

Aberdeen Greenspace Trust Limited

Five Year Business Plan

2010/11- 2014/15

November 2010

Overview

Aberdeen Greenspace was set up to gain access to funds which were not available to the City Council to deliver projects, which the City Council wished to see for local community benefit but for which it did not have the finance. This remains a key rationale for the continued existence of the Company.

The Board has recognised the need to diversify its funding package which must include Landfill Community Fund credits, investment income, contract income and private sector sponsorship. This will mean that the Company will have to develop and re-focus over the next five years. The Board has agreed to adopt a strategy of diversifying the funding streams and to broadening the range of projects undertaken.

Aberdeen Greenspace is not the only Enrolled Environmental Body in Aberdeen and is therefore not alone in having the potential to access to Landfill Community Funds.

What does make Aberdeen Greenspace unique is the high quality service it offers to communities, including those in Regeneration Areas, to help them get the best from local greenspaces.

It is the only local body to deliver environmental projects through community engagement, support, advice, technical expertise, funding and delivery through our dedicated volunteer group. It works in partnership with statutory bodies, charities and local groups through offering grants and assistance to deliver biodiversity benefits and improvements to greenspace.

The strengths of the organisation are

- Track record of delivering high quality environmental projects;
- Track record of collaborative and partnership working;
- Staff expertise in community engagement, ecology, planning and delivering greenspace projects;
- Involving communities in greenspace project delivery;
- An ability to work in Regeneration Areas;
- Highly motivated, skilled and dedicated Volunteer Group;
- Financial resources to match fund projects.

In delivering project work on the ground the Company has spent, since it was founded, £2.3 million. This exceeds the amount received in Landfill Tax Credits from Aberdeen City Council and its landfill site contractor by £200,000.

1. Business Description

The charitable aims of the Company can be summarised as follows:

For the benefit of the public:

- to promote the protection and enhancement of the natural environment;
- to provide public access to the natural environment;
- to promote education with respect to and public understanding of the environment;

in and around Aberdeen.

In practice this means the Company delivers environmental projects through:

- awarding grants to the public sector, community groups and individuals;
- carrying out works through contractors;
- carrying out work ourselves, often using our Volunteer Group.

Aberdeen Greenspace has been able to access funds not available to the public sector. This has enabled new projects to be delivered that would not have otherwise been undertaken. Our aim is to continue in this as we believe it provides value for money and is appreciated by our partner organisations and by the community at large.

Aberdeen Countryside Project was established in October 1997 through an initiative of Aberdeen City Council, in partnership with Scottish Natural Heritage and the Forestry Commission. These three public bodies were the initial subscribers to the Company which is Limited by Guarantee.

The Landfill Tax Credit Scheme (now called the Landfill Communities Fund) allowed landfill site operators to make donations to Enrolled Environmental Bodies and to offset 90% of their donations against up to 20% (now 6%) of their Landfill Tax liabilities.

Although not originally envisaged in the Landfill Tax Credit Scheme, it is recognised as acceptable for third parties to pay, on behalf of landfill site operators, the 10% which cannot be offset in order to release the remaining 90%. Such payments, made via landfill site operators, have become known as 'third party payments'.

In 1997 the City Council was itself a landfill site operator. The purpose of establishing Aberdeen Countryside Project was to enable access to be gained to Landfill Tax Credit Scheme funds not available to the City Council so that projects which would enhance the natural environment in and around Aberdeen and improve access to it could be delivered. By contributing the 10% necessary to release Landfill Communities Funds, either directly or more recently as a third party, the City Council had and continues to have the opportunity to release funds for these purposes. This

enables landfill tax generated locally to be distributed to benefit local communities; otherwise the funds are distributed on a national basis without a geographic focus.

Aberdeen Countryside Project achieved early registration with ENTRUST, the regulatory body for the Landfill Tax credit scheme (now the Landfill Communities Fund), and was recognised as a registered charity in June 2000. The Company's Board decided that funds derived from tax credits arising from the disposal of waste by the City Council should be used for projects undertaken the boundary of the City of Aberdeen.

Aberdeen Countryside Project is a founder member of Greenspace Scotland, the national body promoting greenspace in Scotland. In 2008 Aberdeen Countryside Project changed its name to Aberdeen Greenspace to reflect current terminology and to clarify that it undertook work within as well as around the built-up area of the city.

A Volunteer Group was established in 2002 and since then it has delivered around 6,300 volunteer days with a notional value of over £315,000. There is a pool of around 20 volunteers that regularly come out on Tuesdays and Thursdays with the Volunteer Group throughout the year. The quality of the work produced is very high due to the supervision of the Assistant Project Officer and the level of experience of the volunteers.

The Memorandum and Association of the Company is outlined in Appendix 1.

Progress against Aberdeen Countryside Project Strategy 2007-2011 is given in Appendix 2. As can be seen good progress has been made against most of the actions in the strategy. In particular Aberdeen Greenspace, as an organisation that delivers high quality environmental projects, a strong working partnership with has developed the City Council. However, some of the actions where more progress is required are critical to diversifying income of the charity and further urgent action is required. Arising from this an Action Plan has been generated in addition to those in the Strategy 2007-2011. (See Section 7 Action Plan)

A SWOT analysis is given in Appendix 3.

Key strengths are the delivery of high quality award winning environmental projects, many in regeneration areas; community engagement and involvement in project delivery; partnership and collaborative working; a dedicated and highly motivated volunteer group; a capacity to work with those who have mental health problems; a well managed income generating endowment fund; and a Board skilled in company and charity management.

The main weaknesses are reliance on one major income source and the apparent strength of the balance sheet. Access to Landfill Community Funding is dependent on Aberdeen City Council and as a source of funding is vulnerable to possibility that it may be discontinued by the government

There are opportunities to seek sponsorship and grants and to work strategically in partnership with Aberdeen City Council to deliver the new suite of environmental

plans and strategies especially the Nature Conservation Strategy, Core Paths Plan, and the proposed Open Space Strategy.

The main and most significant threat is the continued loss of Landfill Communities Funding. It would be difficult to raise large sums of money through grants and sponsorship to replace this loss with consequent threat to the ability of the Company to deliver city wide strategies.

2. Business Environment Analysis

The Board recognises that the plan is being written in a time of economic austerity. The government is seeking major public expenditure cuts through undertaking a Comprehensive Spending Review. This is affecting Aberdeen City Council as well as many other public bodies with consequent impact on its ability to deliver its strategies.

Aberdeen Greenspace offers exceptional value for money for Aberdeen City Council. In 2009/2010 Aberdeen City Council contributed £9,300 to enable a proportion of its tax liability to be diverted. This enabled £236,000 of work to be undertaken that year, much of it helping to deliver city council strategies.

There is potential for some of these strategies to be implemented using European Union or Heritage Lottery Funding. Matched funding is likely to be required. There is an opportunity for Aberdeen Greenspace to be a partner contributing to matched funding or using its skills to co-ordinate such projects. Potential projects will be actively pursued as they could help to generate external funding for the Company through carrying out contract works or submitting bids for external funding:

Possible projects in which the Company could be involved in the near future include:

- SURF – A European Union project to improve the River Don corridor
- GIN – Green Infrastructure Networks
- SACRP – South Aberdeen Coastal Regeneration Partnership
- Northfield Greenspace Project – potential joint bid with Aberdeen City Council to Heritage Lottery Fund.

