



Central Scotland
Green Network Trust

CENTRAL SCOTLAND GREEN NETWORK TRUST

**BUSINESS PLAN
APRIL 2014 – MARCH 2017**

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1. Executive Summary

This plan sets the overall direction for the newly established CSGNT for the period April 2014 to March 2016. Financial projections and wider ambitions are set out for a further year.

The introduction to the plan describes how the plan will be shared with stakeholders to support the wider understanding of what the new body is to do and so facilitate partnership working with those stakeholders. As a new body the plan also has a critical function in describing to staff how the new body is to operate and what is expected of them in that context.

The section 'who and what we are' sets out our genesis, mission, vision and status. It described our relationship with the Programme Committee established by the Scottish Government to oversee the wider CSGN initiative and the newly created sponsorship arrangements.

Section 4, 'Strategic direction and intent for the plan period', sets out four key tasks and goals which if successfully delivered and met, will ensure we meet our immediate targets and set the subsequent course for the new body on a sound footing. This section is designed to set out in précis what is critical to the company's success and through that to get core messages across to staff, the board and stakeholders about what must be done in the plan period.

Section 5 (supported by Appendices 1, 2 and 3), whilst brief on commentary, sets out the key milestones for the organisation for the first and second year of its life. Appendix 2 provides a schematic to help describe what we will deliver; Appendix 3 sets out the milestones in detail. These have come to us late in the transition process, only cover years one and two of the plan period and, at the time of writing, were still subject to final ratification within the Scottish Government. The details of these may yet be changed. In discussion with our sponsor it is clear that we are entering new territory in setting these goals and note that planning for a six month review of these would be prudent. In the meantime, and subject to any short term changes there may be, these are the targets that we will work to deliver.

Section 6, 'How we will deliver' sets out the mechanics of the organisation as currently planned for. It describes in detail governance arrangements and risk management within that. It goes into some depth on the HR side of the business and how that is arranged. One important aspect of this is the table on page 8 which is designed to signpost stakeholders seeking support or wanting to work with us on thematic work towards who they should contact in that context. In the HR section the desired for culture is laid out; this will be an important tool in driving and shaping staff behaviours in the new body. The financial commentary provides detail on the company's financial plans and assets and is supported by Appendix 7 which covers the period to March 2017

2. Introduction

This plan sets out the ambitions and detailed plans for the newly constituted Central Scotland Green Network Trust (CSGNT). This is the first plan for this body and has been produced following a period of relatively limited consultation with the new organisation's board as a result of the compressed nature of the transition process from the previous Central Scotland Forest Trust to the CSGNT. Key stakeholders including the new sponsor have, however, been involved in its creation. The plan covers the period April 2014 to March 2016 with regards to outcomes (reflecting the current discussions with the sponsor) whilst the financial projections cast out to March 2017. Much of the specific detail of the plan, especially around 'what we will deliver', has been informed and influenced by the deliberations of the Scottish Government's CSGN Programme Committee. This plan represents an exciting step in the evolution of the organisation and in the maturing process of the CSGN initiative itself.

Whilst providing broad strategic direction the plan also sets out in detail Key Performance Indicators (KPIs) for the Trust against which performance and progress can be monitored by both the board and our key sponsor, the Natural Resources Division of the Environment & Forestry Directorate of the Scottish Government. In this three Year plan, Year 1 KPIs are set out in detail,

whilst those for Year 2 are described in broader terms. As the company and sponsorship arrangements evolve and mature it is intended that future plans should cast out, in broad terms the KPIs for both years 2 and 3 of the plan period. We intend to produce a new, rolling three year plan each year.

The plan is intended to be a shared reference point for the board, management and staff. This feature of the plan will be critical in helping to shape the newly emerging body and in shaping its roles and how these are to be delivered in future years.

The plan has been pulled together and presented, we hope, in a way that is accessible to others. The desired objective in taking this approach is to describe our role and purpose to a wide range of stakeholders so helping to forge new partnerships and coalitions in future. The creation of such partnerships and coalitions will be vital to the future success of the new body and to its ability to deliver the given roles and remit. In this context we hope that the Staffing Commentary (Section 6.2.1) will give partners and stakeholders a clear steer as to who they should contact within CSGNT when looking for particular kinds of support and assistance.

The structure and the format of the plan are simple. The plan describes who and what we are. It sets out the broad direction of travel for the new body and what we will deliver in detail. Critically, the plan describes how we will deliver the planned outputs and outcomes in a mature organisation this section might be less important – for a new body it is vital that we, and partners, know how this will be done. To assist in ‘keeping the flow’ detail has been, wherever possible, subjugated to appendices.

3. Who and What we are

The Central Scotland Green Network was established as a National Development in the second National Planning Framework (NPF2) in 2009. As part of this designation two lead partners were identified to develop the CSGN being Forestry Commission Scotland (FCS) and Scottish Natural Heritage (SNH). The previous Central Scotland Forest Trust (CSFT) was asked to provide ‘executive capacity’ to a newly formed partnership group, the CSGN Partnership Board. These arrangements remained in place until a ‘Gateway Review’ (a Scottish Government process) was set up in 2013 to consider how the governance and delivery of the CSGN could be strengthened and improved. This was carried out in the (correct) anticipation that the CSGN would continue to be a National Development in NPF3.

Two key recommendations which inform this plan came out of the Gateway Review. The first of these was that a Programme Committee should be established within Scottish Government to take ownership and have oversight of the wider initiative. The second was that the dedicated capacity to drive forward the initiative should be significantly increased and empowered. It is the implementation of this second recommendation that has led to the formation of the CSGNT and thus the creation of this plan. The route chosen to create this new capacity was to ask CSFT’s board if they would agree to adopt this new role and remit; this they agreed to do.

An early piece of work in the life of the CSGN was to set out a clear vision for the then new initiative. That vision is that ‘by 2050, Central Scotland has been transformed into a place where the environment adds value to the economy and where people’s lives are enriched by its quality.’

The primary role of the CSGNT, our Mission, is to ‘drive forward the delivery of the CSGN’. This language reflects the ambition for any new body which was to be set up in the light of the Gateway Review recommendations.

In a new, evolving organisation the early development of an appropriate culture is of great importance. Our aspirations for the culture of the new organisation are set out in Section 6.2.2 below.

CSGNT is a Company Limited by Guarantee and is registered as a charity in Scotland. The company's charitable status has meant that it has been able to 'inherit' the assets of the previous CSFT and, as such, starts life with a financial strength which will support the delivery of its core purpose. Details of the governance processes and structures are covered in Section 6.1.1 below, whilst section 6.3.2 covers our asset base.

As noted above, the Gateway Review led to the formation of a Programme Committee (PC) within Scottish Government; the relationship between the CSGNT and the PC is an important one for the success both of the CSGN initiative but also for the CSGNT. The PC will 'own' a Programme Plan (PP) which will set out the totality of the Programme Committee's ambition for the wider CSGN initiative. The operations and activities of CSGNT will be a subset of this. There are a number of ways in which the CSGN will be developed and delivered.

These are:

- i) Actions carried out by Scottish Government alone
- ii) Actions carried out by Scottish Government and others e.g. NHS, Sustrans etc.
- iii) Actions carried out through collaboration between Scottish Government and CSGNT
- iv) Actions carried out through collaboration between CSGNT and other stakeholders
- v) Actions unique to, and owned by, CSGNT *and*
- vi) Actions carried out by others with no CSGNT involvement.

This plan focuses on items three to five above whilst the PP will consider what might be delivered through all these approaches.

In creating this new body and new lines of accountability, the sponsor function will move from the FCS to the Natural Resources Division of the Environment & Forestry Directorate of the Scottish Government. It would be appropriate at this point to record our very sincere thanks to FCS for their strong support during their tenure as sponsors. CSGNT is an independent body with the powers to make its own decisions and cannot be directed by Scottish Government Ministers. Enjoying as it does, however, SG funding this plan serves to set out what will be delivered for the agreed level of support. The final terms of that support will be detailed in a 'letter of offer' from the SG to the CSGNT.

4. Strategic direction and intent for the plan period

This section is not intended to be a fully comprehensive list of what the CSGN will do in the coming three years rather it sets out four critical areas where success must be delivered. Such success will be necessary not only for delivering within the plan period but also in establishing the organisation so allowing it to play its role beyond the plan period.

