THE STRATEGIC IMPORTANCE OF THE EUROPEAN LOCATION FRAMEWORK

EuroGeographics
GENERAL ASSEMBLY BELGRADE
20 15

5th OCT — Monday

09.30–10.30 Welcome & Opening of the General Assembly
Chair: Ingrid Vanden Berghe President
Zorana Mihajlović, Deputy Prime Minister and Minister of Construction, Transport and Infrastructure, Serbia
Goran Vesić, manager of City of Belgrade, Serbia
Borko Drašković, DG RGA Serbia
Dave Lovell, Secretary General & Executive Director

10.30–10.35 Host's Notices and announcements

10.35–11.15 Coffee & conference photograph

11.15–12.15 Keynote presentations - On the threshold of an operational ELF
Chair: Ingrid Vanden Berghe President
Frank Leyman, Delivering efficiencies and citizen services through eGovernment programmes
Hansjoerg Kutterer, Contributing to eGovernment - the ELF

12.15–12.20 Host's Notices and announcements

12.20–13.30 Lunch

13.30–14.30 Focusing on Members' national activities
Chair: Jean-Philippe Grelot Management Board
Laura Poulsen, Delivering Success with Open Data
Jelena Matic-Varenica, Satisfying the needs for geoinformation in Serbia now and in the future
Tambet Tiits, Developing National Web services and SDI

14.30–15.00 Coffee

15.00–15.30 Introduction to the Director General and Chief Executives' Knowledge Exchange Network
Chair: Sallie White
Short introductions to topics:
Mick Cory, Developing a Shared Vision for ELF
Ingrid Vanden Berghe, What are the challenges facing NMCAs and how should they respond to a changing role?
Martin Salzmann, How should the NMCAs adapt to alternative sources for NMCA data

15.30–16.55 Roundtable discussions topics

16.55 Host's Notices and announcements

17.00 Close

6th OCT — Tuesday

09.30–10.30 Focusing on Members' – regional collaborations
Chair: Danko Markovinovic Management Board
Lorenc Cala, Balkan Developments
Magnus Gudmundsson, Nordic News

10.30–11.00 Coffee

11.00–12.25 The European Location Framework
Chair: Wernher Hoffmann Management Board & Chair of the EuroGeographics ELF Programme Board
Stefan Jensen, Copernicus in-situ: Perspectives on reference data activities
Dave Lovell, The purpose of the ELF
Saulius Urbanas, The power of the ELF services (Demonstration)
Mick Cory, The potential for the ELF

12.25–12.30 Host's Notices and announcements

12.30–13.30 Lunch

Formal Business of EuroGeographics AISBL

13.30–14.00 Actions, Accomplishments & Achieving full European coverage
Chair: Angela Matcov Management Board
Ingrid Vanden Berghe President - Management Board Report to the 2015 General Assembly

14.00–15.30 Introduction to formal business – the procedures (vote)
The 2016 Operating Plan
Mick Cory Secretary General & Executive Director
The 2016 Budget and Subscriptions
Jean-Philippe Grelot Treasurer
Election of Management Board members
Mick Cory

15.30–16.00 Coffee

16.00–16.15 Results of Management Board Election

16.15–16.40 Looking forward to 2016
Chair: Ingrid Vanden Berghe President
Mr. Gabor Fekete FÖMI Hungary

16.45 Close

Belgrade, Serbia

Wednesday 7th October

Draft Agenda

Chair Bengt Kjellson -- Chair of the Executive Committee of the Europe Regional Committee of United Nations Global Geospatial Information Management