A list of potential funding sources is given in Appendix 4.

There is the possibility, of course, that the Landfill Communities Fund may be reduced through increasing recycling rates to meet the challenging targets set by the Government or the Fund may be discontinued by the government through legislative changes. The Board recognises that the Landfill Communities Fund would then be reduced or no longer be available.

Other initiatives may arise at a national or European level. The *Low Carbon Economy* is one example. Such initiatives may carry funding opportunities which the company will explore when relevant to its key objectives. Similarly the Government's vision of *a Big Society* in which the community takes responsibility for delivering local services may give Aberdeen Greenspace opportunities for capacity building in communities, skill sharing with community groups, increasing volunteering and partnership working on greenspace projects.

There is an opportunity for Aberdeen Greenspace to engage with the local businesses community to assist them in meeting their corporate social responsibility through funding and/or volunteering.

At present the Company limits itself to an area in and around Aberdeen but there may be opportunities to expand the work of Aberdeen Greenspace to other areas of North East Scotland.

3. Sector Analysis

Aberdeen Greenspace offers a unique high quality service to communities to help them get the best from local greenspaces. It is the only local body to deliver environmental projects through community engagement, support, advice, technical expertise, funding and delivery through our dedicated volunteer group. It works in partnership with statutory bodies, charities and local groups through offering grants and assistance to deliver environmental benefits and improvements to greenspace and create opportunities for access.

Aberdeen Greenspace is an Environmental Body and a Distributive Environmental Body registered with ENTRUST this enables us to act as a conduit for funds to small community groups without their having to register as an Environmental Body which would require them to be formally constituted and avoiding the administrative burden.

4. Competitive Analysis

There are other groups carrying out environmental tasks similar to Aberdeen Greenspace with which there may be overlap. In particular,

- Aberdeen Forward is paid half the Landfill Communities Fund for the city and offers grants in the same categories D (Community Benefit) and Da (Biodiversity) as Aberdeen Greenspace.
- British Trust for Conservation Volunteers (BTCV) is a national charity which uses volunteers to carry out environmental projects on a contract basis. BTCV also runs the Green Gym which promotes the benefits of outdoor work in keeping physically and mentally fit.
- Green Tracks is a local enterprise carrying out gardening and other soft landscaping projects.
- SAMH (Scottish Association for Mental Health) is a national charity promoting mental health with practical environmental tasks being carried out by volunteers.

What is unique about Aberdeen Greenspace is that it offers a comprehensive service to local communities through community consultation to help them develop ideas to improve local greenspace right through to the delivery of projects on the ground, either using contractors, its own Volunteer Group, often assisted by the local community. It offers grants to statutory bodies, other charities, local groups and individuals to carry out environmental improvements. It has carried out work throughout the city including areas recognised by the Scottish Executive as being Sites in Multiple Deprivation (SIMD).

It is the only body locally that has the skills mix of community engagement, staff and directors with a knowledge of greenspace and access issues as well as land management and environmental expertise to deliver a range of projects.

The contribution made by the environmental projects delivered by Aberdeen Greenspace is significant in terms of the City Council's Core Paths Plan, Nature Conservation Strategy forthcoming Open Space Audit. The environmental projects also make a contribution to elements of the Single Outcome Agreement. Appendix 5 evaluates the last two years' projects against the policies of Aberdeen City Council and the Single Outcome Agreement.

Aberdeen Greenspace is a significant partner in improving the quality of life for the residents of Aberdeen through assisting in the delivery of environmental policies in the city. All the projects undertaken contribute to delivering the policies of Aberdeen City Council and the Single Outcome Agreement.

The quality of the projects Aberdeen Greenspace delivers has been recognised locally and nationally. In 2000, Aberdeen Countryside Project won the award in the "Outstanding Quality in Development on the Ground" category of the Scottish Executive and Royal Town Planning Institute national awards for "Quality in Planning". Since then its projects have won a number of EcoCity Awards run by Aberdeen City Council and one project was shortlisted in 2008 for a SURF Award in the Place category.

5. Market Analysis

The Company's primary role is as a grant aiding, facilitating and practical implementation body. This accords well with its charitable status. It does have some potential for undertaking contract and consultancy work but this is a secondary role. It is not essentially a trading organisation.

Our services are in demand from the general public, mainly through community groups, the local authority, government agencies especially Scottish Natural Heritage and Forestry Commission Scotland, and the private sector.

The demand for assistance with greenspace projects is potentially open ended but is limited, particularly in SIMD areas, by a lack of community capacity. One of the benefits of working with Aberdeen Greenspace is that it can help to build community capacity as part of delivering projects. There is a number of high cost projects that relate to delivering the Core Paths Plan that would be outwith the current financial capacity of Aberdeen Greenspace except in major partnerships.

There is a significant demand for wildlife areas in school that Aberdeen Greenspace is unable to deliver unless unrestricted funds can be identified as Landfill Communities Funds cannot be used on school grounds. Hospital grounds are treated the same way as school grounds and as such are not eligible for Landfill Communities Funding. Most hospitals lack greenspace area that off duty staff can use and where patients could be able to take gentle exercise as part of their recuperation and recovery. This type of project has not yet been explored as a funding source has not been identified.

Potential sources of funding and assistance are Aberdeen City Council via Landfill Communities Fund; the private sector delivering their corporate social responsibility either through funding or volunteering; grants through Scottish Natural Heritage, Heritage Lottery Funding, European funding and income from investments. Other sources include income from contract works either for physical works or consultancy for private companies or the local authority.

Our current market is mainly within the City of Aberdeen but there is the potential to extend our work into Aberdeenshire particularly in the environs of Aberdeen.

6. Marketing Plan

Publicity is sought where appropriate to promote the work of Aberdeen Greenspace. Recently Radio Scotland featured a piece on tree planting that we were carrying out at Ruthrieston. We have a close working relationship with SHMU (Station House Media Unit) and two of our volunteers appear on a programme hosted by Stephen Bly, WIAT Community Ranger.

The website is kept up to date and three newsletters are issued each year highlighting the work of Aberdeen Greenspace.

An Achievements paper outlining what Aberdeen Greenspace has delivered over the past ten years has been circulated to individuals, organisations and others with an interest in the work of Aberdeen Greenspace.

There has been a drive to promote Aberdeen Greenspace to local politicians and we have taken the following MPs and MSPs on tours of greenspace projects. The tours have generated a great deal of interest and support for our work.

In order to ensure that good communication channels are developed and maintained, a Communication Plan has been developed and is included as Appendix 6.

Further work is required to develop the Marketing Plan so that specific outcomes are identified along with the resources to deliver them.

7. Operational Plan

In the current financial climate of public spending cuts there is an opportunity for Aberdeen Greenspace to assist in the delivery of projects within the city which would help deliver strategies adopted by Aberdeen City Council. The City Council has several key environmental plans and strategies including the Core Paths Plan, Nature Conservation Strategy, the Open Space Audit and the forthcoming Open Space Strategy.