- 1 *To make a recognisable impact against the priorities identified for action within NPF3.*
Within NPF3 and the wider stakeholder base there is considerable hope and ambition for what might be achieved through the delivery of the CSGN. Those expectations need to be met and the initiative needs a sense of increasing momentum under the new arrangements if its long term wellbeing, and hence continued environmental improvements, is to be secured.
- 2 *To develop an effective and productive working relationship with the sponsor and Programme Committee and to deliver its expectations of us.*
The Programme Committee will, through the sponsor, set out high order expectations for the new body. Meeting these will be critical in establishing a reputation for delivery and competence and in securing subsequent support for CSGNT.
- 3 *To become the 'face' of the CSGN and establish the new body's position.*
The new organisation needs to establish itself if it is to play the role expected of it by Scottish Government. It needs to hold a position above that structurally 'gifted' to it within the new arrangements if it is to succeed. The organisation's long term success will come from individuals and organisations *wanting* to work with us and not *having* to work with us.

4 *To develop effective, respected, valued and productive relationships with a wide range of key stakeholders which drive change.*

If we are to deliver our role and remit we must have first class working relationships with a wide range of stakeholders. Some of these can be built on pre-existing relationships, others will start from scratch. The values expressed in section 6.2.2 below will be critical to success in this area.

If all four of these critical areas are delivered we will have, in summary, achieved three things. We will have delivered what the sponsor's required, we will have made an impact in the delivery of the CSGN and will have cemented both the initiative and our own role in that for the foreseeable future.

5. **What we will Deliver**

Once the decision had been made to transform CSFT into a new body to drive forward and accelerate the delivery of the CSGN one early task was to set out what precisely the new body was to do. This work was carried out by Scottish Government, FCS and SNH staff and the Chief Executive of CSFT. The product of these deliberations is attached as Appendix 1 to this plan. Everything else that is in this plan (strategic intent, structures, finances, outcomes) is driven by this, the priorities emerging from NPF3 and by the 'Letter of Offer' from Scottish Government.

Appendix 2 sets out the activities determined in the 'role and remit' work in a diagram along with the three key priorities in NPF3 and the required supporting infrastructure to manage and develop the CSGNT. At the heart of this diagram is the new body's mission. The activities under 'Strategic Enabling' are designed to support the delivery of the 3 key priorities and stakeholder needs. The quadrants within this diagram are reflected in the layout of Appendix 3 below and will be used as the basis for creating internal work plans for the organisation and individual members of staff.

The bottom quadrant of this diagram, 'Developing the Trust', is expanded upon in section 6 below.

Appendix 3 sets out the outcomes required of us in the Scottish Government's 'Letter of Offer'. Work Plans for staff will be built up around this as will systems to enable, the board, management and the sponsor to monitor our progress against these (see section 6.2.4 below). In discussion with the sponsor it is clear that at this very early stage in the new organisation's life there are some uncertainties around some of these activities. In the field of Active Travel, for instance, there is some work to be done to establish what activities precisely will add value in this area. In 'Environmental Improvements in Disadvantaged Areas' there is a need to determine the specific criteria for prioritising, or promoting, particular interventions. In addition to these uncertainties there is, to some extent, a further set of unknowns around the level, and shape, of stakeholder demand for support from the new body and also the availability of funding to deliver these activities on the ground.

Given the newness of these arrangements and the associated uncertainties around some of these elements we think it will be prudent to plan for a serious review of these targets and where they sit in terms of appropriateness and scale six months into the life of the new body.

6. **How we will Deliver**

6.1 Governance and Risk Management

6.1.1 Governance

We are a company registered as a charity in Scotland and are a company limited by guarantee. There are three company members being FCS, SNH and Scottish Enterprise; these three bodies were all members of CSFT. The affairs of the company will be directed and overseen by a board of directors with an independent chair. The board will be responsible for determining broad strategic direction, ensuring key stakeholder strategic needs are met, ensuring the company is in

a sound financial condition, ensuring that the company meets all its legal and statutory requirements and for overseeing the company's ongoing delivery and performance.

The company's Articles of Association set out our overall purpose and the charitable objects we are set up to deliver. These articles allow for a maximum number of fourteen directors. It is envisaged, although not formally prescribed, that the board will consist of three distinct 'constituencies' each with four directors. The first of three groups is that of the chair and three directors appointed by right (from the Articles of Association) by the members. The second group brings Local Authority interests to the board and it is anticipated, broadly, that there will be one director each from the Ayrshires, Glasgow Clyde Valley, the 'centre' (Stirling, Clackmannanshire and Falkirk) and the 'east' (Edinburgh, Fife and the Lothians). In this grouping it is hoped to have both officer and elected member participation. The final group of four will bring knowledge and insight from sectors and activity types in which the board has an interest. It is anticipated, for instance, that the health and development sectors will participate through this route.

New board members will receive an induction to the affairs of the company and, where necessary, will receive training in matters relating to company law and governance.

The board will meet six times a year and will do so both at its premises in Shotts but also in other locations as might be helpful to facilitate engagement with stakeholders. With a company financial year that runs from October to September the Annual General Meeting will be held in early April each year.

To ensure that the main board can focus on high order strategic direction and have sufficient time to explore key areas of interest it is intended to use standing committees to cover specific governance tasks. There will be three 'standing' committees being:

- Audit & Risk Committee (ARC)
- Delivery Committee (DC)
- Nominations Committee (NC)

The ARC will meet three times a year and be responsible for the oversight of the external audit process and for testing, with management, the effectiveness of the company's risk management procedures and the responses to areas of identified risk.

The DC too will meet three times a year and will be responsible for the oversight of the delivery function within the company. DC meetings will take place two weeks ahead of every second main board meeting and will consider performance in terms of outputs against targets and the overall financial performance of the delivery unit. For those board meetings where a DC meeting will not be held ahead of the meeting the chair of this committee will liaise with the Head of Delivery over the contents of the report to be submitted to that board meeting. This committee may invite non board members to participate in its deliberations although governance responsibility will rest solely with those Committee members who are directors.

The NC will be convened as required and will consider issues such as possible new board members, composition of the Committees and, at some future date and along with the company Members, the appointment of a new chair.

In addition, the board may choose to set up Short Term Working Groups to allow greater exploration of specific issues should that be felt to be helpful.

As noted above, we will maintain a Risk Register managed by the Chief Executive and Management Team which will be overseen by the ARC. The main board will see an abbreviated 'Strategic Risk Register' twice a year at the main board for their information and to help them fulfil their governance duties.

The company will retain, on a three year fixed term contract, external auditors to carry out this function. The current period of appointment covers the period to the end of our financial year

ending September 2015. This will ensure continuity of service in this area over the period of transition and for one year thereafter. It will then be up to the new board, guided by the ARC, to consider whether to extend this contract for a further period or appoint new external auditors.

CSGNT wholly owns a subsidiary company, Central Woodland Services Limited (CWS), which does not have charitable status and which is used for two main purposes. The first of these is to carry out activities which fall out with the charitable objects of the parent company; there has been no activity in this area for some time. The second is to act as an employing body for staff outwith the main staff complement and who are on different terms and conditions. CWS, for instance, employs those individuals who are taking part on our training programme. This company's finances are designed to break even, are relatively modest in scale and any surpluses which do arise are transferred to the parent company, CSGNT.

6.1.2 Risk Management

Appendix 4 to this report is an initial Risk Register drawn up for CSGNT by current management who will maintain and manage this into the future. It will in due course, however, be 'owned' by the Audit and Risk Committee (to be established) which will have oversight of the Register. Such an arrangement is considered to be good governance practice. The Risk Register will be seen periodically by the full board.

The Risk Register sets out risks under 5 key headings of Leadership, Impact, Partnership, Organisational and Financial. Commenting then on each of these in turn.

Under the heading Leadership the core issue is the risk of the new body failing to gain sufficient 'position' to carry out its role and hence to drive forward the wider delivery of the CSGN. There will be a need for us to influence others and to articulate the ambitions for the CSGN; these objectives will only be achieved, or will most certainly be more easily achieved, if we are respected and recognised as the focal point for the initiative.

