



CSGN Support Unit Workplan 2010-2015

March 2011

Bringing change to life



EXECUTIVE SUMMARY

This work plan, for the period 2010 – 2015, establishes the scope of the activities the CSGN Support Unit will undertake over the next five years. The plan sets out detailed actions for Year One and lays out direction of travel for the subsequent four years. The plan will be updated annually.

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1. Introduction

This work plan, for the period 2010 – 2015, establishes the scope of the activities the CSGN Support Unit will undertake over the next five years. The plan sets out detailed actions for Year One (October 2010 to September 2011) and lays out direction of travel for the subsequent four years through to 2015. The plan will be updated annually.

The Support Unit is headed up by the Chief Executive and staffed by employees of Central Scotland Forest Trust (CSFT) which is supplying 'executive support capacity' as requested by CSFT's principal sponsor Forestry Commission Scotland (FCS). Through this arrangement £125k in cash and up to five full time equivalent posts is available to support the Board. In addition, accommodation and ITC capacity are provided by CSFT free of charge as a contribution in kind, further increasing the resource available. The value of the applied staff time is in the order of £213K p.a., taking into account on costs at 16%, whilst the accommodation and ITC costs are in the order of £28K p.a. The total annual support for CSGN work from existing FCS funding to CSFT is, therefore, around £366K.

The plan sets out processes for approval and reporting, the strategic context and the business plan intent for the period. Activities for the Support Unit are set out in the context of actions that will be delivered by FCS and SNH in their roles as lead partners. However, gaps in delivery of the overall initiative had been identified and are highlighted. The plan then looks at the resources and budget required to deliver the plan and flags additional activity which could be delivered with an increased level of resource. Sections on risk and monitoring and evaluation are provided along with a review of achievements during the start up year of the initiative.

2. Approvals and Reporting

Each year's work plan will be drafted by the Support Unit working closely with FCS and SNH staff to ensure a good fit of action between the organisations and across the CSGN themes.

Final drafts of each year's work plan will be submitted to the CSGN Partnership Board at its January meeting for approval. Approval of the resourcing and budgetary elements of the plan rests with FCS as CSFT's sponsor. Working arrangements have been established (see Appendices 1a and 1b), which require CSFT to in effect negotiate the level of service to be provided to the CSGN Partnership Board at its January meeting and to then finalise the proposals with FCS by March each year.

Progress will be tracked at each Board meeting using a Red, Amber, Green reporting system against 20 targets. Suggested targets are set out in Appendix 2.

3. Strategic Context

The Government's Economic Strategy, National Planning Framework and Climate Change agenda provide the high order strategic policy context against which the Central Scotland Green Network is being delivered and will be ultimately measured.

The central purpose behind the Economic Strategy is to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable, economic growth in a way which also meets the social, regional and inter-generational equity objectives of the Government. The quality of Central Scotland's environment and natural heritage has to be a key asset and a source of comparative advantage if the region is to do well.

The second National Planning Framework (NPF2), published in 2009, identified as one of 14 National Developments the creation of a Central Scotland Green Network (CSGN). The Framework sets out a range of needs crucial to economic success, quality of life and sustainable development which require to be addressed through the development of the CSGN. These include:

- complementing improvements in rail, road and communications infrastructure, making Central Scotland a more attractive place to live in, do business and visit.
- improving the health and resilience of the natural environment to help it to adapt to climate change.
- increasing woodland cover to improve the landscape settings of our towns and cities, bringing vacant and derelict land into beneficial use, improving biodiversity and amenity, and helping to absorb CO₂.
- improving networks of other habitats, including wetlands, to counter fragmentation and assist species migration.
- developing footpath and cycleway networks and other facilities and attractions to contribute to a more sustainable transport network and expanding the range of recreational opportunities close to major centres of population, helping to encourage active travel and healthier lifestyles.

The UK Climate Impacts Programme forecasts the changes that we can expect to the climate this century. Under a high emissions scenario – with high population growth and continued reliance on fossil fuels – Scotland can expect more extreme weather with warmer, wetter winters, sea levels rise by up to 600mm and an increased risk of flooding. This will impact not only on our environment but also on our economy and people. To address this, the ***Climate Change Adaptation Framework*** aims to increase the resilience of Scotland's communities, and the natural and economic systems on which they depend, to the impacts of climate change.

The Scottish Government's ***Climate Change (Scotland) Bill*** aims to encourage and support a move towards a low carbon economy and sets a statutory target to reduce all of Scotland's greenhouse gas emissions by 80% over 1990 levels by 2050. Government is keen that Scotland becomes one of the leading countries in the world on building a sustainable, low carbon economy as a platform for achieving more sustainable economic growth and has set a target for 80% of demand for Scottish electricity to be supplied from renewable sources by 2020, with an interim milestone of 31% by 2011.

In addition to the above there is an ambition to increase afforestation across Scotland. The current aspiration is some 10,000ha p.a. rising perhaps to 15,000ha p.a. in the near to medium term. However, against this ambition new woodland creation both nationally and within the CSGN is at an historic low despite recent improvements to grant rates. The recent announcement of £1.39M of grant support through the CSGN Development Fund is intended, at least in part, to address funding difficulties that have been hampering the development and delivery on the ground.