The three strategies above are the ones most closely identified with the Company's objectives but, over the years, it has contributed directly or indirectly to the delivery of other City Council strategies, including for example those relating to

- social inclusion,
- economic development,
- regeneration,

- transport
- education

Large projects involving several partners are likely to have high levels of leverage relative to the input from the Company. The Company may help defray costs incurred by a partner organisation or receive funding from other partners and organise the work itself. The leverage may be less for smaller scale projects. In these cases Aberdeen Greenspace normally expects a grant recipient to meet around 25% of the cost. The question of leverage on City Council contributions is dealt with in Section 2 above.

The Company attempts to maximise the value of the grants offered for project work by requiring funding from other sources either in cash or in kind. The plan sets a target of 33% of leverage for each financial year, looking at the costs of the whole of each project.

At a meeting of its Finance and Resources Committee on 11 March 2010 Aberdeen City Council decided to cease paying third party contributions through its landfill site operator to Aberdeen Greenspace for at least one year. This removed the Company's ability to access Landfill Communities Funds. Even if it were to restore access to these funds in 2011/12 there will still be severe implications for the continued viability of the Company beyond 2013/14. It is understood that the decision was made on the grounds that all the funds received from the Landfill Communities Fund have not been committed to projects.

In fact expenditure by the Company has exceeded the value of funding received from Aberdeen City Council's 10% payments, third party contributions and Landfill Tax/Landfill Communities Fund credits. This is shown in Table 1.

Funding of £4,500 not subject to ENTRUST regulation has been obtained to date during 2010 for specific projects. Contract work has generated a total of just under £14,000 in unrestricted funds between April 2007 and May 2010. These are small sums and do not compensate for the withdrawal of access to LCF funds.

The Board recognises the need to hold adequate reserves.

- a) If the Company were to be more dependent on grant funding and sponsorship for specific projects grants would probably not be received from an individual sponsor until the specific project being supported had been completed. Reserves would have to be retained to maintain cash flow pending the completion of that project. It has also been necessary to retain reserves to maintain cash flows pending the receipt of payments from the Landfill Communities Fund.
- b) Staff employed by the Company are members of the North East Scotland Pension Fund. The Board recognise that Company may have a liability to meet a possible pension fund deficit in respect of both current and previous employees. The Company will seek clarification of its position following the next actuarial valuation of the Pension Fund which is due to be carried out in

March 2011. The Board will then review the funds required to be held in reserve.

- c) The Company will ensure that adequate funds are retained to cover the costs of winding up the Company should that be necessary. This would include the costs of staff redundancies.

Table 1 : Income and Expenditure 1997/98 to 2010/11		
	£	£
Income		
Aberdeen City Council 10% - direct and third party payments	213,000	
LFT/LCF funding received from ACC and SITA	<u>1,913,000</u>	2,126,000
LFT funding received from Shanks Waste Solutions	150,000	
Funding received by transfer from other Environmental Bodies	<u>49,000</u>	199,000
Investment income – dividends and capital growth		451,000
Total funds received which are subject to ENTRUST regulation		<u>2,776,000</u>
Grants and other income		447,000
Total income		<u>£3,223,000</u>
Expenditure		
Total expenditure		<u>£2,318,000</u>
Balance for project delivery and income generation		<u><u>£905,000</u></u>

The Board has adopted a strategy of diversifying the funding streams and to broadening the range of projects undertaken.

An expendable endowment fund was created by the Company in its early years to build a source of capital that would create an income stream into the future. This policy was endorsed by the City Council and ENTRUST. The fund is professionally managed in a balanced portfolio of investments and has increased the value of Landfill Tax based funds available for use by the Company by £450,000.

ENTRUST has been concerned about the extent to which Environmental Bodies have held funds without any clear purpose and intends to provide guidance investment practices. ENTRUST does however accept that it is legitimate for Environmental

Bodies to hold funds where they are actively managed and funds are drawn down to deliver projects. The Company has held periodic meetings with officers from ENTRUST since 1997 and is satisfied that its financial policy accords with ENTRUST's requirements.

In 2007 the Board "decided that it would seek new and exciting environmental projects that would make a significant contribution to the charitable objectives of Aberdeen Countryside Project, on which to spend the endowment over a ten year period while at the same time seeking other income streams to support its work." The decision was to spend the endowment on projects over the next ten years while at the same time seeking other income streams. It was agreed to spend £145,000 per annum on projects over and above the routine costs of the organisation.

8. Financial Plan

The focus of the next five years will be to transform the organisation through:

- Broadening our funding streams to enable us to carry out a wider range of projects and to secure our long term future;
- Seeking partners for large projects;
- Seeking contract works;
- Seeking additional staff for project development where funds are available;
- Ensuring that Aberdeen Greenspace staff time is devoted to seeking funding;
- Continuing to develop the skills of our volunteers and broadening their role to include office tasks;
- Ensuring that Aberdeen Greenspace staff time is devoted to delivering large projects;
- Ensuring that our partner organisations have the capacity to deliver the projects to a high standard and to the grant timetable;
- Continuing to make grants available to secure project work for public benefit that would not otherwise take place.

Table 2 is the funding plan adopted by the Board. It assumes that the City Council would restore third party contributions and that the Company was successful in obtaining funding from other sources. These sources would have to include:

- a) grants for specific projects of £100,000 in 2011/12 increasing to £200,000 by 2014/15;
- b) grants to the Company, not conditional on delivering specific projects, of £50,000 in 2011/12 increasing to £125,000 by 2014/15;
- c) net profits on contract work, mostly undertaken by the volunteers, of £1,000 in 2010/11 increasing to £20,000 by 2014/15;
- d) continued income generation from the Endowment Fund.

A project expenditure base level of £200,000 per annum would be set to which would be added 90% of the value of grants received for specific projects. Thus if the target of £200,000 in grants for specific projects in 2014/15 were achieved, project expenditure that year would be £380,000.

No allowance is made in table 2 for the costs of an increase in staffing that would be likely to be necessary in order to deliver the level of project work implied.

These are extremely ambitious targets. They require a balance package of funding including LCF, investment income, grants and sponsorship from the public and private sector, contract income. They would however stabilise the financial position of the Company, allowing it to continue to deliver project work in accordance with its objectives and the original intentions of the City Council and its partners.

Table 2 : Diversification of Funding but Including Landfill Communities Fund					
Year	2010/11	2011/12	2012/13	2013/14	2014/15
	£	£	£	£	£
Endowment Fund opening balance	865,000	674,200	580,700	533,600	507,400
Cash at bank	40,000	40,000	40,000	40,000	40,000
Total opening balance	905,000	714,200	620,700	573,600	547,400
Income					
Landfill Communities Fund	90,000	88,000	85,000	82,000	80,000
Aberdeen City Council third party contribution	10,000	9,800	9,400	9,100	9,000
SNH grants	8,000	8,200	8,500	8,700	9,000
Other grants for specific projects	4,000	100,000	120,000	150,000	200,000
Other grants not related to specific projects	-	50,000	100,000	120,000	130,000
Investment dividends and capital growth	69,200	55,500	52,000	48,000	43,000
Aberdeenshire Council	9,800	5,000	5,000	8,000	10,000
Profit from contract income and consultancy work	2,000	10,000	15,000	20,000	25,000
Total funds	1,098,000	1,040,700	1,015,600	1,019,400	1,053,400
Expenditure					
Core costs including project development	(125,800)	(130,000)	(134,000)	(137,000)	(142,000)
Project implementation	(258,000)	(290,000)	(308,000)	(335,000)	(380,000)
Total expenditure	(383,800)	(420,000)	(442,000)	(472,000)	(522,000)
Total closing balance	714,200	620,700	573,600	547,400	531,400

The Five Year Business Plan will be reviewed each year by the Aberdeen Greenspace Board as part of the annual budgeting process and reviewed annually.