The Scottish Government and sponsor are keen that the new arrangements make a meaningful impact with regards to the delivery of the CSGN on the ground; failure to achieve this is an obvious risk. The most serious effect of this, were we to fail in this area, would be to compromise the future sustainability of the CSGN initiative.

The new arrangements lean very heavily on the development of effective partnerships between the Trust and many stakeholders. If these partnerships are not developed or do not work effectively one of the key premises on which the new arrangements was established would be compromised so bringing the whole arrangement into question.

For an organisation's Mission to be delivered there is a requirement for sound support mechanisms and organisational performance to be in place. This section, which the ARC may wish to subsequently expand, covers this aspect of risk. Here too the reader will find risks related to Health & Safety risks, which as a land owning organisation and one with staff out in the field, are all too real.

Lastly, there are the risks associated with the Finances of both the Trust and the delivery of the wider initiative. As noted in the Finance Commentary our own finances are merely a means to an end; the risk here is that those funds we do have are insufficient to move the CSGN forwards. The wider risk is that of the pressure on partner funding which, in turn, could frustrate overall CSGN progress so compromising the initiative as a whole.

6.2 Staffing, Culture & Performance: Appendix

6.2.1 Developing a Staffing Structure

Appendix 5 sets out the 'organogram' for the organisation. In coming to this structure three different elements were taken into consideration. Firstly, we have agreed a new role and remit

which will require the application of both appropriate skills sets and capacities if this is to be delivered successfully. Secondly, the former staff of CSFT have a wealth of experience, knowledge and qualifications that can be brought to bear on the new tasks at hand. Lastly, there was, within Scottish Government, a desire that 'HR disruption' be minimised where possible consistent with the new purpose not being compromised.

To develop the new structure the first task was to 'brigade' the identified roles into areas of functional activity. This brigading is set out in Appendix 6. For each function an 'overall purpose' was described beneath which sit a number of key roles. For each of these functional areas a more detailed list of key tasks was drawn up and against these a list of required knowledge and skills to carry out those tasks was assembled. With a sense of the required knowledge and skills within each function an assessment of staff 'fit' could be made.

In some areas this was relatively straightforward; the old company required a finance function so too does the new one. In other areas the question was 'where best to deploy skills that could tackle a wide range of the tasks before us?' The key example of this would be our Development Officers whose previous work included policy influence, partner liaison, leading on specific themed work (e.g. vacant and derelict land, planning) and project development. These attributes could be applied across a range of our future tasks. One area where a clear knowledge/skills gap was identified was in the area of communications where we have identified a need both to employ a new member of staff and also to continue to apply (allowed for within the financial plans) funds to support this. Throughout this whole exercise we recognised that to maximise overall output for the organisation it would be necessary for there to be flexibility between and within functional areas.

As the precise nature of the tasks becomes clearer and more sharply defined we may anticipate specific training and development needs for some individuals in some areas. Nowhere in the new structure is there a significant mismatch between 'individual' and 'role' and such training as may be required should not, therefore, be overly onerous. Where specific skill gaps may emerge as the company develops we will have the options of recruiting staff to tackle these roles (at the cost of redundancy unless the financial envelope expands) or buying in capacity to carry these tasks out (a more likely scenario in the short to medium term).

6.2.2 The Staff Structure

The staff structure is extremely 'flat' which is appropriate given the scale of the organisation. There are three 'Heads of' reporting to the Chief Executive namely of 'Development', 'Partner Support and Finance' and 'Delivery'. The communications function sits under the Head of Development as it is felt there are significant synergies here. This also helps to keep a check on management costs. The administration function has been brought centrally under the control of the PA to the Chief Executive so enabling the resources within this area to be applied most effectively and productively across the organisation.

The Head of Development (Sue Evans) has responsibility for the Communications Manager and function, for three 'technical' posts (GIS & Data, Monitoring & Evaluation and Biodiversity & Heritage) plus a Web & ITC post and one Development Officer. Such a complement should enable this function to deliver its identified tasks satisfactorily although in certain areas, e.g. communications, more resource could always be productively applied.

The Head of Partner Support and Finance (Mark Smillie) has responsibility for this key function and will line manage the Finance Manager. Four Development Officers have been assigned to this role (supporting third parties and providing them with capacity and developing in house project activity) along with a Funding Development post to carry out similar activity. Within this function we also see some 'residual' line management responsibility to oversee the Greenlink Project (a long established community based scheme in North Lanarkshire) and manage two supervisors involved in an employment and training initiative again in North Lanarkshire.

In carrying out this particular group of functions there is a clear need for stakeholders to understand how our activities are arranged in terms of who does what around the areas of thematic activity, partner support and the direct development of projects. The table below sets this out with identified members of staff for each activity:

	Thematic Focal Point	Stakeholder Support	Delivery Support
Emilie Wadsworth	Environmental Improvements in Communities of Disadvantage (1)	CSGN wide	CSGN wide
Mike Batley	V&DL	North Lanarkshire, Glasgow City, East Dunbartonshire, West Dunbartonshire	North Lanarkshire, Glasgow City, East Dunbartonshire, West Dunbartonshire
Mike Ewart	Active Travel (2)	Stirling, Falkirk, Clacks	Stirling, Falkirk, Clacks
Linda McConaghie	-	South Lanarkshire, East Renfrewshire, Renfrewshire, Inverclyde	South Lanarkshire, East Renfrewshire, Renfrewshire, Inverclyde
Carol Campbell	-	Edinburgh, Lothians, Fife	Edinburgh, Lothians, Fife
Ruth McElhinney/ Gillian Barrie	-	North Ayrshire, South Ayrshire, East Ayrshire, Clacks, Stirling	North Ayrshire, South Ayrshire, East Ayrshire, Clacks, Stirling

Notes: 1 – focussing particularly on biodiversity and urban greening

2 – time commitment required here currently uncertain

In addition to the thematically and spatially defined support arrangements above there will be support available from the GIS, M&E, Funding and delivery functions within the new body.

Led by the Head of Delivery (Douglas Worrall), the Delivery Function will operate as a self-contained 'box' within the overall structure. This approach was agreed with lead partners in the early days of designing the CSGNT. This team is resourced to carry out the known volume of work ahead of us already 'in the pipeline' and to carry out residual maintenance obligations on previously completed projects and on our own landholdings. In addition, it is envisaged that this team will continue to implement targeted project activity that contributes to the development of the CSGN.

Whilst there is a significant cost for the staff complement applied to delivery, the net cost of this function will be £50K per annum after project contribution and generated 'exceptional income' (which this function will be responsible for) is taken into account. The expertise in this function will be available, to a certain extent, to help the Head of Partner Support and Finance provide services to third party stakeholders.

6.2.3 Culture

The newly formed organisation will, inevitably, 'inherit' (either explicitly or implicitly through individuals' behaviours) aspects of the old CSFT culture. This is natural and only to be expected. Whilst none of the old cultures or behaviours are believed to be detrimental to the delivery of the new objects and purposes we will, as an organisation, want to adopt our own, new culture to fit our new role more precisely.

As well as recognising this process it is also important for staff, the board and wider stakeholders to understand, through values being expressed within this document, what it is we aspire to by way of behaviours and approaches. Expressing the organisational values below is only the first

step in subsequently 'living' these within the new body so steadily, and over time, subtly shifting behaviours, both organisational and individual.

The values, behaviours and culture we seek to adopt are as follows:

What we are.....	Ambitious, trusted and open
How we behave.....	We include, and cooperate with, others
	We look outward and reach out to others
	We listen, respond and participate
	We seek solutions
What we do.....	Add value, and through delivery, create change

6.2.4 Performance Monitoring & Evaluation

Section 5 above and Appendices 1 and 3 set out a clear remit, performance goals and ambitions for the organisation as agreed with Scottish Government and the Programme Committee.

Management will consider performance against these goals at monthly Management Team meetings using a 'traffic light' system of monitoring. The board will receive performance reports at its bi-monthly meetings, again using the traffic light system, and with supporting commentary.

The 'Letter of Offer' from Scottish Government requires us to report to them on performance, at six monthly intervals; this we will do using the 'traffic light' methodology against the key targets and with supporting commentary. Any funding support is, of course, conditional on satisfactory performance. The sponsor will receive annually an audited statement indicating that the funds received by the Trust have been properly applied in accordance with the conditions set out in the 'Letter of Offer'.

