i>Environment Links UK</i>	3,485	-	(2,306)	-	1,179
<i>Agriculture</i>	887	988	(1,160)	-	715
<i>Marine Projects</i>					
<i>i) Phase II</i>	2,506	-	-	(2,506)	-
<i>ii) Phase III</i>	16,398	23,601	(28,151)	(3,494)	8,354
<i>iii) Marine Charter</i>	917	-	(917)	-	-
<i>Blueprint for Water</i>	4,216	8,070	(3,985)	-	8,301
<i>Planning Coalition</i>	289	-	-	-	289
<i>Nature Check</i>	716	-	(17)	(699)	-
<i>ECN</i>	17	-	-	(17)	-
<i>Strategic review</i>	597	-	-	(597)	-
<i>The Esmée Fairbairn Foundation</i>	-	115,000	(110,131)	-	4,869
<i>Communications manager</i>	-	30,000	(18,509)	-	11,491
<i>Wildlife Crime and Trade</i>	3,500	203	(3,703)	-	-
<i>Brexit Policy and Campaigns Officer</i>	-	10,000	(9,693)	-	307
	<u>33,528</u>	<u>187,862</u>	<u>(178,572)</u>	<u>(7,313)</u>	<u>35,505</u>
<b>GENERAL FUND</b>	117,529	144,099	(112,016)	7,313	156,925
<b>TOTAL FUNDS</b>	<u><u>151,057</u></u>	<u><u>331,961</u></u>	<u><u>(290,588)</u></u>	<u><u>-</u></u>	<u><u>192,430</u></u>

**Notes to the Financial Statements (continued)****12. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

<b>Current Year</b>	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total Funds £</b>
Tangible fixed assets	4,147	-	4,147
Net current assets	107,217	41,799	149,016
	<u>£ 111,364</u>	<u>£ 41,799</u>	<u>£ 153,163</u>
 <i>Prior Year</i>			
	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>Total Funds £</i>
<i>Tangible fixed assets</i>	6,220	-	6,220
<i>Net current assets</i>	150,705	35,505	186,210
	<u>£ 156,925</u>	<u>£ 35,505</u>	<u>£ 192,430</u>

**13. OPERATING LEASE COMMITMENTS**

At the year end the Charity had total commitments under the non-cancellable operating lease on its premises repayable as follows:

	<b>2018 £</b>	<b>2017 £</b>
Operating leases which expire:		
within one year	14,889	14,889
within two to five years	4,691	19,580
	<u>£ 19,580</u>	<u>£ 34,469</u>