A Risk Register shown in Appendix 7 has been undertaken to identify the risks involved in the actions proposed and steps that can be taken to mitigate them.

9. Management Summary

Day to day management of the company is delegated to the Chief Officer. The Board meets quarterly to approve funding for projects. A Management Group consisting of staff representatives of Aberdeen City Council, Forestry Commission Scotland and Scottish Natural Heritage meets quarterly to give advice to the Board on the relative merits of each project prior to it being considered by the Board.

Board members have a wide range of skills and experience to offer Aberdeen Greenspace and are listed below.

Representing Scottish Natural Heritage

Dr. David Bale, BSc (Hons), PhD, Chair, Area Manager representing Scottish Natural Heritage

Representing Aberdeen City Council

Cllr. George Adam, DA

Cllr. Muriel Jaffrey, Councillor for 11 years and Baillie of the city.

Cllr. Mark Macdonald MA (Hons), MLitt

Cllr. George Penny

Representing Forestry Commission Scotland

Professor Hugh Miller OBE, BSc(For), PhD, DSc, FICFor, FRSE, former Chair of Forestry at University of Aberdeen

Jim Dewar, Conservator, Forestry Commission Scotland

Independent

Geoffrey Tudor BA, MRTPI, MTS, former Head of Environmental Strategy, Aberdeen City Council.

Current Staff

Chief Officer: Alister Clunas MSc, CBiolMIBiol, IEEM, CEnv

Assistant Project Officer: Iain Mitchell, Higher National Certificate in Countryside Recreation and Conservation Management.

Carol Brown, Administration Officer (part time)

Appendix 1

Aberdeen Greenspace Trust Limited

The Memorandum of Association sets out the objects as:

For the benefit of the public:

- to promote the protection and enhancement of the natural environment in and around Aberdeen by means of environmental initiatives and in particular through the reclamation, conservation, protection, enhancement and improvement in and around Aberdeen through the co-operation and involvement of the public and private sectors;
- to provide, maintain and enhance public amenities in and around Aberdeen, and especially those which provide opportunities for access to the countryside;
- to promote education with respect to and public understanding of the environment with and adjacent to Aberdeen;
- to create new wildlife habitats or public amenities with public access subject to protection or enhancement of the natural qualities of the same land.

Charitable Object- To promote the protection and enhancement of the natural environment in and around Aberdeen by means of environmental initiatives and in particular through reclamation, conservation, protection, enhancement and improvement in and around Aberdeen through the co-operation and involvement of the public and private sectors.			
Action Number	Action	Progress against Action	Progress against Strategy
Action 1	Aberdeen Greenspace will engage with Aberdeen City Council in its regeneration programme	Good progress	Aberdeen Greenspace is working well with Aberdeen City Council in promoting greenspace projects as part of the regeneration process. Aberdeen Greenspace has carried out work in many of the "at risk" and "regeneration " areas including Mastrick, Seaton, Torry, Northfield, Woodside and Tillydrone.
	a. to promote greenspace as an integral part of the regeneration process	Good progress	
	b. to assist in the delivery of greenspace within the regeneration and at risk areas	Good progress	
Action 2	Aberdeen Greenspace will seek to assist in shaping, supporting the development of the strategic context for greenspace and in its delivery via the Parks and Greenspace Forum and the Community Planning Partnership.	Good progress	Aberdeen Greenspace is working with Aberdeen City Council in shaping the strategic context for greenspace in the city through being a partner, together with Scottish Natural Heritage, on the working group that developed the Greenspace Audit. Aberdeen Greenspace has been invited to join the new Open Space Working Group being set up by Aberdeen City Council. Aberdeen Greenspace has been invited to be a full member of the Local Outdoor Access Forum, having had observer status since it was established. Aberdeen Greenspace commented on the Nature Conservation Strategy for the city.
Action 3	Aberdeen Greenspace will liaise with communities and Community Planning Officers to identify suitable projects where it can lead or assist in their delivery, prioritising social inclusion areas.	Good progress	Good working relationships have been established with a number of Community Planning Officers leading to the development of projects in areas of social exclusion.

Appendix 2 Progress against Strategy 2007-2012

Action Number	Action		Progress against Strategy
Action 4	Aberdeen Greenspace will become an active partner in the delivery of the Aberdeen WIAT project in partnership with Aberdeen City Council and Forestry Commission Scotland.	Good progress	Aberdeen Greenspace was a partner in WIAT 1 with Aberdeen City Council and Forestry Commission Scotland. It is a partner in the new Granite City Forest project to plant a tree for every citizen in Aberdeen which also involves Aberdeen City Council and Forestry Commission Scotland. There may be opportunities to be a partner in the next phase of Granite Forest and WIAT 2.
Action 5	Aberdeen Greenspace will seek to engage with developers, the City Council, Community Scotland and Housing Associations to promote high quality greenspace as an integral part of any major new developments and where possible assist in their delivery.	More needs to be done	There has been little opportunity to progress against this action. There may be opportunities when the Greenspace Strategy is produced.
Action 6	Aberdeen Greenspace will work with Aberdeen City Countryside Management Service to deliver common goals	Some progress	Aberdeen Greenspace has working with the Ranger Service to deliver Core Paths Plan and more recently to deliver the Granite City Forest project.

Charitable Object: To provide, maintain and enhance public amenities in and around Aberdeen, especially those which provide opportunities for access to the countryside.			
Action Number	Action		Progress against Strategy
Action 7	Aberdeen Greenspace will develop access and education projects with Grampian Health Board and others to deliver health goals	Some progress	A very successful project was delivered to create a therapeutic garden for service users at the Hawthorn Day Unit, Cornhill Hospital. Landfill Community Funds cannot be used for these projects and unrestricted funding must be sought.
Action 8	Aberdeen Greenspace will engage with the Local Outdoor Access Forum to make a positive contribution to access issues in Aberdeen.	Good progress	The Chief Officer of Aberdeen Greenspace has become a full member of the Local Outdoor Access Forum, having been an observer since it was formed.
Action 9	Aberdeen Greenspace will engage with Aberdeen City Council to seek ways of assisting with the practical delivery of the Core Path Network.	Good progress	Aberdeen Greenspace is a major funder of the delivery of the Core Paths network. In 2009 a total of £74,638 on was spent on access including grants and materials with an additional £17,650 being the notional value of the work carried out by the Volunteer Group.
Charitable Object: To promote education with respect to and public understanding of the environment within and adjacent to Aberdeen.			
Action Number	Action		Progress against Strategy
Action 10	Aberdeen Greenspace will engage with other organisations to deliver integrated high quality environmental education/interpretation both as part of environmental projects or in schools through the provision of support, advice, increasing biodiversity in school grounds.	Some progress	There has been some progress against this action but it is hampered by the inability to use Landfill Communities Funds on school grounds. Some tree planting was carried out in a number of school grounds as part of the Aberdeen Community Trees Project. Recently small projects using unrestricted funds have been carried out at Bramble Brae Primary School and Tillydrone After School Club.