The CSGN was conceived of in a time of relative plenty but was launched and is now going ahead in a climate of considerable financial constraint. In November 2010, faced with the need to cut more than £1bn of public expenditure in Scotland as a result of the UK's Comprehensive Spending Review, the Scottish government announced plans for the financial year 2011/12 to cut spending and bring in a public sector pay freeze. In reality, this trend will continue with the likelihood of further cuts in at least the next two years if not longer.

During the work plan period there is a Scottish Election in May 2011 and local elections in 2012. Whilst the green agenda is largely politically 'neutral' and the CSGN currently has cross party support, there will inevitably be some periods of hiatus during this time and there may be significant policy and resource allocation shifts that we will have to be aware of and respond to.

4. Strategic Intent for the plan period

The immediate context for the work plan is the **CSGN Synopsis** document which sets out the vision, aims, themes and development principles for the CSGN. The Vision looks to 2050. This is deliberate; it communicates that this change isn't going to happen in a few years and it aligns green network delivery with future key dates for climate change data. For example, the Scottish Climate Change Impacts Partnership is working (with the Intergovernmental Panel on Climate Change) to address the impacts of climate change. Probability mapping using **UK Climate Projection 2009** data is looking ahead to the 2020s, 2050s and 2080s.

The CSGN initiative is a long term project over a significant geographic area. The Green Network will take thirty to forty years to reach full maturity - delivering a step change in environmental quality will take time. But even in the short-medium term the CSGN will need to make a real and visible difference throughout central Scotland. The work plans of the lead partners and the Support Unit need jointly to reflect this ambition and intent.

The strategic intent in the five years to 2015 is to:

- establish effective stakeholder engagement and communications to maximise support and engender early action;
- support existing and emerging regional partnerships recognising their contribution to enabling, development and delivery of the CSGN at a regional level and as a link to local action;
- lay the policy and planning foundations for the CSGN;
- ensure that the ambitions for delivery of the CSGN are fully reflected in strategic and local development plans;
- drive forward the implementation of current initiatives such as green infrastructure for the Glasgow Commonwealth Games and the Falkirk Helix; and
- launch a number of new funded initiatives and pilot projects.

Reflecting the strategic intent, the work plan sets out activities for the Support Unit in respect of agenda-based activity and strategic enabling.

Steps have been taken to ensure good read across of this document and the lead partners' work plans to avoid duplication and to ensure there are no gaps. This has been achieved by preparing a joint 5 year work plan which is set out in Appendix 2.

5. Activity Strands

The Activity strands break down into themed-based actions which are focused on development and delivery, and enabling actions intended to create the right environment and conditions in which the vision and aims can be realised.

5.1 Theme-based Work

Five themes have been identified to help realise the CSGN vision. Each Theme has actions under 3 subheadings reflecting place-making and people-based activities.

A1. A place for growth – Over the next five years the Partnership Board, Support Unit and lead partners will seek to: ensure that Scottish Enterprise, Urban Regeneration Companies, town centre managers, Scottish Sustainable Community Initiative projects and the wider development community understand and value the CSGN in respect of successful place-making and are ensuring that resources are being applied to the delivery and management of the Green Network; that significant progress is being made in reducing the extent of Vacant & Derelict land and that temporary uses and advance greening are becoming the norm for land awaiting development; the tourism and brand potential of the CSGN is understood and is leading to increased activities for businesses; training and employability programmes are opening up opportunities in respect of green infrastructure delivery and management.

Recent discussions suggest that the prospect of some form of employment programme to help deliver the CSGN has cross party support. At the time of writing this plan, we await the Department of Work and Pensions has still to launch its new training and employment programmes. Once released, we can review with training providers, local delivery bodies and funders the scope to deliver a CSGN programme

During this period the Support Unit will:

A1.1 – Places for business & enterprise

- Review past action on the treatment of Vacant & Derelict Land and identify priority areas for greening and make recommendations to the CSGN Partnership Board on next steps.
- Support the development of a funded proposal to tackle priority actions/areas for treatment.
- Review the effectiveness of any pilot projects and report on outcomes/outputs and issues.

A1.2 – Green Network businesses

- Building on the 2010 business survey, work with Scottish Enterprise host a workshop to explore how to engender interest in and action around CSGN issues amongst the business sector.
- Evaluate the opportunities for social enterprises to participate in delivering and maintaining the GN and develop a framework to support their involvement.
- Examine the potential for the CSGN brand to be adopted by (appropriate) businesses.

A1.3 – Green skills

- Work with Government, training providers and local delivery bodies to develop a short term employment programme which will help to deliver GN capital, management and maintenance actions.
- Encourage regional partnerships and local delivery bodies to participate in the employability programme should it be given the green light.

A2. A place in balance – Over the next five years, FCS will seek to significantly increase the rate of woodland creation in Central Scotland (including on the national forest estate) to assist in the mitigation of climate change, to improve the landscape and to provide increased access to woodlands adjacent to urban areas and SNH will have made progress in bringing peatlands into management through action on designated sites and through grants under the SRDP.

In addition, the Partnership Board, Support Unit and lead partners will seek to: work with Local Authorities and others to develop major urban greening programmes, including sustainable urban drainage, in their areas; and with SEPA to ensure that the CSGN has been incorporated into River Basin Management Planning process and that these plans are being delivered.

During this period the Support Unit will:

A2.1 – Climate change mitigation

- No actions planned in this period.

A2.2 – Climate change adaptation

- Review past action on urban greening to address climate change, identify priority actions/areas for urban greening and make recommendations to the CSGN Partnership Board on next steps.
- Support the development of a funded proposal to tackle priorities actions/areas for urban greening.
- Review effectiveness of any pilot projects and report on outcomes/outputs and issues.