In addition to these arrangements the board will have oversight of financial performance, whilst the Audit & Risk Committee will monitor audit and risk issues. The board will receive financial reports at each meeting detailing performance to date and a forecast position to the financial year end. These reports will highlight any significant variances from the planned position and any areas of concern.

The 'Delivery Committee' will have oversight of the delivery function within the Trust. It will consider, in detail, issues of performance against both physical and financial targets for this function and will, through a one page report, report to the main board at each meeting on performance in this area. These arrangements are designed to ensure that the main board does not get 'bogged down' in delivery detail. Areas of significant concern will, of course, be flagged up to the main board in this reporting arrangement.

6.3 Financial Commentary & Assets

6.3.1 Financial Commentary

The management of our finances is, in the simplest of terms, a means to an end. That end is to maximise the delivery of our charitable objects over time. There are, therefore, two key objectives embedded within our financial management. Firstly, to maximise the level of resources available to deliver our charitable objects whilst, secondly, ensuring underlying financial stability through the maintenance of a proper level of reserves.

Appendix 7 to this plan sets out our forward financial plans for the Trust in detail and is commented upon below.

The CSGNT begins this plan period with an anticipated 'dowry' from its predecessor body of some £917K. This net worth has been built up over a substantial period of time and is largely in the form of buildings and land. The directors of CSFT had determined that a minimum net worth

of some £800K was desirable; this assumption has been rolled forward into the new financial plans. As the new CSGNT matures this, and other financial assumptions, will be reviewed by the board.

The Trust has, historically, had a financial year that runs from October to September. This has, in the past, facilitated financial reporting in the context of the Trust's main activity of planting woodlands which happens in Spring so making a March year end somewhat awkward. This financial year will remain in place until, and if, the CSGNT board should chose to alter it. The current financial year end of September has, usefully, helped us when working on other issues with the public sector and this may be a reason to maintain this in future. To facilitate reporting and 'assembling' financial data as required the attached financial appendix, Appendix 6, splits the year into two six month periods. The numbers in the commentary below are based on financial years of April to March.

Within the plan period there are three income cornerstones being funding from the Scottish Government, 'exceptional income' arising from our land holdings (e.g. giving access rights across our land, the disposal of land) and income associated with project delivery. In this last category the planned-for position is that any work that is carried out will make a contribution to related fixed costs. With the opening net worth of the company being above the minimum desired value it is also intended, over the plan period, to reduce this by some £80K. This is, in effect, the application of some of our reserves to the delivery of our charitable objects. In Year 1 of the plan (April 14 to March 15) the total planned for income is £2,296K.

In addition to this planned-for figure we will seek additional income to support the delivery of our objects during the course of the year. Such income and expenditure need only break even for the financial model to stack up. Such an approach is entirely proper assuming that this 'marginally costed' activity is kept at a relatively modest scale.

We have three key cost headings being staff costs, variable spend (e.g. funds applied to commissioned studies, communications activities) and project related spend. In addition, we have fixed costs which we seek to minimise at every opportunity. These costs in the period April 14 to March 15 will come to £2,327K.

The net result of income of £2,296K and costs of £2,327K is a deficit in the first year of operations of some £31K leaving us with a year-end net worth of £886K (opening Balance Sheet net worth of £917K minus the deficit of £31K leaving £886K).

In Years 2 and 3 of the plan (April 15 to March 16 and April 16 to March 17) we anticipate annual deficits of £26K and £21K respectively. The cumulative effect of these deficits would be to leave the company with a net worth of some £837K at the end of the plan period, a figure above the currently considered desirable minimum level of reserves.

One key assumption in these figures is the creation of 'exceptional income' from our land holdings. The above figures assume this to be £50K per annum spread evenly over the plan period. The reality is that this tends to be very 'lumpy' in its profile. We are confident that this figure in total can be brought in during the plan period, we are equally sure that it will not be neatly spread over the three years. Current activity suggests that this may be substantially 'front loaded', i.e. a significant figure could be brought in in Year 1 which we will then seek to apply over the three years and not only in the first year.

The key areas of risk in our finances are the dependence on the Scottish Government support and the exposure to the vagaries of the market that carrying out project delivery introduces. The directors are clearly aware of the former risk, the latter risk is more 'scalable' in nature and as such can be managed *intra* year as required.

In addition to the activity levels detailed in Appendix 6 and commented upon above, CSGNT has a wholly owned commercial subsidiary, Central Woodland Services Limited. This has been used

as a vehicle over the years to carry out either non-charitable activities *ultra vires* to the parent charity or where, for example, differing employment terms and conditions are required to prevail, e.g. in our employment and training activity. This subsidiary is designed to be break-even, has a relatively limited turnover (approximately £100K per annum) and only enters into activities and contracts where income, or agreements for income, is established in advance to cover costs. The 'paying customers' of this business are all public sector bodies.

6.3.2 Assets

The precursor body to the CSGNT, CSFT, accumulated over more than two decades of its existence both land and buildings in furtherance of the delivery of its charitable objectives. Approximately 10 years ago the then board made a conscious decision to seek, over time, to realise value from the land holdings, value which could then be applied to the delivery of our charitable objects.

Since this policy began CSFT has realised in total some £440K of funding. This has helped considerably in both delivering CSFT's purpose but also in sustaining its capacity and meeting funders' requirements. The Trust still has a range of land holdings which we will continue to use in this manner. This policy (unless the land holdings can somehow be 'topped up') cannot go on forever but it is believed that we can deliver the planned-for £50K per annum for the plan period from existing resources. During the plan period we will look at ways to derive future income from the residual estate which we believe will be possible and which has the capacity to generate reasonable sums of money in future.

As is the case with the land portfolio, the buildings at Hillhouse ridge have been managed over time both as an operational base for CSFT but also as a capital asset from which wider financial benefits can be accrued. From what was previously an assemblage of temporary buildings and dilapidated permanent structures CSFT created good, permanent accommodation and in so doing added considerably to the company's net worth. Beyond a periodic (5 yearly) revaluation process of the buildings, we believe there is little further scope here to generate any increased net worth.

Appendix 1

VISION, MISSION STATEMENT, ROLE AND REMIT OF THE NEW CSGN TRUST (CSGNT)

CSGN Vision:

By 2050, Central Scotland has been transformed into a place where the environment adds value to the economy and where people's lives are enriched by its quality.

CSGNT Mission:

To drive forward the delivery of the CSGN.

CSGNT Roles & Outcomes

Drive and Coordinate

- DC1 Be the focal, coordinating point for the CSGN initiative, driving forward action to deliver the Vision
- DC2 Identify and secure the necessary resources, commitment and action from Government, partners and others to deliver the CSGN Vision and ambitions
- DC3 Develop a programme plan that translates the Vision and ambitions into a clear set of actions and activities to help realise progress on the ground
- DC4 Influence the development of national and local policy and programmes through promoting understanding of the CSGN Vision and ambition and the actions required to deliver them
- DC5 Liaise with local, regional and national stakeholders to support, assist and co-ordinate their delivery of the CSGN

Communicate, Influence and Encourage

- CE1 Run comprehensive marketing, promotion and communications activities to support the delivery of the CSGN Vision, ambitions and programme plan
- CE2 Develop the use of the CSGN brand to support the delivery of the CSGN Vision and ambitions
- CE3 Facilitate the sharing of skills and knowledge transfer

Support, Facilitate and Enable

- SE1 Identify, develop and (where appropriate) manage new CSGN funding programmes to support delivery of the CSGN ambitions
- SE2 Provide support and advice (on demand) on funding and technical issues to partners developing delivery projects
- SE3 Work with partners to identify, develop and co-ordinate strategic and innovative projects that deliver the CSGN Vision and ambitions

Investigate, Analyse and Develop

- ID1 Identify spatial and thematic needs, programme opportunities and 'strategic' and innovative projects where CSGN, Government and partners' investment/effort might be targeted
- ID2 Monitor and evaluate progress towards the CSGN Vision and ambitions, and delivery of the programme plan

Organisation/Business Management

- BM1 Provide a secretariat service to the CSGN Partnership Board and support for the CSGN Chair and Board members