	Item	Topic	Presenter
09.00	1	Opening	Chair
	2	Confirmation of Agenda and appointment of record keeper Granting Observer status for organisations not representing a European UN Member State	Chair
09.20	3	Welcome Speech	Mrs. Kori Udovički, Deputy Prime Minister of Serbia Ms Irena Vojáčková-Sollorano, UN Resident Coordinator & UNDP Resident Representative in Serbia
10:00	4	Key Note Address	Linus Bengtsson, Executive Director, Flowminder
10.30	Coffee break and photograph		
11.15	5	Message from UN-GGIM Secretariat (New York)	Stefan Schweinfest, Director United Nations Statistics Division *(Recorded message)*
11:20	6	Overview of GGIM5: Matters arising from the 5th Meeting of the Committee of Experts - SDGs and the Post 2015 Agenda - Land administration and Management - Global Geodetic Reference Frame - Global Fundamental Data Themes *Questions and statements from the floor about matters arising from GGIM5*	Chair Kristian Møller, Executive Committee Member, Denmark Dorine Burmanje, Vice-chair of the Executive Committee, The Netherlands Hans Jörg Kutterer, Executive Committee Member, Germany Jacek Jarząbek, Executive Committee Member, Poland

12.30	LUNCH		
13:30	7	Spatial statistics for sustainable development – challenges for UN-GGIM: Europe	Marcel Jortay, Director of Sectoral and Regional Statistics, Eurostat
13:55	8	UNGGIM Europe & Sustainable Development Goals - more than indicators	Tim Haigh, European Environment Agency
14:15	9	*Outcomes & Deliverables from UN-GGIM: Europe:*	
		Report from the Executive Committee: A year in review	Antonio Arozarena, Vice-chair of the Executive Committee, Spain
		Report from Working Group A – Core Data	Francois Chirie, Technical Leader of Working Group A, France
		Report from Working Group B – Data Integration	Pier-Giorgio Zaccheddu, Technical Leader of Working Group B, Germany
		Questions from the floor about the work and activities in 2015	
14.30	Coffee Break		
15:00	10	Presentation of UN-GGIM: Europe Work Plan for 2015-2018 *Questions and discussion from the floor about the work plan for 2015-2018*	Dorine Burmanje, Vice-chair of the Executive Committee, the Netherlands
15:30	11	Reports from Member States	Statements from Member States
15:50	12	Closing Remarks	Chair
16.00	Close		

EuroGeographics' Strategy

2014 - 2020

Version	Date	Comments
V1.0	02.10.2013	Approved by Members

1 Purpose

Our Articles say that our purpose is: *'to further the development of the European Spatial Data Infrastructure through collaboration in the area of geographic information, and the representation of the EuroGeographics' membership and its capabilities.'*

1.1 Vision

Our vision is of a European society which makes decisions informed by our members' accurate, authoritative and quality-assured land and geo-information data, services and expertise.

1.2 Mission

Our Mission is to maintain a network which helps each member to improve their capabilities and role; to facilitate access to our members' data, services and expertise; and to provide a strong voice for our members.

2 Strategic Objectives

2.1 Provide the voice of our members

We will represent our members professionally particularly in the European Institutions[1] and also internationally. We will do this to ensure that our members' role is understood; their interests are protected; and their activities are sustainably funded. Our activities will also promote the advantages of legislative measures and programmes which make use of member's assets and communicate the importance of respecting national models and frameworks.

We will:
- Maintain a programme of strategic communications with the aim of securing political ownership of geo-information in the European Union.
- Work towards sustained funding for the aggregation of members' products and services;
- Focus our international activity on establishing an effective UN-GGIM Europe led by our members and supported by the Association;
- Actively promote the full scope of activities performed by members;
- Support members in securing funding for their national activities.

We will know that we have been successful when:

a. *members inform us that we have helped them achieve the outcomes they require from European and international representation and they are confident that we are representing them well;*

b. *EuroGeographics is invited to share its expertise and opinions in European and international forums;*

c. *we can show that we have constructively participated in the development of policy and legislation which is relevant to our members policy interests.*

2.2 Develop the network of members

We will provide an effective network for developing a common vision for pan-European geo-information and for exchanging knowledge and experience to give every member the opportunity to further improve their skills and capabilities and develop their role fulfilling their national responsibilities.