A2.3 – Environmental management

- No actions planned in this period.

A3. A place to feel good – Over the next five years the Partnership Board, Support Unit and lead partners will seek to ensure that: each Local Authority understands how its planned Green Network will be delivered and managed, and the limitations to this; that each Local Authority will have mapped greenspace and identified gaps in access to high quality greenspace and will be developing proposals to address these; that the NHS and each Health Trust understands the value of the CSGN in respect of health and will be taking steps to ensure the NHS estate is making a contribution to its development; working with SNH, that each Local Authority will have planned for and will be delivering access routes as part of a strategic CSGN-wide access network; that there will have been a significant increase in the numbers of general practitioners that work with “paths to health” and similar initiatives to deliver “green prescriptions” to patients; and there will have been a significant increase in “community growing” through, for example, provision of allotments, informal growing areas and orchards.

During this period the Support Unit will:

A3.1 Health promoting environments

- Undertake a CSGN wide survey of health facilities to provide a 2010 baseline of existing and potential greenspace activity.
- Identify gaps in provision and priority areas for increasing activity on the ‘health’ estate and make recommendations to the CSGN Partnership Board on next steps.

A3.2 Active spaces

- No actions planned in this period

A3.3 Growing spaces

- Undertake a CSGN wide survey of community growing to provide a 2010 baseline of existing and potential greenspace activity.
- Identify gaps in provision and priority areas for increasing activity in respect of community growing and make recommendations to the CSGN Partnership Board on next steps.

A4. A place to belong – Over the next five years the Partnership Board, Support Unit and lead partners will seek to ensure that: house builders and managers (public, private and third sector) will recognise the value of green infrastructure in their developments and are active in green network delivery and management; each Local Authority and tertiary education provider will understand how educational grounds can contribute to the wider aims of the Green Network and are adapting their land management regimes to this end; there will have been a significant increase in provision for outdoor learning across all user groups; public bodies and other greenspace managers will have significantly increased community participation in the planning, delivery and management of the Green Network and in volunteering; the cultural, built and natural heritage of the area will be better understood, celebrated and promoted as an important aspect of the Green Network.

During this period the Support Unit will:

A4.1 Places for life and learning

- Review greenspace provision around private and rented homes, identify priority areas for Green Network action and make recommendations to the CSGN Partnership Board on next steps.
- Support the development of a funded proposal to work with Registered Social Landlords to tackle greenspace provision, use and management around public rented homes.
- Review effectiveness of any pilot projects and report on outcomes/outputs and issues
- Undertake a CSGN wide survey of school grounds and other educational facilities to provide a 2010 baseline of existing and potential greenspace activity.
- Identify gaps in provision and priority areas for increasing activity on the 'educational' estate and make recommendations to the CSGN Partnership Board on next steps.
- Explore the potential for a network of outdoor educational opportunities within the CSGN, including sites that represent the full breadth of the natural heritage of the area and make recommendations to the CSGN Partnership Board on next steps.

A4.2 Getting involved

- No actions planned in this period

A4.3 Social spaces

- Use learning from the Cultural Pathfinder Programme to develop a model engagement strategy for partners to encourage a cultural planning led approach to GN delivery and management.
- Support roll out of the approach to support culture-led regeneration.

- Review the effectiveness of any cultural planning pilot projects and reporting on outcomes/outputs and issues.
- Work with heritage partners to identify opportunities to link the CSGN to their programmes.

A5. A place for nature – Over the next five years the Partnership Board, Support Unit and lead partners will seek to ensure that: all public bodies understand that delivery of the CSGN will enable them to meet their statutory duties in respect of Biodiversity and Landscape; all Planning Authorities will have embedded the Integrated Habitat Network concept into their Strategic and Local Development Plans; all funders, including the SRDP programme, will have aligned their grants to support activity to deliver or manage the Green Network; there will have been tangible progress towards coordinated management of deer; there will have been significant progress towards controlling the spread of non-native invasive species; there will be a new Landscape Vision for the CSGN; and action will have begun to address areas of poor urban fringe around our towns and cities and to create a high quality landscape structure which supports development plan settlement strategies.

During this period the Support Unit will:

A5.1 – Integrated habitat networks

- Commission new or updated IHN models to ensure consistent and up to date IHN coverage across the whole CSGN area.
- With SNH, produce guidance on the use and implementation of IHNs meeting a range of user needs.
- With SNH, undertake a desk-based prioritisation exercise to identify project target areas using IHN and other datasets and selection tools, such as RBMP, to identify priority areas for action.
- Support SNH to target high priority areas identified in IHN prioritisation and with local partners develop and implement these.
- Assist SNH to re-run IHN models and/or prioritisation exercise to ensure maximum validity of data.

A5.2 – Species action

- Work with partners to review effectiveness of LBAP partnerships and deliver and roll out improvements identified.
- Support SNH to investigate options for CSGN Biological Records sharing structure.

A5.3 – Landscape action

- Support work by SNH on a CSGN Landscape Action Plan, scoping activity under Changing Landscapes, Tomorrow's Landscapes, Our Landscapes and identifying resources.
- Support SNH in scoping out, obtaining funding for and launching Tomorrow's Landscapes programme and competition(s).