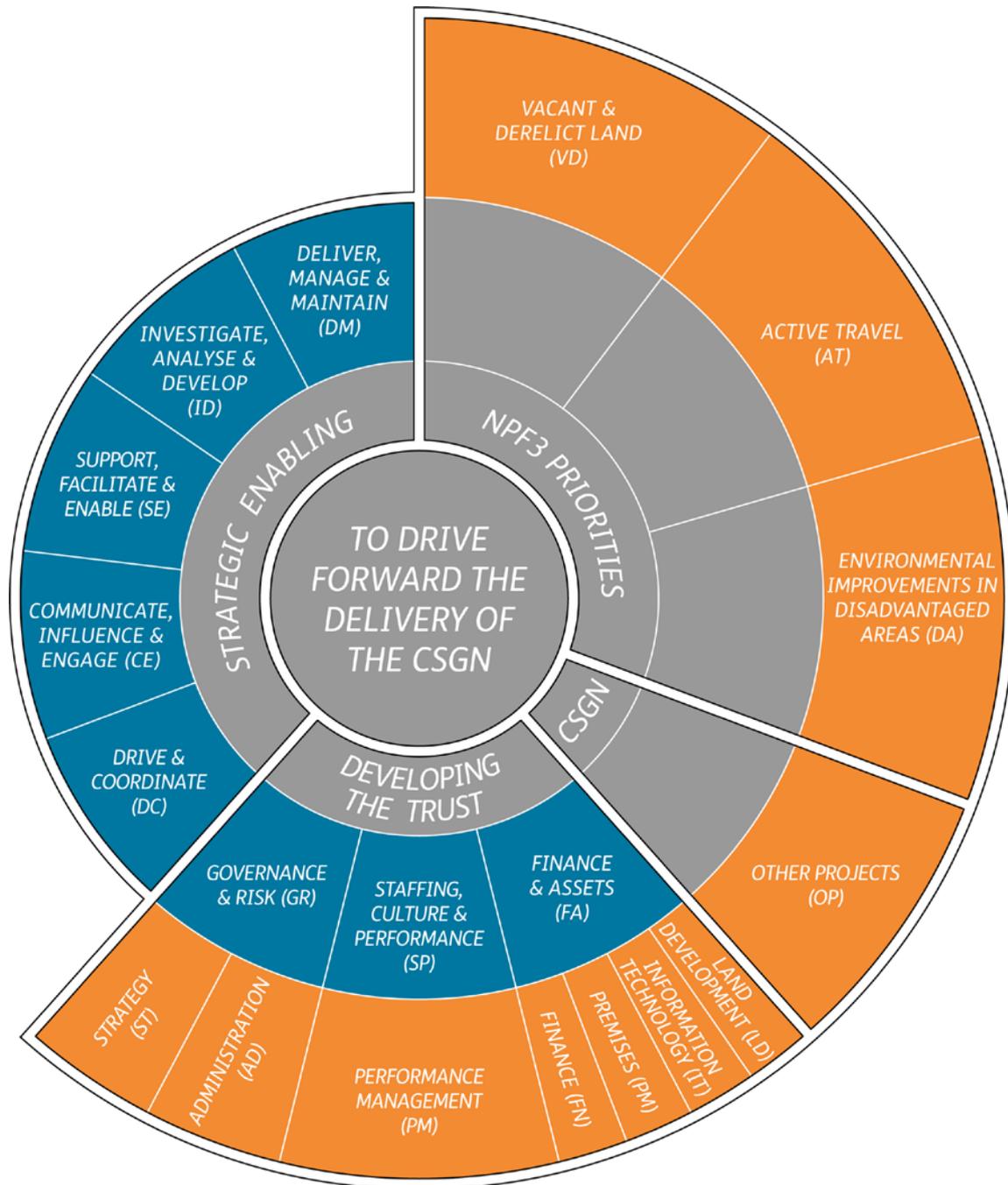
Deliver, Manage and Maintain

- DM1 Manage and maintain CSGNT landholdings and previously delivered projects
- DM2 Work with and support partners to deliver an agreed programme of physical projects

What CSGNT will not be expected to do:

- Displace the work of regional partnerships and delivery organisations that are currently operating effectively.
- Input to consultation or development plans or individual development proposals.

ACTIVITIES DIAGRAM



BUSINESS PLAN TARGETS

Appendix 3

Code	Owner	Milestone 14/15	Milestone 15/16
Vacant & Derelict Land			
VD1	SE/MB	VDL Work Programme (& Working Group) established and operating satisfactorily	VDL Work Programme operating to satisfaction of all key stakeholders
VD2	EM/MB	Good practice and recent experience in greening of VDL promoted widely across the CSGN area	Sharing good practice in greening of VDL programme undertaken
VD3	MB/JV	Suitability for greening of at least 50% of sites on the VDL register completed and proposals for follow-up action agreed	Suitability for greening of all sites on the VDL register in the CSGN area assessed and proposals for follow-up action agreed
VD4	MB/DOs	Preparation of proposals for greening of at least 5 VDL sites supported	Preparation of proposals for greening of at least 8 VDL sites supported
VD5	DW		Delivery of at least 5 site greening projects in the CSGN area supported
Active Travel			
AT1	SE/ME	Active travel work programme agreed with key stakeholders and operating satisfactorily	Active travel work programme operating to satisfaction of all key stakeholders
AT2	ME	Mapping and prioritisation exercise undertaken with partners to identify key links to be addressed as priority projects cross the CSGN area	Programme of priority active travel projects maintained and, where appropriate, refined with key stakeholders across the CSGN area
AT3	ME/DOs	Proposals for addressing at least 5 priority active travel projects prepared with partners	Proposals for addressing at least 7 priority active travel projects prepared with partners
AT4	ME/DOs	Submission of funding bids for at least 3 priority active travel projects supported	Submission of funding bids for at least 5 priority active travel projects supported
AT5	DW	Delivery of at least 1 priority active travel project supported	Delivery of at least 3 priority active travel projects supported
Environmental Improvements in Disadvantaged Areas			
DA1	SE/ERW/JV	Criteria for targeting intervention agreed with CSGN Programme Committee and then mapped across the CSGN area	
DA2	SE/MS	Priority projects for targeting action according to CSGN PC criteria discussed and agreed with relevant CSGN stakeholders	Programme of priority projects maintained and, where appropriate, refined with relevant CSGN stakeholders
DA3	ERW/DOs	Development of proposals for at least 8 priority projects supported	Development of proposals to address at least 12 priority projects supported
DA4	ERW/DOs	Submission of funding bids for at least 6 priority projects supported	Submission of funding bids for at least 10 priority projects supported
DA5	DOs	Delivery of at least 4 priority projects across the CSGN supported	Delivery of at least 8 priority projects across the CSGN supported
DA6	EM/ERW	Good practice and recent experience in improving the local environment in disadvantaged areas communicated widely across the CSGN area	Good practice and recent experience in improving the local environment in disadvantaged areas communicated widely across the CSGN area
Drive & Coordinate			
DC1	SR	CSGNT Business Plan agreed and at least 90% of actions in the Plan in progress or fully delivered on schedule	CSGNT Business Plan agreed and at least 90% of actions in the Plan delivered on schedule
DC2	SE	At least 5 meetings of the CSGN RAF held	At least 5 meetings of the CSGN RAF held