---

[1] European Institutions include the European Commission, European Environment Agency and other bodies.

We will:
- ensure the topics dealt with in our Knowledge Exchange Networks are in line with member's needs, emerging trends and the relevant interests of the European Institutions;
- reduce language and financial barriers to participation in Knowledge Exchange Networks;
- organise the conference programme of our autumn General Assembly as a Knowledge Exchange Network for Directors General;
- establish the early General Assembly as a Knowledge Exchange Network for Permanent Correspondents, production and project Managers and Knowledge Exchange Network Chairs.

We will know that we have been successful when:

d. benchmarking of our Knowledge Exchange Networks shows that we are in the top quartile of best practice in exchanging knowledge and experience;

e. members tell us that the Knowledge Exchange Networks have helped them fulfil their national responsibilities;

f. the European Institutions tell us that EuroGeographics has helped them in their work.

2.3 Deliver an operational European Location Framework to support realisation of the European Spatial Data Infrastructure

We will advance the technical and business capabilities of each member and the association to help to implement the European Spatial Data Infrastructure.

We will:
- maintain a programme of funded projects
- help members to develop their National Spatial Data Infrastructures and to achieve the integration of their data at European level
- through the European Location Framework project deliver the means for supporting interoperability of member's spatial data;
- communicate to EU decision makers the importance of funding activities which develop a European Spatial Data Infrastructure through appropriate research and development programmes and adequately funded projects
- promote the need for further funding of projects which advance our members, and the association's capabilities and initiate appropriate projects when funding is available.

We will know that we have been successful when:

g. the European Location Framework has been recognised as an important contribution to European and Global Spatial Data Infrastructure and an important part of e-Government;

h. Geo-information is a pre-requirement of relevant EU co-funded programmes.

2.4 Facilitate access to members' data and expertise

We will provide a single interface for reaching our members and facilitate easy access to their data, services and expertise. To meet the needs of users, we will ensure that, when necessary, the contributions of our members are integrated, aggregated and harmonised.

We will:
- develop our products in line with the European Institutions' and market needs;
- develop the European Location Framework to provide homogenous access to member's national reference data and services through a federated geo-information infrastructure in accordance with INSPIRE interoperability principles;

- carry out activities which enable the European Union and others to build upon our members assets;
- use the European Location Framework to facilitate the efficient creation of pan-European reference datasets and services as the successor to current pan-European product and delivery services;
- focus marketing activity on increasing the licensing of our products and services particularly by an active network of distributors and value adding resellers;
- encourage the European Institutions and others to seek the professional advice of our members.

We will know that we have been successful when:

i. *the European Location Framework is used as the preferred way for the European Institutions and our distributors and value adding resellers to access the reference data they need;*

j. *we see a significant increase in the number of organisations and individuals making use of our member's geo-information aggregated in the European Location Framework;*

k. *Members have been asked to provide advice to the European Institutions and others on the management and use of geo-information*

2.5 Grow our network of members

We will encourage continued growth by maintaining services appropriate to our members' needs and clearly communicating their benefits.

We will:

- Give priority to our representation and knowledge exchange activities;
- Seek to ensure that all mapping, cadastral and land registry authorities of each country in Europe are represented in our membership;
- Support initiatives that encourage more people to follow an educational path which prepares them for employment by our members.

We will know that we have been successful when:

l. *every member organisation, and every individual within the membership, understands and appreciates the value of the Association;*

m. *all the cadastre, land registry and mapping activity of each country in Europe is represented within the membership*

n. *each member acknowledges on their web site their membership of the Association.*

2.6 Ensure that the Association continues to develop its role and has a sustainable future

We will continue to develop the Association and ensure we operate on a sound legal and sustainable financial basis to deliver activities which provide benefit to members.