5.2 Strategic Enabling

An early requirement for the lead partners, CSGN Partnership Board and the Support Unit will be to help create the right environment and conditions in which the vision can begin to be realised. This section of the Work Plan, therefore, explores what this will entail.

SE1 Championing the Vision – Over the next five years the Partnership Board, Support Unit and lead partners will seek to: raise aspirations around the CSGN (and its benefits); ensure effective communications have broadened understanding and encouraged wide engagement in the CSGN; engender a “can do” attitude amongst all stakeholders to make it happen; and identify, support and promote flagship projects.

The Support Unit will:

- Arrange and prepare papers for bi-monthly CSGN Partnership Board meetings.
- Commission work on CSGN Branding including brand identity and brand guidelines for internal and external use. (This will establish a unique identity for the CSGN which is appropriate, easily recognisable and has appeal to key partners and stakeholders).
- Commission a 3 Year Communications Plan to raise awareness and understanding of the CSGN amongst Government, partners, funders and stakeholders, and support stakeholder engagement. (Communication will need to be clear, focused and targeted, with information and messages developed for specific audiences identified through stakeholder mapping).
- Develop a range of communication materials, other resources and arrange any training so that the Chairperson, Board members and staff have the skills and materials to be effective communicators.
- Develop the CSGN website to become the preferred source for CSGN information.
- Make arrangements for an annual CSGN Forum to present good practice and new ideas.
- Make arrangements for CSGN presence at the 2011 Royal Highland Show and other key events.
- Engage a PR agency to deliver regular media coverage in National and local press and relevant professional or specialist journals to raise the profile of the CSGN amongst politicians and decision-makers.
- Identify and, if required, develop a number of internal CSGN Champions from within the Board, lead partners and the Support Unit to assist with media activity and support stakeholder engagement.
- With FCS and SNH, identify, support and promote potential CSGN flagship projects as part of positive communications around the CSGN (NPF2 AP 4). We will work with the partners responsible for these projects to see what further support is required to turn them into a reality.
- Review the effectiveness of the Communications Plan and prepare a new plan for the next period.

SE2 Establishing a supportive environment – Over the next 5 years the Partnership Board and partners will seek to engage the public, private and third sectors in the development of the CSGN; identify CSGN Champions at a very senior level within every public body to ensure that capacity will exist within the public sector to drive delivery of the CSGN from within each organisation; ensure other organisations are including the creation of the CSGN into their own policies and programmes;

ensure the CSGN has underpinned the development of Strategic and Local Development Plans and will be informing development planning and management decisions; ensure cross geographic and organisational boundary working is being coordinated, and there is joined up action to address barriers to progress and gaps in delivery.

The Support Unit's work in this area will be to:

- Undertake Stakeholder Mapping and develop a Stakeholder Engagement Strategy aligning communications activity as required. (Engagement needs to be genuinely two way, welcoming and giving feedback, using communication which is relevant and timely and meets the needs of those to be engaged).
- Implement the Stakeholder Engagement Strategy securing partner commitment to delivering the vision and building the capacity and effectiveness of the partnership.
- Assist FCS in taking forward discussions with Government Agencies to establish the CSGN partnership as a coordinating focus for their involvement in greenspace and green infrastructure issues in Central Scotland, and to explore how their policies, programmes and funding sources can be directed or developed to support the delivery of the Green Network.
- Support SNH in consulting with the 19 Local authorities collectively and individually to determine how best to involve them in shaping and delivering the CSGN.
- Support SNH in engaging with the 19 local authorities including discussions on policies, planning and SOA outcomes and priorities for early action.
- Consult with the regional partnerships collectively and individually to determine how best to involve them in shaping and aligning their activities to deliver the CSGN.
- Work with the Board and lead partners to identify and, if required, develop a network of champions from within partner organisations to spread messages internally and externally to support the initiative. (Develop a range of communication materials, other resources and arrange any training so that these external champions have the skills and materials they need in this role).
- Examine ways to build capacity within CSGN stakeholders to accelerate, extend or improve delivery. (We will look at support models, such as CABI 'enablers' and greenspace scotland's 'associates', and discuss with partners, particularly local authority partners, the desirability of being able to call on temporary technical advice to assist in local development or delivery of the CSGN).
- Assist FCS and SNH in identifying and addressing gaps in cross-boundary and cross-sectoral working to encourage better integration and coherence in policies, programmes and quality standards.
- Undertake a review of the Stakeholder Engagement process and update the Strategy for the next phase.
- Provide support to FCS in ensuring that other NPF2 National Developments contribute to the CSGN. (Eleven other National Developments lie within the CSGN activity area. We need to consider the potential effects of these on this initiative, and explore the potential to positively harness change associated with their delivery to enhance the CSGN).

- Support SNH in maintaining an overview of how the CSGN is represented in development plans, by capturing mapping and data arising from Main Issues Reports being developed in respect of the new Strategic and Local Development plans and reviewing these to ensure the ambition of the vision and the integrity of the Network can be realised through the plan-making process.
- Take useful and relevant planning guidance as it is developed and identified by SNH and FCS and make this available to the partnership through the website and dissemination.
- Assist FCS and SNH in providing information and making responses to ensure that CSGN outcomes are recognised in relevant Government, agency and local authority policy documents and forward plans/programmes (NPF2 AP8). (An early priority is the Land Use Strategy).