Code	Owner	Milestone 14/15	Milestone 15/16
DC3	SR/MS	Agree the role of the Trust in supporting the regional GN partnerships and local working groups	Attend, support and contribute to the workings of the regional partnerships and local working groups
DC4	SR/MT	At least 1 innovative source of funding/mechanism for CSGN Delivery investigated and reported to the CSGNT Board and/or Scottish Government	At least 2 innovative sources of funding for CSGN Delivery investigated and reported to the CSGNT Board and/or Scottish Government
DC5	SR	Costing the CSGN research completed and beginning to inform the development of a funding strategy	Funding strategy prepared and bids/proposals for new resources submitted
Communicate, Influence & Engage			
CE1	EM/SE	Annual CSGN forum and at least 2 other stakeholder events hosted	Annual CSGN forum and at least 2 other stakeholder events hosted
CE2	EM	Increase visits to CSGN website by 15% compared to 31/3/14	Increase visits to CSGN website by 15% compared to 31/3/15
CE3	EM/ERW	At least 1 communication campaign delivered	At least 2 communication campaigns delivered
CE4	EM	a) increase Newsletter sign-ups by 15% compared to 31/3/14 b) increase Twitter follower by 30% compared to 31/3/14	a) increase Newsletter sign-ups by 15% compared to 31/3/15 b) increase Twitter follower by 30% compared to 31/3/15
CE5	EM	Increase PR value of CSGN media coverage by 5% compared to 31/3/14	Increase PR value of CSGN media coverage by 5% compared to 31/3/15
Support, Facilitate & Enable			
SE1	MS	Work with partners to identify and develop proposals for at least 3 strategic/innovative projects	Work with partners to identify and develop proposals for at least 3 strategic/innovative projects
SE2	DOs/MT	Work with partners to support funding bids for at least 2 strategic/innovative projects	Work with partners to support funding bids for at least 2 strategic/innovative projects
Investigate, Analyse & Develop			
ID1	JV/DOs	Programme of spatial and thematic analysis agreed with key CSGN stakeholders (e.g. Government Departments, Agencies, LAs, CSGN RAF Members & NGOs) and delivered	Programme of spatial and thematic analysis agreed with key CSGN stakeholders (e.g. Government Departments, Agencies, LAs, CSGN RAF Members & NGOs) and delivered
ID2	SH/EM	Progress monitored and an annual review capturing progress published	Progress monitored and an annual review capturing progress published
ID3	SH	Methodology for 2015 progress against baseline developed and agreed with key stakeholders	Progress report against CSGN Baseline Indicators prepared and published, and findings fed into CSGN Programme Plan and CSGNT Business Plan
Deliver, Manage & Maintain			
DM1	DW	Partner organisations supported to implement at least 10 new physical delivery projects	Partner organisations supported to implement at least 15 new physical delivery projects
DM2	DW	Relevant partner projects and CSGNT landholdings managed and maintained to a satisfactory standard	Relevant partner projects and CSGNT landholdings managed and maintained to a satisfactory standard

RISK REGISTER

RISK IDENTIFICATION					CURRENT RISK EVALUATION			RESPONSE					STATUS ↑ ↓ -
No.	Risk Heading	Risk Description	Risk Effect	Owner	Probability	Impact	PI Score	Mitigation	Residual Risk (RAG)	Owner	Completion Date	Comments	
L1	Leadership	Failure to establish position as lead body, to become the 'face' of the CSGN	Position increasingly marginalised over time, inability to drive forward delivery	Chair, CE	2	5	10	Ensure relationship with PC and its members establishes this. Promote role and position through events, media and B2B communications.		Chair, CE	Sept 15		New
L2		Failure to gain position of influence	Inability to influence actions and policies of others to support the development of the CSGN	CE, Chair	3	4	12	Become the 'go to' organisation for views on how CSGN, and related policies, should develop. Win position as 'thought leader' for the CSGN.		CE, Chair	Sept 15		New
L3		Level of SG/agency interest diminishes role and capacity to drive CSGN forward	Unable to adopt lead role for the CSGN. Not taken seriously by partners and stakeholders. Fail to deliver core purpose	Chair, Board	2	4	8	Promote progress of CSGN development and demonstrate wider outcomes delivered through CSGN activity. Make the CSGN a 'success story'.		Chair, CE	ongoing		New
I1	Impact	Failure to make early impact	SG and other partners become disillusioned with model – seek alternative way to deliver/reduce available resources	CE	2	5	10	Target areas of activity where demonstrable impact can be made early on. Promote those successes.		CE	March 15, ongoing		New
I2		Lack of sufficient focus leads to CSGNT covering too much ground too thinly	Specific areas of activity insufficiently resources and addressed. Multiple failures across whole range of activities.	CE, Board	3	4	12	Balance PC required focus with the breadth of wider stakeholder interests. Ensure, at the expense of that breadth, that required focal points are delivered upon.		CE, board	ongoing		New

**Central Scotland Green Network Trust
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RISK IDENTIFICATION					CURRENT RISK EVALUATION			RESPONSE					STATUS ↑↓ -
No.	Risk Heading	Risk Description	Risk Effect	Owner	Probability	Impact	PI Score	Mitigation	Residual Risk (RAG)	Owner	Completion Date	Comments	
I3		Failure to progress with NPF3 priorities	High profile failure leading to this model being questioned	CE	3	5	15	Keep emphasis on PC requirements, deliver 'sub-sets' of NPF3 foci to deliver impact where possible.		CE	March 15, ongoing		New
I4		Given list of 'intractable' issues to deliver	Fail to make discernible progress, seen not to be delivering, this model questioned	Chair, CE	4	4	16	Make stakeholders; and the PC, aware of this as a risk. Ensure that the detailed role contains areas of activity where early progress can be made.		Chair, CE	June 14		new
I5		Become the default setting for approaches and mechanisms which do not fit/do not work	CSGNT is left with mechanisms and models that do not work or which expose the CGNT to 'one sided' risk	CE	2	5	10	Use Trust's status (as a stand-alone, independent charity) to resist being left with these. Ensure PC and board understand consequences of being left with these.		CE	Initially by Sept 14, thereafter ongoing		New
P1	Partnership	Partner confusion over the role of the CSGNT	Partners do not know what to expect of us, possible duplication of activities	CE, Comms. Manager	2	4	8	Ensure comms effort focusses on B2B. Over communicate on this point, be 'honest/straight' in actions when working with others.		CE, Comms Manager	Ongoing		New
P2		Failure to engage with stakeholders, stakeholders won't work with us	Failure to deliver key support function to partners, their ability to deliver (with support) impaired	CE, MT	1	5	5	Apply sufficient resources to managing stakeholder relationships. Get organisation to understand this is a key role.		CE, MT	ongoing		New
P3		Insufficient capacity available to meet partners' needs	Failure to meet partner demand leads to missed opportunities and the value of our role/position being questioned	CE	3	5	15	Prioritise resource allocation. Make stakeholders aware of available levels of support, manage stakeholder expectations.		CE	Ongoing, establish 'pattern' by Dec 14		New

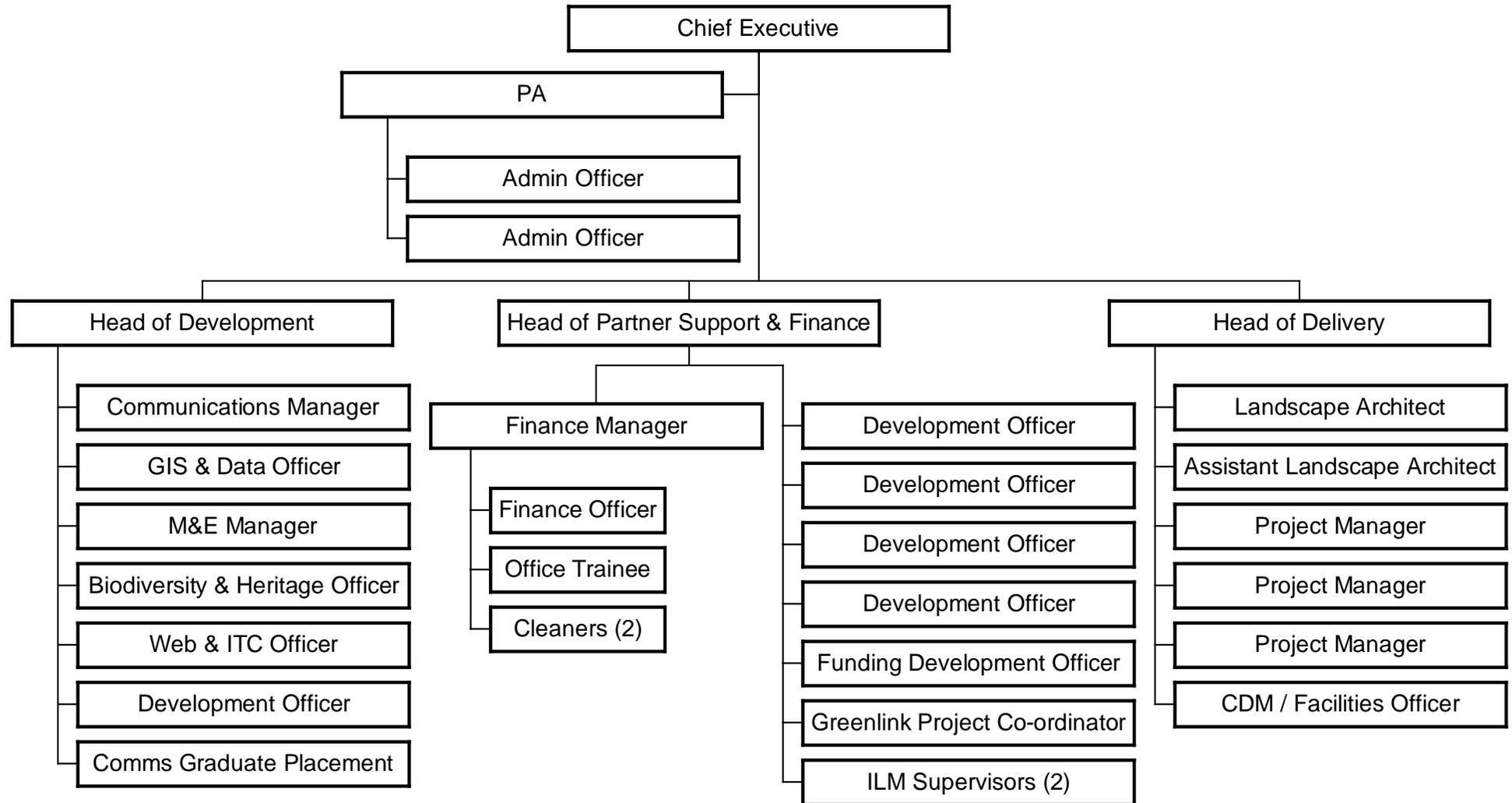
**Central Scotland Green Network Trust
Business Plan April 2014 to March 2017**