We will:

- continue to develop the role for and legal basis of the association;
- take prudent financial decisions supported by effective reporting and control procedures;
- actively seek cooperation with organisations who provide programmes of work which support our member's activities;
- monitor the needs of each of our members, regularly review progress with our strategic objectives and tailor our activities to deliver benefits to all members;
- adjust our activities and expenditure in the light of changing circumstances;

We will know that we have been successful when:

o. a majority of members confirm that they are satisfied with what the association delivers;

p. our annual accounts regularly demonstrate sufficient income to maintain an appropriate level of reserves and support the activities which this strategy and our members demand.

3 Principles and Ethos

The following principles underpin the Association's strategy and guide its implementation.

Our strategy, and the activities it drives, will be inclusive of all our members.

We will:

- Deliver benefits for each member regardless of the geographical, technical, political, organisational, linguistic and business parameters within which they work;
- Give equal priority to supporting member's cadastral, mapping and land registry activities;
- Ensure the Association's activities are consistent with our members' needs;
- Recognise and mitigate where possible the risks and uncertainties for the Association in the prevailing economic climate;
- Do our best to balance the needs of our members with the expectations of society;
- Be open, honest and transparent whilst respecting confidentiality and personal privacy;
- Operate in accordance with the European Union Transparency principles;
- Ensure our representation is fact-based, positive and objective;
- Balance ambition with realism in what we can deliver and prioritise our efforts and resources accordingly;
- Value our members, our staff and our supporters for their many contributions;
- Be accountable and stand by what we have collectively agreed in this strategy;
- Be as environmentally sustainable as resources and circumstances permit.

Developing a vision for ELF in the operational phase

Introduction

This document outlines a process for developing a vision for the European Location Framework (ELF) once it has moved into the operational phase.

Background

The ELF Project is coming to an end during 2016.   It will move into a two year transitional phase, after which it is expected to become fully operational under the overall management by EuroGeographics, on behalf of its members.

Things have changed and developed since the original project proposal was agreed. It is now appropriate to review the current environment within which ELF is being developed, and consider the nature of the services to be provided, and more broadly, what ELF should become.

Management Board

At its meeting on 2nd of July 2015 the Eurogeographics' Management Board decided:

02-15/09	A clear vision for ELF to be developed and approved by MB to be ready for diffusion in a member's ELF-summit in spring 2016 in order to create a shared (common) vision.	EG-ELF-PB

EuroGeographics' Management Board has established the ELF Programme Board in order to oversee ELF from its current development phase through the expected transition into operational mode. The ELF Program Board will develop a draft vision of what this operational phase will look like, at the strategic level.

Developing a vision is to have a clearly described state of the future. The work required is more than just a vision statement, it will need to address a number of questions which have to be discussed and answered by all members of EuroGeographics:

- What will be the strategic position of EuroGeographics and their individual members after ELF is operational for 2 years?
- What should ELF stand for/be recognised as?
- Why is EG-ELF indispensable in the market and what is the clear benefit in society which is mainly related to EG and their member organisations and not hidden behind EC, EEA or some big VARs?
- What are threats for this vision coming from outside?

To answer these questions it is necessary to break down the vision into a set of strategic objectives, and then identify to measures of success, which must be proved against risks and constraints. The breaking off between the existing

constraints and the vision must be explained and all preliminary assumptions must be proved.

The ELF Programme Board will keep the EuroGeographics Management Board fully informed, and include their views, as well as considering stakeholders and members expectations. The EuroGeographics Management Board will be advised of progress at its December Board meeting. It is expected that the process will require three workshop sessions of the ELF Program Management Board on dates to be scheduled.

The ELF Programme Board will be meet during the 2015 General Assembly in order to sign off on the process outlined in this document and agree dates for their three workshop sessions aimed at progressing this action.

Process

This process for developing the vision will conclude at the General Assembly in October 2016, at which the Vision for an operational ELF will be presented to Directors and Heads of NMCAs for approval as part of formal business.