Charitable Object: To create new wildlife habitats and public amenities with public access subject to protection or enhancement of the natural qualities of the same land.			
Action Number	Action		Progress against Strategy
Action 11	Aberdeen Greenspace will work closely with Scottish Natural Heritage, North East LBAP and others to increase the biodiversity potential of greenspace within the city and to develop and deliver joint projects that assist in the delivery of the Urban and other LBAP species and habitat action plans.	Good progress	Two major biodiversity projects are Aberdeen Red Kites in partnership with SNH and RSPB and Saving Scotland's Red Squirrels with SWT. The first project was a very successful project which saw the release of 101 Red Kites over three years. In 2009 five pairs bred rearing seven young. The project was completed in March 2010. Saving Scotland's Squirrels is a project to enhance habitat for red squirrels and carrying out culling of grey squirrels in North East Scotland. It is a three year project which has just completed its first year. The other main contribution to biodiversity is the planting of native species of trees. Since 2007 Aberdeen Greenspace has funded the planting of 7,527 native trees. It has also cleared out Couper's Pond at the Macaulay Institute. It is hoped the adoption by Aberdeen City Council of the Nature Conservation Strategy will lead to an increase in the number and value of the nature conservation projects delivered.
Action 12	Aberdeen Greenspace will continue to commission the production of management plans for the District Wildlife Sites in private ownership and encourage their positive management through advice and practical assistance.	Some progress	No management plans have been commissioned since 2007 as it is difficult to satisfy the Da criteria set by ENTRUST on District Wildlife Sites. This is being taken forward through the Nature Conservation Strategy.

Internal Review: Aberdeen Greenspace will review its organisational structure and operations.			
Action Number	Action		Progress against Strategy
Action 13	Consideration should be given to widening the representation of the board to include business, health, housing and regeneration interests.	Some progress	The issue has been discussed but no decision has been made.
Action 14	Membership should be reviewed to broaden the range of interests represented. Consideration should be given as to whether Community Planning interests should be represented.	Some progress	Some discussion about inviting a Community Planner to attend the Management Group but it has not be finalised.
Action 15	Aberdeen Greenspace will evaluate and report on its volunteer programme.	Completed	A report was submitted to the Board in 14 November 2006 recommending that the Volunteer Group be disbanded. This was not accepted by the Board. More time and effort has been put into forward planning of tasks for the Volunteer Group.
Action 16	Aberdeen Greenspace to develop a Communication Strategy.	Not achieved	No progress has been made on this action.
Action 17	Aberdeen Greenspace to review the relevance of its current name and consider re-launching under a new name that more accurately conveys the work it undertakes.	Completed	A review of the name was carried out and on July 2008 Aberdeen Countryside Project became Aberdeen Greenspace while retaining the logo. The transition has been smooth and the name has been accepted.
Action 18	Set up a pilot Community Grant Scheme and investigate potential partners e.g. Aberdeen Forward and Aberdeen City Council.	Completed	A pilot project was established but it did not prove as popular as we had hoped. Set dates for applications were established but it proved difficult to encourage projects in any number or of high value.
Action 19	Aberdeen Greenspace to seek Certification from ENTRUST.	Some progress	Certification allows "lighter touch" regulation by ENTRUST but is not essential to an EB. The process was started but AG did not satisfy all the criteria including the holding of the endowment and meeting the 10% administration.
Action Number	Action		Progress against Strategy

Appendix 2 Progress against Strategy 2007-2012

Action 20	Investigate the opportunities for joint working with Aberdeen Forward in terms of organisational savings, sharing of expertise and resources and joint projects.	No progress	No progress has been made against this objective.
Action 21	Enter discussions with Aberdeenshire Council about opportunities to carry out projects in Aberdeenshire and how these would be funded.	Some progress	Discussions were held but nothing has arisen out of the discussions. One project on barn owls is being channelled through Aberdeen Greenspace.
Action 22	Aberdeen Greenspace will develop business links with the local community to encourage the support of the charity.	Some progress	Some progress has been made against this objective e.g. Contract work for Maersk.
Action 23	Aberdeen Greenspace will diversify its funding sources through developing commercial contracts, applying for grants for specific projects from the lottery and charitable trusts.	Some progress	Some contract work has been undertaken for private companies and the local authority. Income from contract work was as follows: 2007/8 £984: 2008/9 £5,165: 2009/10 £2,320
Action 24	Develop a Reserves Policy.	Completed	At its meeting on 13 February 2007 Aberdeen Greenspace Board agreed to reduce its expendable endowment from £1,086,000 in 31 March 2006 to £823,991 by 31 March 2010 and £640,535 by 31 March 2012.
Action 25	Aberdeen Greenspace will adopt the Greenspace LEAP Framework for all its projects and evaluate them against the criteria.	Completed	The LEAF framework has been adopted by Aberdeen Greenspace. Greenspace Scotland has a pilot project on Social Return on Investment (SROI) focussing on a number of projects including Sunnybank Park which may be worth investigating the future

Aberdeen Greenspace Trust Limited

Strengths

Track record of delivering high quality award winning environmental projects
Community Engagement in the planning process
Community Involvement in project delivery
Collaborative Working
Partnership Working
Ecological expertise and greenspace experience of staff
Large financial reserves
Highly skilled Volunteer Group
Highly motivated, experienced and well led Volunteer Group
Consistent turn out by dedicated Volunteer Group
Well managed income generating endowment fund
A Board that is skilled in company and charity management
Track record of working in delivering successful projects in regeneration areas

Opportunities

Delivery of Greenspace Strategy
Delivery of Nature Conservation Strategy

Delivery of Core Paths Plan
Commercial contracts/consultancy

Business sponsorship
Big Lottery and other grants

Weaknesses

Dependency on Landfill Community Fund as main income source
Dependency on Aberdeen City Council to act as a Third Party Contributor
Loss of SNH grants for projects on Aberdeen City Council land
Difficulty in meeting 10% Administration target set by ENTRUST
Limited Budget
Limited market for environmental contracting
Limited staff resources
Lack of links to the business community
Limited business experience and contacts within the Board
Lack of new recruits to Volunteer Group
Limited expertise in fundraising
Large financial reserves leading to a perception of a "rich" organisation

Lack of Landscape Design and presentation capability

Threats

Loss of Landfill Community Funds 2010/11
Loss of Aberdeen City Council as third party contributor 2010/11
Loss of Aberdeen City Council as third party contributor for a longer period leading to long term loss of Landfill Community Funds
Loss of expertise through staff absence or loss of staff
ENTRUST enforcing spend of endowment following review of EBs holding funds
ENTRUST enforcing 10% limit on administration following consultation on the issue.
Large fundraising target of around £100,000 to meet funding deficit