SE3 Identifying and seeking ways to remove barriers – Over the next five years, effort will be directed to identifying and addressing some of the main barriers to progress. Outcomes we will seek through this effort are to: ensure resources are won and applied to deliver the Green Network and that funding bodies have re-aligned their support to enable the next phase of the CSGN initiative to be realised; the management of public land will have been assessed and changing practices will be ensuring more effective management of green space and the Green Network; planning processes support better Green Network outcomes (SNH, particularly, and FCS will focus significant effort to secure positive outcomes in respect of planning over the period); and it will be more common for land awaiting development to have been subject to temporary uses or advanced greening.

The work of the Support Unit will be to:

- Develop a five year Funding and Delivery Strategy. (This will estimate indicative levels of resources required to deliver the aspirations set out in this Work Plan, compare these against existing resources and mechanisms, and suggest how these can be better applied (recognising the role of greenspace in delivering SOA and health outcomes, for example).
- Assist SNH and FCS in working to ensure that existing funding streams, such as SRDP, are aligned to support the CSGN.
- Assist SNH and FCS in providing input to shape the next SRDP Round to ensure better support for CSGN related activity and easier take up
- Support FCS and SNH in monitoring the success of 2010 CSGN Development Fund.
- Assist in the development of new funding streams aligned to the agenda-based/spatial priorities working with Government, other CSGN partners and major funding sources such as the BIG Lottery Fund and private investors.
- Assist FCS to explore possible use of carbon offset funding to support accelerated woodland creation in the CSGN area
- Commission work to review the availability and application of public finance on delivery in respect of: the balance between capital and revenue support; annuality; and viring, each of which could be refocused to provide better support to the delivery and management of the Green Network.

- Commission work to review primary and local legislation to ensure it is fit for purpose in respect of the CSGN. (This is likely to show that in many areas the framework is appropriate. However, it might also demonstrate the need to: improve awareness of the current legislation: make changes to model byelaws; and make changes to primary legislation).
- Commission work to look at taxation and whether existing or new tax incentives could be developed to encourage land managers or building owners to treat their land and property in ways which would contribute to the Green Network and make recommendations to the CSGN Partnership Board.
- Assist SNH in the development of recommendations on preferred CSGN management structures (NPF2 AP6).
- Assist SNH in exploring the use of planning agreements and how these can be improved to deliver green network enhancements by planning authorities from across Scotland (and further afield). Identify and disseminate examples of good practice.
- Review mechanisms around land assembly and bring to the Board recommendations on how to increase the availability of land for CSGN activity. (This work will look at the effectiveness of a range of mechanisms such as partnership agreements, planning agreements and planning conditions, and Compulsory Purchase Orders).

SE4 Supporting and sharing good practice – Over the next 5 years, the lead partners and other experts in this field will identify, promote and disseminate learning and good practice in delivering the Green Network and identify gaps in knowledge and begin coordinated action to address these areas of need by, for example, supporting research, or developing new tools.

The Support Unit will, with the lead partners:

- Help to ensure that existing guidance on planning for open space strategies, green networks and “green infrastructure” is collated and adequately signposted for use by practitioners to ensure that we build on all the good thinking that has been developed in recent years elsewhere in the UK.
- Help to deliver a series of Sharing Good Practice events on CSGN priority topics agreed by the Partnership Board each year for the next 3 years.
- Develop the website to allow sharing of information and learning from others.
- Help to support the commissioning of or undertake research, in particular applied research, to assist future delivery and practitioners. Ensure new knowledge, guidance and tools developed through research are transferred to the right people.
- Review the effectiveness of the knowledge transfer programme and make recommendations on future action and dissemination.

SE5 Data Management – Over the next 5 years we aim to build on the existing data resource held by partners to support the development, delivery and management of the CSGN.

The Support Unit will:

- Establish protocols for the Unit and Lead Partners to help with co-ordinating, managing and disseminating data.
- Take receipt of new data and provide regular updates about new data to data users.
- Work with partners, or commission work, to fill gaps in data.
- Use data to support spatial mapping to identify areas where early action is needed and flag these to potential partners and stakeholders to take forward.

SE6 Monitoring and evaluating progress – In 2010, we will establish a baseline against which, over time, we will measure and evaluate progress; the evaluation being used to inform future priorities, action and delivery.

- Develop a Monitoring and Evaluation Framework including appropriate indicators, outcomes and outputs to measure and report on progress towards the realisation of the CSGN Vision, Aims and Objectives (NPF2 AP4).
- Collate baseline information, commissioning new data as required, and prepare a 2010 baseline report.
- Assist SNH to consider the need to commission work in 2010/11 to analyse the organisational contributions being made by partners and the wider stakeholders. (This information will help to ensure the initiative is adding value and not merely capturing outcomes that would have been achieved in any case without CSGN intervention).
- Report regularly to the CSGN Partnership Board and annually (in the form of an annual report) to other partners and stakeholders.
- Provide information to FCS to enable reporting to Ministers on progress against the NPF2 Action Programme. (Reporting to Ministers on the Action Programme will enable Government to track progress against deadlines and provide an opportunity for us to highlight any policy or other barriers to progress).
- At the end of Year 5, review and evaluate progress against the agreed 2010 baseline and indicators, and make recommendations to the Board on future priorities and actions based on the outcomes and outputs to date.

Appendix 3 sets out the main actions for the Support Unit for Year 1 from the above list expressed as a series of key targets which will be subsequently tracked and reported on to the Board.