RISK IDENTIFICATION					CURRENT RISK EVALUATION			RESPONSE					STATUS
No.	Risk Heading	Risk Description	Risk Effect	Owner	Probability	Impact	PI Score	Mitigation	Residual Risk (RAG)	Owner	Completion Date	Comments	↑ ↓ -
O1	Organisational	Board fails to engage sufficiently or underperforms	Weak/inadequate governance, lost opportunity for board to be part of influencing and leadership mechanisms	Chair, Board	2	5	10	Chair and CE to focus on board development, use of structures (e.g. committees) to increase engagement. Ensure board composition right and maintained at an appropriate level.		Chair, CE	March 15		New
O2		Injury to, or death of, member of staff	Organisational 'trauma', financial exposure, potentially legal action	CE	1	5	5	Ensure all H&S requirements met and processes in place. Engender a culture of H&S engagement.					
O3		Injury to, or death of, member of the public on our landholdings	Reputational damage, financial and legal exposure	CE	2	5	10	Ensure all landholdings suitably maintained and inspected. Ensure proper insurances in place.					
O4		Small organisation – dependence on few key staff	Departure or long term absences significantly reduce capacity.	CE	2	5	10	Recognise the reality in this. Have sufficient resources to pull in specific cover if required.		CE	Ongoing		New
O5		Disaster recovery and resilience systems inadequate	Hillhouse ridge compromised as a base, significant time/capacity lost to deliver purpose	CE	2	4	8	Maintain premises and systems to highest affordable standards. Maintain system of data backup		CE	ongoing		New
F1	Financial	Pressure on SG finances reduces core support (note dependence)	Reduced capacity to deliver purpose, potentially need for wholesale review of structures and approach	Chair, CE	2	5	10	Demonstrate VFM case of current arrangement and organisational delivery and output. Meet PC aspirations.		Chair, CE	ongoing		New
F2		Partners and stakeholders cannot contribute due to financial constraints	Failure to make recognisable progress in delivering the CSGN. Whole concept is brought into question.	CE	4	4	16	Make the case for delivery of the CSGN as National Development. Demonstrate linkages between CSGN activity and other mainstream agendas, e.g. health, tackling deprivation.		CE	ongoing		New

**Central Scotland Green Network Trust
Business Plan April 2014 to March 2017**

<i>RISK IDENTIFICATION</i>					<i>CURRENT RISK EVALUATION</i>			<i>RESPONSE</i>					STATUS ↑↓ -
No.	Risk Heading	Risk Description	Risk Effect	Owner	Probability	Impact	PI Score	Mitigation	Residual Risk (RAG)	Owner	Completion Date	Comments	
F3		Insufficient resources to deliver size of given task – failure to diversify funding base	Failure to meet short/medium term goals. Pressure on core funding	Chair, Board	4	4	16	Optimise use of resources.		Chair, CE	ongoing		New

CSGNT Organogram



FUNCTIONS, TASKS & SKILLS (BY DEPARTMENT)

<p>Chief Executive Function</p> <p><i>Overall purpose: to provide leadership, direction and coordination, both internal and external, for the organisation.</i></p> <p>BM1 Provide a secretariat service to the CSGN Partnership Board and support for the CSGN Chair and Board members DC1 Be the focal, coordinating point for the CSGN initiative, driving forward action to deliver the Vision DC2 Identify and secure the necessary resources, commitment and action from Government, partners and others to deliver the CSGN Vision and ambitions <i>Input into DC5</i></p>	
<p><u>Tasks will be to:</u></p> <ul style="list-style-type: none"> • <i>Lead the business</i> • <i>Develop strategic direction</i> • <i>Manage key stakeholder relationships</i> • <i>Establish and maintain organizational culture</i> • <i>Oversee financial planning and management</i> • <i>Provide support to the CSGN chair</i> • <i>Manage relationships between staff and board</i> • <i>Keep the board fully informed at all times</i> • <i>Ensure the company acts properly in its affairs</i> • <i>Identify and secure the necessary resources to develop the CSGN</i> • <i>Ensure CSGNT plays its role as fully as possible</i> • <i>Promote and represent the CSGN as required</i> 	<p><u>Knowledge required is:</u></p> <ul style="list-style-type: none"> • Business development and management • Charity governance and finance • Clear understanding of the CSGN Vision/purpose/outcomes and how the CSGN themes can translate to 'action on the ground' • Familiarity of the stakeholder landscape, stakeholder networks and partners • Understanding of the operating environment <p><u>Skills required are:</u></p> <ul style="list-style-type: none"> • Leadership • Strong interpersonal skills and the ability to influence others • Motivation • Change management • Strategy formation • Business planning • Partnership engagement and working • Political awareness and judgment • Financial management • Risk taking and enterprise • Ability to successfully manage 'internal capacity' issues with functional heads • Understanding other's roles

<p>Development Function</p> <p><i>Overall purpose: to stimulate interest and encourage and assist stakeholders to develop relevant policies, programmes and actions</i></p> <p>DC3 Develop a programme plan that translates the Vision and ambitions into a clear set of actions and activities to help realise progress on the ground</p> <p>DC4 Influence the development of national and local policy and programmes through promoting understanding of the CSGN Vision and ambition and the actions required to deliver them</p> <p>DC5 Liaise with local, regional and national stakeholders to support, assist and co-ordinate their delivery of the CSGN</p> <p>ID1 Identify spatial and thematic needs, programme opportunities and 'strategic' and innovative projects where CSGN, Government and partners' investment/effort might be targeted</p> <p>ID2 Monitor and evaluate progress towards the CSGN Vision and ambitions, and delivery of the programme plan <i>Input into DC2, CE1, CE3</i></p>	
<p><u>Tasks will be to:</u></p> <ul style="list-style-type: none"> • Assist Scot Gov to develop the CSGN programme plan • Deliver CSGNT actions set out in the programme plan • Influence emerging policy to secure a supportive context • Support SNH's efforts to embed GI into strategic and local development plans • Act as the programme point of contact/co-ordination • Provide the Secretariat support to the Regional Advisory Forum • Engage with thematically relevant stakeholder /working groups to help shape CSGN-relevant programmes and projects • Be a source of content for the website and newsletters • Conduct analytical/statistical work to support programme work • Undertake spatial analysis to support programme work • Undertake M&E activities annually and every 5 years to measure progress against the 2010 Base Line 	<p><u>Knowledge required is:</u></p> <ul style="list-style-type: none"> • Clear understanding of the CSGN Vision/purpose/outcomes and how the CSGN themes can translate to 'action on the ground' • Familiarity the stakeholder landscape, stakeholder networks and partners • Working with others to identify innovative and strategic projects • Understanding of the operating environment <p><u>Skills required are:</u></p> <ul style="list-style-type: none"> • Strategy formation • Partnership working • Political awareness and judgment • Understanding other's roles • Understanding of policy and resources • Programme planning capacity and knowledge • Strong interpersonal skills and the ability to influence others • Creativity and innovation • Risk taking and enterprise • Geographical Information Systems • Monitoring & Evaluation • Ability to successfully manage 'internal capacity' issues with other functional heads (notably with the Head of Communications)