Name of Funding Scheme	Funding Body	Description of Fund	Amount Available	Funding Priorities	Funding Criteria	Who Can Apply	When to Apply	Contact/ More Information	Sector - Environment, Access etc	Source of Information
Biodiversity Conservation Fund	SNH	Fund for local biodiversity projects to help communities deliver biodiversity conservation at a local level.	Up to £250,000 available over the next two years from Aug 2010	SNH Funding Priorities: 1) Supporting opportunities for people to appreciate and enjoy the outdoors 2) Encouraging volunteering 3) Supporting opportunities to learn about Scotland's nature and landscapes 4) Supporting community development		Community groups	Applications pre- April 2011, please contact SNH. Applications After April 2011 - Deadline = November 2011 (date tbc)	SNH	Biodiversity	http://www.ruralgateway.org.uk/en/node/2702
Parks for People	Heritage Lottery Fund	grants for projects that regenerate public parks of national, regional or local heritage value	£250,000 - £5,000,000	Must demonstrate that: - the community values the park as part of their heritage; the park meets local social, economic and environmental needs; and the park management actively involves local people. Must deliver 5 outcomes: 1) increasing the range of audiences; 2) conserving and improving the heritage value 3) increasing the range of volunteers involved 4) improving skills and knowledge through learning and training 5) improving management and maintenance		Single organisations and partnerships. Priority given to not-for-profit organisations and partnerships. If private owner, public benefit must be greater than private gain.	28 February 2011 for a decision in June 2011	http://www.hif.org.uk/HowToApply/programmes/Pages/parksforpeople.aspx		http://www.hif.org.uk/HowToApply/programmes/Pages/parksforpeople.aspx
Landscape Partnerships	Heritage Lottery Fund	Grant programme delivered by a partnership made up of regional, national and local organisations with an interest in the area, community groups and members of the community. The programme is based round a portfolio of smaller projects, which together provide long-term social, economic and environmental benefits for rural area.	£250,000 to £2million	Successful schemes must be focused in an area of distinctive landscape character, be primarily for public benefit, not private gain, and deliver evenly across all of the following four programme outcomes: 1) Conserving or restoring the built and natural features that create the historic landscape character 2) Increasing community participation in local heritage 3) Increasing access to and learning about the landscape area and its heritage 4) Increasing training opportunities in local heritage skills	Must identify an area of countryside that has a distinctive landscape character and is recognised and valued by local people. The area of countryside should be no smaller than 20 km2 and no larger than 200 km2	Partnerships	The deadline for first-round applications is 28 February each year and decisions are made in July. If you receive a first-round pass, you will need to develop your scheme further, which is likely to be between 12 to 18 months, and then send us your second-round submission document - the Landscape Conservation Action Plan.	Heritage Lottery Fund http://www.hif.org.uk/HowToApply/programmes/Landscapepartnerships.aspx	Landscape	http://www.hif.org.uk/HowToApply/programmes/Landscapepartnerships.aspx
Your Heritage	Heritage Lottery Fund	For projects that relate to the local, regional or national heritage of the UK. welcome applications that help people to learn about, look after and celebrate heritage in a fun and enjoyable way.	£3000 - £50,000	Three aims which relate to learning, conservation and participation. Project must: help people to learn about their own and other people's heritage. Plus either or both: conserve the UK's diverse heritage for present and future generations to experience and enjoy/ help more people, and a wider range of people, to take an active part in and make decisions about heritage			Rolling programme., no deadline	Heritage Lottery Fund http://www.hif.org.uk/HowToApply/programmes/yourheritage.aspx		http://www.hif.org.uk/HowToApply/programmes/yourheritage.aspx

<http://www.hif.org.uk/HowToApply/programmes/yourheritage.aspx>

Heritage Grants	Heritage Lottery Fund	Offers grants of more than £50,000 for projects that relate to the national, regional or local heritage of the UK.		Project must: help people to learn about their own and other people's heritage. Plus either or both: conserve the UK's diverse heritage for present and future generations to experience and enjoy/ help more people, and a wider range of people, to take an active part in and make decisions about heritage	No deadline for projects under £5 million. Projects over 5 million: The deadline for first-round applications is 30 November for each year	Heritage Lottery Fund. http://www.hlf.org.uk/HowToApply/programmes/Pages/heritagegrants.aspx	http://www.hlf.org.uk/HowToApply/programmes/Pages/heritagegrants.aspx	
Young Roots	Heritage Lottery Fund	Designed to engage young people aged 13-25 with their heritage. Young Roots projects stem directly from the interest and ideas of young people, who are supported by youth and heritage organisations to develop skills, build confidence, and connect with their local communities.	Above £50,000 £3000 - £25,000	Project must relate to the varied heritage of the UK and: 1) provide new opportunities for a wider range of young people aged 13 to 25 to learn about their own and others' heritage 2) allow young people to lead and take part in creative and engaging activities 3) develop partnerships between youth organisations and heritage organisations 4) create opportunities to celebrate young people's achievements in the project and share their learning with the wider community. Project must also create new opportunities for young people to either: undertake heritage or skills training	Rolling programme, no deadlines	Heritage Lottery Fund http://www.hlf.org.uk/HowToApply/programmes/Pages/youngroots.aspx	http://www.hlf.org.uk/HowToApply/programmes/Pages/youngroots.aspx	
RIAS Scottish Community Projects Fund	The Royal Incorporation of Architects in Scotland, in association with the Robertson Trust	Pays for a local Community Group to employ an architect or any other building professional, to prepare a feasibility study for building or environmental improvement projects or employment or other initiatives which have social benefit	Up to £2000 or half the cost (whichever is the lower)		Community led organisations that are representative and properly constituted.	http://www.scpf.org.uk/ OR www.rias.org.uk	http://www.scpf.org.uk/ OR www.rias.org.uk	
Community Wildlife Programme	SNH/ Big Lottery Fund	Programme will fund projects which bring local people together to discover, enjoy or protect the wildlife in their local area	£300 - £10,000	Project must: Improve rural or urban environments for people to enjoy and get people more active and healthier	Not for profit groups and community councils. Schools and health bodies.	24th November 2010 Big Lottery Fund. http://www.biglotteryfund.org.uk/prog_community_wildlife?regioncode=sco	Big Lottery Fund. http://www.biglotteryfund.org.uk/prog_community_wildlife?regioncode=sco	
Water Environment Restoration Fund	SEPA	Welcomes applications from projects that contribute to the WFD objectives, as set out in Scotland's river basin management plans, and tackle physical pressures affecting the water environment. Ideally, the project should also deliver wider environmental, social and economic benefits	> £10,000 or <£10,000		broad range of groups and organisations, including community groups, fishery trusts, environmental charities and landowners. Those with a regulatory duty to undertake certain mitigation or improvement works cannot apply, however local authorities can apply for funds towards capital costs for projects that are broader than their remit	Projects seeking > £10,000: Fourth round, applications must be received by 8 January 2011. Projects seeking < £10,000 can apply at any time	Water quality http://www.sepa.org.uk/water/restoration_fund.aspx	http://www.sepa.org.uk/water/restoration_fund.aspx