6. Gaps in Delivery

The work undertaken by FCS, SNH and the Support Unit to compile the master work plan (Appendix 2) has highlighted gaps in delivery which will need to be addressed during the plan period. Mostly like this will be through the Stakeholder Engagement Strategy which will seek to align the actions of stakeholders to deliver the CSGN vision, aims and goals.

Gaps identified are:

- Developing the tourism offer (not seen as a priority for years 1 to 5; will require engagement with Visit Scotland and the tourism sector once the initiative is more established and the outcomes are becoming more tangible, for example the opening of the John Muir Way).
- Coastal Management and Flood Control (whilst there are actions in the work plan, these are very dependent on third parties. Engagement needs to focus on aligning SEPA, the Area Advisory Groups, and the Clyde and Forth Estuary Fora to act as CSGN key delivery bodies).
- Urban Greening (neither of the lead partners is in a position to lead this key strand and there are many potential partners to engage with given the range of possible actions – green roofs, green walls, sustainable urban drainage, street trees, urban open space. SNH and the Support Unit will, as part of the Stakeholder Engagement Strategy explore options for building partnerships with the local authorities to lead on the planning for and delivery of this activity strand).
- Water, air and soil quality (beyond management of peatland no actions have been identified in the work plan. SEPA is the natural lead body and engagement will seek to reinforce SEPA's role).
- Community growing (neither of the lead partners is in a position to lead on this key strand of activity and the Support Unit will, as part of the Stakeholder Engagement Strategy, explore options for building partnerships with a range of interest and stakeholders to develop a strategy to deliver this activity).
- Outdoor education (neither of the lead partners is in a position to lead on this activity and the Support Unit will, as part of the Stakeholder Engagement Strategy explore options for building partnerships with the local authorities, education and third sectors to identify a lead(s) on the planning for and delivery of this activity).
- Children's Play (neither of the lead partners is in a position to lead on this activity and the Support Unit will, as part of the Stakeholder Engagement Strategy explore options for building partnerships with Play Scotland, the local authorities and the third sector to deliver this activity).

The potential impact of these gaps has been captured in the Risk Schedule set out in Appendix 6.

7. Staff Resources

Following the request from our sponsor to provide support to the CSGN initiative, CSFT reviewed the activities, finances and staffing of CSFT in the second half of its year 08/09. This exercise led to the restructuring of the company to enable the following dedicated capacity to be identified for the CSGN Partnership Board:

- Head of CSGN Support Unit (CSFT's Chief Executive, time split 50:50 CSGN: CSFT/CSF)
- Chief Executive's PA (time split 50:50 CSGN: CSFT/CSF)
- Head of Development, CSGN (100% allocation fully dedicated to supporting the CSGN and providing day to day direction of the CSGN Support Unit. The post holder retains a role within CSFT's Management Team with residual but limited duties)

- Three Technical Development Officers with a 50/50 time split between CSGN and CSF/CSFT and providing specialist capacity in terms of data and GIS management, monitoring and evaluation, and natural heritage.

In addition, capacity is available, and is being used, to support activity from CSFT's Development Team and Business Support staff.

CSGN SU/CSFT staff work to the following set of values:

- Ethical** – (an overarching value that covers all we do and what follows)
- Decent** – (have integrity, be honest and moral, be credible and fair, respect and trust one another and be consistent)
- Responsible** – (do the right thing, be considerate and environmentally friendly, act sustainably, deliver value for money, be pragmatic and realistic)
- Creative** – (be innovative and risk taking, be inspiring, imaginative and questioning)
- Passionate** – (have belief, be committed, be positive, be knowledgeable)
- Inclusive & Co-operative** – (be responsive and open, be communicative, have a 'no blame' culture, be friendly)
- Changing things for the better** – (making a difference, improving lives and improving quality)

These values can be broken down as follows:

Who we are.....	Decent
How we behave.....	Responsible Creative Passionate Inclusive/co-operative
What we do.....	Changing things for the better

These values are reinforced through our use of 'Competency Frameworks' which set out clear expectations of staff around attitudinal and behavioural matters.

The Branding work has identified the Personality Attributes for CSGN Communications:

Ambitious & Bold; Exciting & Inspiring; Collaborative & Accessible; Real & Enriching

These seem to fit well with CSFT's and, therefore, the Support Unit's values set.

8. 2010/2011 Budget

Appendix 4 sets out the budget for Board and Support Unit activity for the year. It assumes that FCS's settlement for the financial year 2011/12 is not significantly varied. Should there be changes of significance (up or down) the budget will be adjusted to suit at the point the change is confirmed.

Income for the year comprises the £125K commitment of FCS funding resource routed through CSFT increased by £28.3K of committed work carried over from the end of the financial year 09/10, plus some £60.5K of income won by the Unit from the CSGN 2010 round of the Development Fund and £13.5K of additional funding from FCS. This results in a total budget for the year to the end of September 2011 of £227K.

Budget allocations reflect early priorities in respect of developing effective stakeholder engagement and communications.

There are a number of actions that are also a priority but cannot be funded at this time. These are listed in Appendix 5 and amount to £96K. It will be necessary to win some of this funding to enable 2 of the 20 Support Unit Targets for 2010/11 to be delivered. The Support Unit will seek external funding where possible to meet this shortfall.

As well as supporting the Board/Unit, FCS has worked with SNH to launch and distribute funds under the CSGN Development Fund. Overall some 72 projects have been supported in 2010/11 to the value of £1.4M. Plans are well advanced for a second round of funding in 2011/12. Additionally SNH has continued to support community projects with funding in the CSGN area estimated at around £1-1.5M in 2010/11.