This process will include three primary steps:
1. Defining a clearly described product and service portfolio which represents the clearly described state of the future in which customer need should be addressed
2. Testing the feasibility by proving the results of step 1 against constraints and developing strategies against these constraints.
3. Finding a sustainable business model for operations and a model for funding and revenues, which reduces risks for Eurogeographics

Following specific tasks should be covered
- An initial document review to establish the scope of current expectations and vision for the ELF and making in case necessary amendments.
- An analysis of the political, environmental, social, technical, legal and economic environment within which we are operating;
- An analysis of the Strengths, Weaknesses, Opportunities and Threats arising from the current ELF Project;
- An analysis of the risks associated with an operational ELF, overseen by EuroGeographics.
- Identification of key stakeholders and their perspectives, as already identified. (It may be necessary to test these perspectives informally, and also to consider how best to formally consult with stakeholders to confirm our understanding of their expectations from the operational ELF.)

Director Generals' Knowledge Exchange Network 2015

Summary of introductory presentations

Developing a shared vision for the European Location Framework
Mick Cory, Secretary General and Executive Director (designate), EuroGeographics

- The European Location Framework is practical implementation of INSPIRE and gateway to pan-European maps, geographic and land information to meet user needs, create new business opportunities and increase the reuse of public sector information.
- It contributes to important European and global initiatives.
- €13 million three-year ELF Project – partners include10 NMCAs with a further 10 to join.
- March 2016 – Beta testing, Roadshow and awards
- October 2016 – Transition towards operational service through EuroGeographics European Location Services
- Needed to achieve this: Products and services that meet customer needs; strategies to address constraints; sustainable, risk-reducing business model; organisational model; and your leadership and commitment.
- EuroGeographics is committed to: Review of expectations and vision; analysis of political, environmental, social, technical, legal and economic environment; SWOT analysis of current ELF Project; and risk analysis of operational ELF.
- Key stakeholders and their perspectives already identified.

What are the challenges facing NMCAs and how should they respond to a changing role?
Ingrid Vanden Berghe, President, EuroGeographics

- Many inventions have changed the work of NMCAs. Are these threats or opportunities? Are they predicable? Can we control them?
- Change must be managed.
- A clear vision and strategy is vital to success.
- Think about NMCA role in a different way – producer, integrator, broker.

How should NMCAs adapt to alternative sources for NMCA data?
Martin Salzmann, President, EuroSDR

- Is there an alternative to:
  Sensors?
  New technology such as UAVs and Social Media?
  Relevant groups – private sector, citizens and public authorities?

- What are the implications of:
  Structured/unstructured data?
  Incremental updating?
  Sustainable funding?
  Data ownership?
  Privacy?
  Liability?

1. Developing a shared vision for the European Location Framework

- Overwhelming opinion that it is not enough to look 5 years ahead - it will take 5 years to get full coverage so need to look longer-term.
- We have to focus on coverage – we must have coverage of all of Europe and assist those countries who cannot deliver and find out why they can't i.e. legal limitations internal competition etc.
- In 5 years, ELF will deliver data that is not available from aerial and satellite imagery e.g. boundaries, names, address (key registers).
- From a cadastral point of view, no-one knows what is the cadastre in ELF but in 5 year everyone will has access to cadastral data and all of the attributes.
- Eastern Europe is at the starting phase in integrating data and data sharing EuroGeographics have to help this. These members must be better informed so they can participate and use the outcomes to forward national policies.
- ELF is not in competition with NMCA national products and services.
- Need a strong relationship with UN-GGIM: Europe.

Political ownership
- We need someone to be responsible for mapping in Europe – DG Digit, DG Envio, Eurostat – even a European Geographical Agency.
- Political pressure needed on EU and Member States Governments
- Use the Digital Single market policy as a tool for this pressure.
- ELF has to be at a political level and promote economic - success it is not a technical issue.
- We must remember the countries outside the EU.
- We need to work together to prove we can do it.