Biffaward Biodiversity Grant	Biffaward	Looks to support site-based projects that protect and enhance biodiversity across the UK, particularly those concentrating on species and habitats that have been identified as a priority in Biodiversity Action Plans.	Up to £50,000. You will need to find a third party contributor(s) to provide 10% of the grant you are applying for.		The project's site is within 25 miles of a Biffa operation (Tullos qualifies); The project's site is also within 10 miles of a landfill site (owned by any company); The project has specific targets in relation to a Biodiversity Action Plan and will deliver a direct improvement to biodiversity; Your organisation has the support of key agencies, and has partners involved in the project's delivery ; There is a management plan in place for the key species / habitat(s) involved; The applicant organisation and project are eligible for enrolment and registration with the scheme's regulator ENTRUST		No deadlines	http://www.biffaward.org/	http://www.biffaward.org/
Biffaward Community Grant	Biffaward	Grants to projects that provide or improve community spaces, cultural facilities and places for outdoor recreation.	£5000 - £50,000. need to find a third party contributor(s) to provide 10% of the grant you are applying for.		The project's site is within 10 miles of a Biffa operation (Tullos qualifies); The project's site is also within 10 miles of a landfill site (owned by any company) ; There will be a minimum of 104 days of full public access to the project per year; Any Biffaward grant will be used for site-based improvement work, not for equipment or running costs; Biffaward is unable to fund requests to help an existing facility meet the requirements of the Disability Discrimination Act; Biffaward is unable to fund retrospectively, so you should only apply for money for work that will	Project must work towards one of: Cultural facilities; Rebuilding biodiversity; Community Buildings; Recreation	No deadlines	http://www.biffaward.org/	http://www.biffaward.org/
Biffaward Small Grant	Biffaward	Often groups only need a small amount of money to make a difference to a local facility, be it a community building, nature reserve, cultural facility or outdoor space. The Small Grants Scheme offers quicker access to lower levels of funding to make these projects happen	£250 - £5,000. Project must not cost more than £10,000 in total.		The project's site is within 10 miles of a Biffa operation (Tullos qualifies); The project's site is also within 10 miles of a landfill site (owned by any company); The project is eligible to be registered with ENTRUST under Category D; There will be a minimum of 104 days of full public access to the project per year; Any Biffaward grant will be used for site-based improvement work, not for equipment or running costs; Biffaward is unable to fund retrospectively, so you should only apply for money for work that will take place in the future.		Rolling application process	http://www.biffaward.org/	http://www.biffaward.org/
Investing In Communities - Supporting 21st Century Life	BIG Lottery Fund	Funds projects that bring people together, create understanding, help people think about their future and reduce isolation. They expect to fund a wide range of activities and services such as parenting and family support as well as advice and tailored support to help people access services. Projects can encourage mentoring, befriending and peer support. They can also support activities such as play	£10,000 - £1 million	http://www.biglotteryfund.org.uk/iic_guidance.pdf	In order to bring about lasting change, equalities, environment and empowerment must be at the heart of projects	A range of organisations can apply including voluntary and community organisations, local authorities and community councils, social enterprises and private companies (provided our grants do not contribute to the profits they distribute). We cannot fund individuals or sole traders.	30 June 2010 - 30 June 2015	enquiries.scotland@biglotteryfund.org.uk http://www.biglotteryfund.org.uk/prog_supporting_21st_century_life.htm?regioncode=sco	http://www.biglotteryfund.org.uk/prog_supporting_21st_century_life?tab=2&regioncode=sco

<p>Investing in Communities - Growing Community Assets</p>	<p>BIG Lottery Fund</p>	<p>Growing Community Assets is about communities having more control and influence over their own future through ownership of physical assets. These are usually physical assets, such as land, buildings or equipment, but may also include other types of asset such as energy. Growing Community Assets will focus strongly on tackling need. We want to fund projects that tackle needs in your area. We will expect you to show how you have identified those needs by consulting with people in the community and how your project is the best approach for the community to address these needs</p>	<p>£10,000 - £1 million</p>	<p>Projects applying to GCA must aim to achieve all of these four outcomes: 1) Communities work together to own and develop local assets. 2) Communities are sustainable and improve their economic, environmental and social future through the ownership and development of local assets 3) Communities develop skills and knowledge through the ownership and development of local assets. 4) Communities overcome disadvantage and inequality through the ownership and development of local assets</p>	<p>In order to bring about lasting change, equalities, environment and empowerment must be at the heart of projects</p>	<p>A range of organisations can apply including voluntary and community organisations, local authorities and community councils, social enterprises and private companies (provided our grants do not contribute to the profits they distribute). We cannot fund individuals or sole traders.</p>	<p>30 June 2010 - 30 June 2015</p>	<p>http://www.biglotteryfund.org.uk/prog_investing-in-communities.htm?regioncode=sco</p>
<p>2014 Communities</p>	<p>BIG Lottery Fund</p>	<p>2014 Communities is a micro grant programme aimed at grass roots sports and community organisations. Through the programme BIG hopes to encourage more people to take part in sport or physical activity, and to increase the numbers of those volunteering in sport or physical activity, and to bring communities together through sport and volunteering</p>	<p>£300 to £2,000</p>	<p>1) Getting more women and girls to take part in sport or physical activity 2) Getting more disabled people to take part in sport or physical activity 3) Getting more older people (over 50 years old) to take part in sport or physical activity. 4) Getting more younger people (under 25 years old) and older people to take part in sport or physical activity together 5) Getting more people from black and minority ethnic communities to take part in sport or physical activity. (Project does not need to meet any of these to be offered a grant but if we do not have enough funds to support all the projects we would like to, we are more likely to fund those that meet one of our priorities).</p>	<p>sports clubs, voluntary and community organisations, community councils and schools</p>	<p></p>	<p></p>	<p>http://www.biglotteryfund.org.uk/prog_2014_communities.htm?regioncode=sco</p>
<p>Investing IN Ideas</p>	<p>BIG Lottery Fund</p>	<p>Big Lottery Fund in Scotland wants to provide groups with an opportunity to spend time and money developing ideas that have a clear public benefit. We have £1 million to invest in the development of new ideas in 2010-11. Pays for: market research, feasibility studies, business planning, training for your committee, exchange visits in the UK to see how other projects work, community consultation, professional advice, technical reports and scheme design studies</p>	<p>£500 to £10,000</p>	<p></p>	<p>A range of organisations can apply, including voluntary and community sector groups, social enterprises, charities, local authorities and health bodies, companies limited by guarantee and community councils</p>	<p>Send application at least three months before the development work on project</p>	<p></p>	<p>http://www.biglotteryfund.org.uk/prog_investing_ideas?tab=3&regioncode=sco</p>