9. Risk Management

The current risk register is attached as Appendix 6. The risks are reviewed six monthly by the lead partners/Support Unit and annually by the Board.

A review of the risk register suggests that the main generic risks lie around building and maintaining relationships with stakeholders, funding, the availability of land, and the capacity to deliver significant change in the early years.

10. Monitoring & Evaluation

FCS, SNH and the Support Unit are communicating frequently to ensure the smooth running of the initiative.

More formally, the Chief Executive, as Head of the CSGN Support Unit, will monitor performance monthly and will review this with the Head of Development, CSGN Support Unit against the milestones identified in Appendix 2 of the plan.

We will report quarterly to the CSGN Partnership Board and half yearly to Forestry Commission Scotland, as sponsors of this activity, on progress against this plan. In making these reports we will use a 'traffic light' system to indicate progress. Green will indicate a target or activity is met or completed, amber will indicate substantial completion whilst red will indicate only partial completion or no progress having been made against the target.

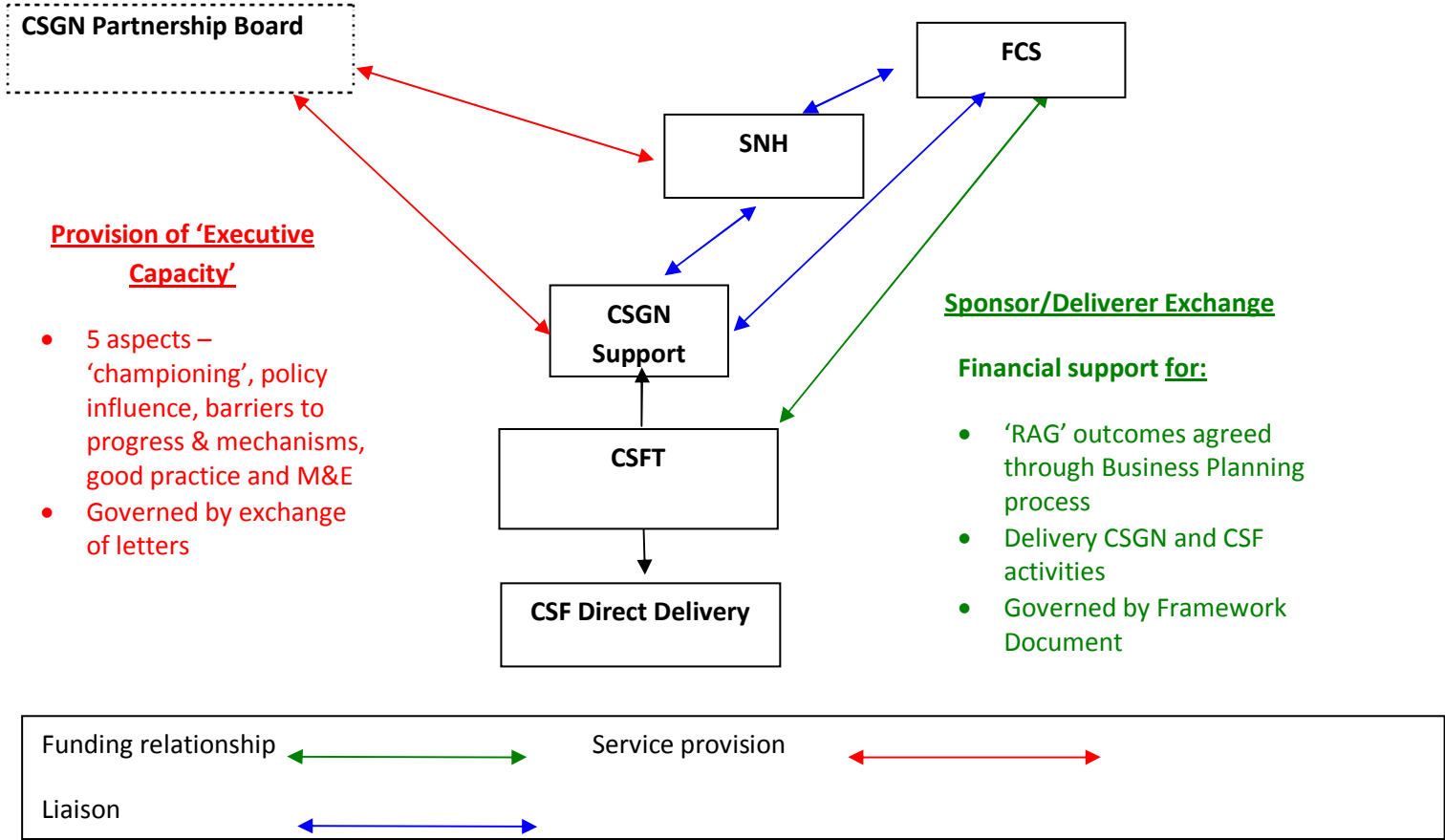
11. Commentary on Performance in 2009/10

Appendix 7 records actions in 2009/10 many of which, but not all have been led by the Support Unit, since the launch of the Initiative by the Environment Minister on 30 September 2009.

With targets identified for the 2010/2011 period, next year's reporting will be more focused on these deliverables. The equivalent to the Appendix will be developed as a first full annual report.