<p>Communications Function</p> <p><i>Overall purpose: to raise awareness of, and encourage participation in, the CSGN at the stakeholder level</i></p> <p>CE1 Run comprehensive marketing, promotion and communications activities to support the delivery of the CSGN Vision, ambitions and programme plan CE2 Develop the use of the CSGN brand to support the delivery of the CSGN Vision and ambitions CE3 Facilitate the sharing of skills and knowledge transfer <i>Input into DC5</i></p>	
<p><u>The Communications Function will:</u></p> <ul style="list-style-type: none"> • Develop further and measure successful delivery of the Communications and Engagement Strategy • Develop and co-ordinate delivery of integrated Communications and Engagement action plan to key audiences • Develop the CSGN Brand • Engage with relevant partners on communications strategy, action plans, new campaigns, roles and requirements • Ensure regular placement of press releases in National, local and professional outlets • Continue to develop the website as the primary B2B communications vehicle • Develop and implement digital strategy, including management of social media • Commission, or prepare in-house, printed materials • Organise and help deliver the annual Forum • Establish and manage a knowledge transfer programme of CSGNT including website / digital activity and partner training events, site visits, talks • Inject fresh thinking and creativity into communications approach • Seek regular feedback on the impact of Communications and Engagement work and amend the strategy where needed • Optimise the use of all communication channels • Mentor and train team responsible for marketing output within CSGNT on required skills 	<p><u>Knowledge required is:</u></p> <ul style="list-style-type: none"> • Clear understanding of the CSGN Vision/purpose/outcomes • Appreciation of the operating environment and the stakeholder landscape • Political awareness • Awareness of and passion for green and social marketing • Familiarity with key stakeholders and partners • Clear appreciation of stakeholder sensitivities and needs • Successful record of delivering marketing campaigns • Appropriate knowledge in online and offline communication channels key to fulfilling job role • Active network of public and private sector contacts in environmental and social regeneration and marketing <p><u>Skills required are:</u></p> <ul style="list-style-type: none"> • Strategic thinker, effective implementer • Proven experience in brand development and delivery of communications campaigns, preferably within a B2B and/or public sector environment • Evidence of strong partnership working and stakeholder management • Excellent written, verbal and presentation communication skills, able to tailor messages to specific audiences • Experience of public speaking and presentation skills • Solution orientated, applying fresh thinking to challenges • Ability to deliver against set targets, on budget and on time, and prioritise tasks accordingly • Ability to work with others, both internally and externally, to deliver – website, social, PR, events, knowledge transfer, print production and communications materials • Highly computer literate

<p>Support Function</p> <p><i>Overall purpose: to be a source of support and capacity to delivery stakeholders and help them develop major projects</i></p> <p>SE1 Identify, develop and (where appropriate) manage new CSGN funding programmes to support delivery of the CSGN ambitions SE2 Provide support and advice (on demand) on funding and technical issues to partners developing delivery projects SE3 Work with partners to identify, develop and co-ordinate strategic and innovative projects that deliver the CSGN Vision and ambitions <i>Input into DC5, ID1</i> <i>Manage CSGNT finances, insurances</i> <i>Look after HHR</i></p>	
<p><u>The Support Function will:</u></p> <ul style="list-style-type: none"> • Develop new funding opportunities • Engage with relevant partners, landowners and communities at the project level • Help partners with project funding advice/applications • Provide technical support to partners • Provide project development support to partners • Deliver engagement events, site visits etc. as part of project development • Develop projects on behalf of partners • Develop Employment & Training programmes on behalf of partners • Support CSR and other volunteering activities • Report on projects and funding <p><u>The Finance Function will:</u></p> <ul style="list-style-type: none"> • Manage CSGNT finances • Meet wider compliance requirements, e.g. audit, insurance • Manage HHR 	<p><u>Knowledge required is:</u></p> <ul style="list-style-type: none"> • Clear understanding of the CSGN Vision/purpose/outcomes • Understanding of local needs and contexts • Understanding of the stakeholder landscape • Familiarity with key stakeholders and partners • Knowledge of forestry, greenspace, GI, biodiversity, access, E&T • Funding sources and processes <p><u>Skills required are:</u></p> <ul style="list-style-type: none"> • Political awareness and judgment • Working with others to develop innovative and strategic projects • Working in and with communities • Fundraising and funding applications • Managing and reporting on funding received • Creativity around 'financial engineering' • Project planning, assembly and management • Creativity and project design • Strong partnership working skills and capacity • Financial Management • Facilities Management • Time Management • ITC • Ability to successfully manage 'internal capacity' issues with other functional heads (notably with the Head of Delivery)

<p>Delivery Function</p> <p><i>Overall purpose: to contribute to the physical delivery of the CSGN</i></p> <p>DM1 Manage and maintain CSGNT landholdings and previously delivered projects DM2 Work with and support partners to deliver an agreed programme of physical projects <i>Input into SE2</i></p>	
<p><u>The Delivery Function will:</u></p> <ul style="list-style-type: none"> • Develop, package up and deliver ongoing/new projects • Work with landowners and a range of stakeholders, including Local Authorities • Win and/or manage project funding • Undertake project reporting • Undertake contract reporting • Deliver turnover and gross margin targets • Manage CSGNT landholdings • Realize exceptional income from landholdings • Provide capacity to support third party requests for technical support 	<p><u>Knowledge required is:</u></p> <ul style="list-style-type: none"> • Familiarity with key stakeholders and partners • Knowledge of consultants and contractors • Funding sources and processes <p><u>Skills required are:</u></p> <ul style="list-style-type: none"> • Technical skills to deliver physical projects - likely to include forestry, ecology and habitat surveying, access, landscape design. (Civil engineering, structural engineering, architecture to be bought in when required) • Working in and with communities • Project planning and management • Contract management inc CDM, H&S, billing, contract administration, contract supervision • Client management • Fundraising and funding applications • Financial management • Estate management • Time Management • ITC

FINANCIAL SCHEDULE
Financial Analysis October 2013 to March 2017

	October 13 March 14	April 14 Sept 14	October 13 Sept 14	October 14 March 15	April 15 Sept 15	October 14 Sept 15	October 15 March 16	April 16 Sept 16	October 15 Sept 16	October 16 March 17
CSGN Sponsorship	490,500	484,000	974,500	484,000	484,000	968,000	484,000	484,000	968,000	484,000
Other income	673,889	663,889	1,337,778	663,889	663,889	1,327,778	668,889	668,889	1,337,778	668,889
Total Income	1,164,389	1,147,889	2,312,278	1,147,889	1,147,889	2,295,778	1,152,889	1,152,889	2,305,778	1,152,889
CSGN	550,570	490,188	1,040,758	490,188	490,188	980,376	490,188	490,188	980,376	490,188
Delivery Costs	673,206	673,206	1,346,411	673,206	673,206	1,346,412	673,206	673,206	1,346,412	673,206
Total Costs	1,223,776	1,163,394	2,387,169	1,163,394	1,163,394	2,326,788	1,163,394	1,163,394	2,326,788	1,163,394
Surplus / Deficit	-59,387	-15,505	-74,891	-15,505	-15,505	-31,010	-10,505	-10,505	-21,010	-10,505
Balance Sheet at 1 Oct 13	976,301	916,914	976,301	901,410	885,905	901,410	870,400	859,896	870,400	849,391
Results for period	-59,387	-15,505	-74,891	-15,505	-15,505	-31,010	-10,505	-10,505	-21,010	-10,505
Balancesheet to c/f	916,914	901,410	901,410	885,905	870,400	870,400	859,895	849,391	849,390	838,886