Role of EuroGeographics
- We need a permanent body at European level for mapping but who would fund this body? It needs to cover members and non-members of the EU - should this be the role of EuroGeographics?
- EuroGeographics is not a business, if ELF takes off it needs to be run by someone else or it could change the scope of the Association.
- ELF is helping create the national NSDI - EuroGeographics support is appreciated.
- Needs to be more outward facing – efforts on the external not internal processes.
- Complying with INSPIRE is still a big task – what can EuroGeographics do to support and influence this?
- We need to understand EuroGeographics role in it.

ELF's USP
- Consistency of the data – ELF needs to be the source for national services.
- Easy access to trustworthy spatial information.
- Can it be opendata?
- There are opportunities for growth but we have to understand the opportunities for business applications
- We must promote what purpose you can use the framework for.
- What value will it add?
- Data quality and data harmonisation reoccurring issues for the last 5 years.

Legal framework and business case
- We have to be clear on the legal basis for ELF – what is the legal framework, what are the business case limitations, what are the critical constraints for use, how is it going to be funded, when will we have full coverage, when will it all be harmonised?
- More partners from the EC and EU are needed to understand what ELF is doing.
- We made it a European service for everyone not just the European Institutions. This needs to be clear in the Business Model.

- Experience is that pan-European project are not successful – why will ELF be? There are cross boarder issues and language issues, these have to be overcome to be successful
- Alternative view is that there is a huge need for pan European data and we have a opportunity to provide that or someone else will
- We need to react much faster.
- What is the benefit of member states to provide full coverage?
- Specifications are a barrier to providing a simple explanation to what it is.

INSPIRE and Copernicus
- We do not yet know all the benefits of INSPIRE.
- INSPIRE is mandated whilst ELF is not so it is not seen as a *must* and, when resources are few, it is pushed out - have to link it to INSPIRE
- An issue is that there is no alternative proposal for the INSPIRE data approach.
- ELF will not survive on its own, we must ensure that Copernicus uses it and there is no duplication.
- Copernicus data should be integrated into ELF.
- If it is a platform for delivering standardised data, do we want to take over the INSPIRE geoportal? The JRC INSPIRE portal is not sustainable as it is organised today.
- Too many do not consider that they have a European role but ELF has already helped countries to develop capacity and capability to deliver INSPIRE – including sharing development costs.

2. What are the challenges facing NMCAs and how should they respond to a changing role?

What makes NMCAs different?
- NMCAs are distinguished from other market players by their mandate of maintaining **official data** and **authoritative services.**
- This should continue in the future role but in combination with other roles – the move from pure data producers is unavoidable.
- It is important to demonstrate value of authoritative data.
- NMCAs have changing roles in different countries.

What are the possible roles?
As public authorities, NMCAs should not be defining their own role. Where do NMCAs wish to be in the market?

3 possible roles:
- **Integrator, Facilitator and/or broker of public and private data.**
- **Validator of spatial data (services) or independent expert handling verification**
- **Trainer of GI educating Government, other public authorities and users (including professionals like surveyors)**

- Must also consider if providing services as well – challenge is to find the right balance.
- A broker role is very important and makes sense but there is some confusion about what this means and who is pushing for it?
- It must be remembered that some members have no mandate to act as a data broker.
- NMCAs can also provide their expertise to other agencies to act as a consultancy.
- Role of integrator is also necessary as information comes from different sources but cannot rely only on third party production of data. Must keep in mind how to maintain quality.
- Spatial data provides link for integration.
- More collaboration with private sector is necessary but what if NMCA cannot cooperate with commercial sector?

Difficulties in data production methods.

- NMCAs must continue to provide data otherwise it will be difficult to control quality.
- The challenge is to transform NMCAs into a more user-orientated agency meeting direct needs and keeps pace with the IT world.
- NMCAs need to maintain users and consider budgeting, capacity, data sharing etc
- How do NMCAs balance their desire for quality against delivering the data quickly, and how do they give it a stamp of authority?
- Are there cultural differences ie a workforce reluctant to change? We must adapt to new technologies.
- Quality remains paramount but we should not be victims of our own perfectionalism.
- NMCAs should focus on providing high quality data – others will add the value ie we do less but what we do, we do very well.
- Standards have a role to play and metadata is crucial.