UnLtd Millennium Awards	UnLtd	UnLtd's Millennium Awards provide practical and financial support to social entrepreneurs in the UK; people with vision, passion, drive and commitment, who want to change the world for the better.	UnLtd currently offers two levels of award: Level 1: Awards of between £500 and £5000 (expected average of £2000) (designed to help make new ideas become real projects) Level 2: Awards of between £5000 and £10,000.	only offer support to individuals	http://www.unltd.org.uk/template.php?ID=1&PageName=whatareunltdawards		
Climate Challenge Fund	Scottish Government	The Climate Challenge Fund (CCF) gives communities, through individual community groups and community planning partners, the ability to implement actions to reduce their carbon emissions. These include energy, food, transport, waste, capacity building, behaviour change, feasibility studies, behaviour change, eco-builds, eco-refurbishment, awareness raising and community consultation	The Climate Challenge Fund has a total available resource of £27.4 million over the three years 2008-11. The allocation, which was £8.8 million in 2008-09, is £9.3 million in 2009-10 and subject to parliamentary approval is £9.3 million in 2010-11.	A community group must be the lead player in a project, and projects must include a measurable and significant reduction in carbon emissions, with a positive lasting legacy beyond the three years of the funding programme. Priority will also be given to ideas that help strengthen local economies, improve community cohesion and other social objectives alongside making significant carbon emissions reductions.	Applicants must be Scottish based and by the time a grant is approved they must also be legally constituted, not-for-profit community groups. This may also include communities of interest, with a defined geography and where they form a legally constituted group. The grant scheme specifically requires that the community be the lead player in any partnership, with the community at the heart of all decision making relating to the project	The Grants Panel meet three times per year to review applications for funding and to allocate funds to communities who meet the set criteria.	http://www.scotland.gov.uk/Topics/Environment/climatechange/ClimateChallengeFund
Community Grants	Scottish Community Foundation	Community Grants is our general grants programme, making grants to a broad range of constituted groups involved in social welfare and community development activities.	There are two categories of Community Grants: • Express Grants awards of £250 to £2,000 • Main Grants (awards from £2,000 to £5,000)	These are one-off awards of between £250 and £5,000 to fund activities for up to 12 months. To have the most impact, these programmes support relatively small organisations with an income of less than £250,000 per year, and make grants to fund projects, equipment or activities where our contribution will be at least 25% of the total cost.	groups or organisations rather than individuals. Your group must have a written constitution and a bank account in order to apply. You don't need to be a registered charity, but your group should be a non-profit making organisation with charitable aims and objectives. We only make grants for projects that benefit people in Scotland.	There are no deadlines for Express or Main Grant applications and you can apply at any time. Applications for up to £2,000 (Express Grants) are made on a two-page application form and you will receive a decision within six-weeks. Main Grants (over £2,000) are submitted on a different form and take up to three-months for a	http://www.scottishcf.org/strategies/communities/apply-for-a-grant/scotland-wide-grant-programmes/community-grants/
B&Q One Planet Living Grants	B and Q	Schools, registered charitable organisations, and recognised community groups are eligible to apply to their local store for materials (£50-£150) for projects to save energy, conserve nature, support local culture and heritage, and grow your own.	£50 - £150	Schools, registered charitable organisations, and recognised community groups	www.diy.com/grants		

<p>Comic Relief Local Communities Grant</p>	<p>Comic Relief/Community Foundation Network</p>	<p>Comic Relief grants of up to £10,000 support community groups who are using a range of activities, including sport, to: 1) Increase access to sport and exercise for people who face social exclusion and isolation 2) Help people who are experiencing difficulties in their lives to regain their confidence and self-esteem 3) Build skills of</p>	<p>Groups need to: Be working in a disadvantaged or deprived area, Be small, locally based groups or organisations who have a clear understanding of the needs of their community, Have limited access to other sources of income</p>	<p>Community groups, Resident Associations, Community Centres, Social enterprises/Community interest companies, credit unions</p>	<p>http://www.communityfoundations.org.uk/looking_for_a_grant_/comic_relief</p>
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Appendix 6 Communication Plan

Target Audience	Purpose of Communication	Method of Communication	Frequency of Communication	Responsibility	Deadline	Action Taken
External						
Partner Organisations: Aberdeen City Council, Forestry Commission Scotland and Scottish Natural Heritage	To ensure that the organisation is effectively managed, operates efficiently to meet its objectives.	Telephone calls/e mails/Board Meetings	Quarterly	Chief Officer	Quarterly	
Aberdeen Greenspace Management Group	To feedback comments on projects to the Board	Management Group Meetings	Quarterly	Chief Officer	Quarterly	
Aberdeen City Council: Councillors	Raise awareness of AG and its work and encourage support of AG	Word of mouth/newsletter/Annual Report	Quarterly	Board/Staff/Volunteers	Quarterly	
Staff of Aberdeen City Council, Forestry Commission Scotland, Scottish Natural Heritage and other bodies	Raise awareness of AG and its work. Encourage applications from groups/individuals	Telephone/e mail/newsletter/Annual Report	Quarterly	Board/all staff/Volunteers	Quarterly	
ENTRUST	To gain approval for projects and to ensure AG is meeting LCF Regulations.	Telephone/E mail/letter	As required	Chief Officer	As required	
Community Councils and other groups	Raise awareness of AG and its work. Encourage applications from groups/individuals	Attend Community Council meetings/Newsletter/Annual Report	Quarterly/as required	All staff/Volunteers	Quarterly	
Business in the Community/Local Business/Chamber of Commerce	Raise awareness of AG and its work. Seek sponsorship for projects	Meetings/Newsletter/Annual Report	Quarterly/As the opportunity arises	Chief Officer	As required	
Potential Volunteers	To gain new volunteers	Word of mouth/Website/Newsletter/Annual Report/Volunteer Programme/media coverage	As required	Assistant Project Officer/Volunteers	As required	
	Target Public Libraries/Universities /Colleges					
Board	Board are aware of current and potential projects.	Tour of projects/Meet staff and volunteers	Bi-annually	Chief Officer	Bi-annually	
AG Staff	To update staff and ensure that projects are managed effectively	Staff meetings	Weekly	Chief Officer	Chief Officer	
Volunteer Group	To inform volunteers	Volunteer Programme/Newsletter/Regular meetings with representative of Volunteer Group	Quarterly	Assistant Project Officer	Quarterly	

Appendix 7

Aberdeen Greenspace

Note 1: Possible risk categories are: P - Political; Ec - Economic/Financial; S - Strategic/Commercial; T - Technical/Operational; L - Legal/Regulatory; En - Environmental; R - Resources; Se - Security

Note 2: Insert corresponding number 1 = Low; 2 = Medium; 3 = High

Note 3: Tolerate, Treat, Transfer, Terminate

RISK IDENTIFICATION					RISK QUANTIFICATION (See Note 2)			RISK RESPONSE				RISK CONTROL (See Note 4)		
Risk No.	Date Raised	(See Note 1) Risk Area	Description	Risk Owner	Probability	Impact	Overall Risk (Impact X Prob)	(See Note 3) Risk Response	Response Action	By Whom	By When	Action to Date	Review Date	Date Resolved
1		E	Continued Loss of Landfill Communities Fund	AG	3	3	9	Treat	Diversify funding	CO				
2		E/R	Inability to source large funding streams leading to a drop in income	AG	1	3	3	Treat	Ensure suitable project and staff resources are available. Seek advice/help. Employ additional skilled staff.	CO				
3		E	Inability to source funding from business	AG	1	2	2	Treat	Develop business links					
4		E	Inability to source contract work for practical projects	AG	1	2	2	Treat	Develop skills to quote for work. Develop track record of delivering high quality projects price jobs	APO				
5		R	Need for additional staffing to deliver large projects	AG	2	2	4	Treat	Employ additional staff on short term contracts as the need arises. Unable to fund through LCF. Fund as part of project.	Board/CO				
6		R	Inability of deliver large projects	AG	1	1	1	Treat	Ensure staff focus in on large projects	CO				