NMCAs must be aware of privacy issues and be a guard of privacy.

A definition of open data is needed together with a commitment to sharing the costs of providing it.
Data is expensive to produce, NMCAs need more funds – at some point someone has to pay for it.

Competition

- We should select the datasets we can update ie the authoritative ones such as addresses and those that are can compete with the likes of Google.
- However also a view that NMCAs should not compete with private developers like Google but should collaborate with technology providers and application developers.
- Combination of authoritative and commercial data might provide unique products to market.
- The national legal framework needs to change.

3. How should NMCAs adapt to alternative sources for NMCA data?

- What is the relationship between formal data collection and crowd-sourcing?
- Will the definition of authoritative change? And who defines it?
- Some members already work with third party data - this experience is helpful.
- In some cases, there is a reluctance to share the data – we need to raise awareness of benefits.
- Speed of supply to market is important – online capability and real-time data exchange is key.
- There are data ownership issues. Guidelines for use of third party data would be useful.
- It is a challenge to stay in control of collection process and manage the volume.

Quality

- Reliability is key.
- Quality is always an issue when taking third party data but ensuring it is up to data is more important.
- Cross-referencing is useful. In some countries, users are able to notify NMCAs of mistakes for checking.
- Are accessibility and availability more important the quality assured data?
- Ensuring interoperability is important – unified identifiers are key.
- Standards are important.

The Google question

- Does Google offer better services?
- It uses data from different sources, Finland and Spain for example provide information.
- NLS Finland is a Google research partner.
- Open data changes the approach – should NMCAs use data from Google for example?
- Should we think of Google as a partner - working together is much better.

EuroGeographics ELF Programme Board
6 October 2015

Dear Members of the EuroGeographics ELF Programme Board

I enclose a copy of the Minutes of our EG ELF Programme Board meeting held at EuroGeographics' Head Office (EGHO) on the 2 September.

We agreed to meet at the EG General Assembly, Belgrade, on Tuesday 6 October at 08:00. You will see that the General Assembly starts at 09:30, so we will have 1h 30min for our discussions. I therefore propose a very simple Agenda:

AGENDA

1. Agree minutes of the last meeting
2. Review Process paper ("Developing a vision for ELF in the operational phase", attached
3. Agree Dates of Programme Board workshops; proposed:
    a. **17 November 2015**, Brussels (this will allow you to participate in the Reception at the Belaymont that evening at 18:00, and also to attend the Directors' Forum on ELF on the 18 November.
    b. **9 December 2015**, the day before the EG Management Board; this will allow Wernher / me to brief the Management Board on our progress
    c. Mid-January – I propose Thursday **14 January 2016**
4. Outline Agendas for workshops (I will prepare draft Agendas for 6 October)

The 17 November meeting (venue to be decided) will run in parallel to the ELF Project Advisory Board, which means that Olaf and Antti will not unfortunately be able to attend the Programme Board. However, as we are talking about a vision for ELF beyond the current project, rather than the current project itself, therefore I hope this is acceptable,

otherwise you will have to come back to Brussels the following week. Their contribution by correspondence will, of course, be important.

During the General Assembly we will begin to gather the views of EG Members at the round table discussions on the 6 October. I attach a copy of the paper provided to members designed to prompt discussion. A further Session with members will take place on 18 November ("The Directors' Forum"); our workshops are a separate process, but Directors' views gathered at the GA and the Directors' Forum will help us formulate the draft vision over the coming months.

If you have any questions please do not hesitate to contact me.

Best regards

Mick Cory

Secretary General and Executive Director (Designate)

EuroGeographics