CSGN Working Arrangements

This diagram outlines the working relationships between the CSGN Board, CSFT/CSGN Support Unit and FCS/SNH. It reflects the different relationships that exist between CSGN Board and FCS/SNH (as joint lead partners for the initiative) and FCS and CSFT/CSGN SU (as funders of the Central Scotland Forest Trust). In addition, SNH and FCS jointly fund the CSGN Chairman Post. More detail on the working relationships and the process for agreeing the work programme for the CSGN SU is provided in the accompanying text.



CSGN Support Unit Mechanism Process

The following sets out the key components governing how services provided to the Central Scotland Green Network Board (CSGNPB) by CSFT will be determined and monitored. It reflects the different relationships that exist between FCS, SNH, the CSGN Board and CSFT/the CSGN SU. FCS and SNH are joint lead partners for the initiative, whilst FCS alone provides funding for CSFT and, hence, the CSGN SU. FCS and SNH are committed to consulting each other at each stage of the process described below and to trying to resolve any differences of opinion between them about the work of the CSGN SU and the service provided to the CSGN Board.

- 1 CSFT to discuss and agree with CSGNPB and FCS the nature of services to be provided by the CSGN Support Unit. This will be done in the period January to February each year. FCS will seek SNH's input as joint lead partner prior to agreement with CSFT.
 - 2 CSFT will then make a proposal to CSGNPB, FCS (& SNH) in March regarding the details of proposed services.
This proposal will cover:
 - Staff time to be allocated (proposed by CSFT)
 - Cash resource to be made available (proposed by CSFT)
 - RAG outcomes and milestones to be used to monitor performance (proposed by CSGNPB)
 - 3 If CSGNPB and FCS (having sought the views of SNH) agree to proposals, CSFT then incorporates these within its current Business Plan processes.
 - 4 If CSGNPB and FCS (having sought the views of SNH) disagree with any of the proposals then these two parties need to resolve any outstanding issues. Upon resolution of the proposals, FCS will advise CSFT of agreed new proposed level of service and RAG outcomes.
 - 5 CSFT then incorporates the CSGN related RAG outcomes into its Business Plan and submits this to FCS for approval in April.
 - 6 CSFT delivers the work programme and RAG milestones for CSGNPB.
 - 7 CSFT monitors staff time and cash resources dedicated to CSGN and reports these back to CSGNPB periodically.
 - 8 RAG milestones delivery monitored by FCS for payment purposes and through participation in CSGNPB.
- Request for Additional Resources**
- 9 CSGNPB may 'request' additional support from FCS or from other partners, eg SNH.
 - 10 CSFT then, if FCS amenable to request, renegotiate RAG milestones with CSGNPB, revert to FCS (who will liaise with SNH) and revise Business Plan as required.
 - 11 CSFT may bid for external funding (eg European, UK funds) to support CSGN activity.
- Disallowed Activities/Actions**
- 12 CSGNPB & SNH cannot:
 - Direct CSFT board in any way
 - Direct CSFT staff except through CSFT's Chief Executive or agreed alternate
 - Commit CSFT resources beyond agreed levels
 - 13 CSFT cannot:
 - Reduce level of committed resource
 - Alter work programme without CSGNPB, FCS (& SNH) approval
- Other Elements**
- 14 CSFT to be represented on the CSGN Partnership Board.
- Dispute Resolution**
- Should CSFT and CSGNPB be unable to reach agreement on any aspect of the above FCS, as the funder, will be the final arbiter in any dispute.

CSGN Board, FCS, SNH and Support Unit Work Plan for 2010 - 2015

Appendix 2

Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
Agenda 1 – A place for growth										
A1.1 Places for business and enterprise										
A1.1.1	Undertake action to identify the scope for sites stalled awaiting development including pilot projects	Temporary uses and/or advance landscaping become normal ways of treating 'stalled sites'	Report published No of pilots delivered	gs	SNH Irvine Bay Glasgow City Council FCS					
A1.1.2	Review past action on the treatment of Vacant and Derelict Land and identify priority areas for greening and make recommendations on next steps	Good practice identified along with opportunities for action and barriers to progress	Report to CSGNPB	CSGNSU	LAs FCS gs SEPA SURF		●			
A1.1.3	Support the development of a funded proposal to tackle priority actions/areas for treatment	Priority projects identified and developed	Reduction in V&DL	Delivery bodies	CSGNSU FCS			●	●	
A1.1.4	Review the effectiveness of any pilot projects.	Learning disseminated	Report on outcomes/outputs	CSGNSU	Delivery bodies FCS					●
A1.2 Green Network Businesses										
A1.2.1	Building on the 2010 business survey work with Scottish Enterprise host a workshop to explore how to engender interest in and action around CSGN issues amongst the business sector	Business survey disseminated Business sector further engaged in CSGN Next steps identified	Workshop in January 2011	SE	CSGNSU	●				

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
A1.2.2	Raise awareness amongst the forestry sector of the CSGN and ways to get involved in its delivery and management	Forestry sector is actively participating	No of events, articles in journals and presentations	FCS	ICF CONFOR	●	●			
A1.2.3	Evaluate the opportunities for social enterprises to participate in delivering and maintaining the GN and develop a framework to support their involvement	CSGN partners have an understanding of the opportunities for CSGN to create added value through the participation of social enterprises and any support	Evaluation completed Framework of support established	CSGNSU	SCVO Las Local delivery bodies			●	●	
A1.2.4	Examine the potential for the CSGN brand to be adopted by (appropriate) businesses	Opportunities for brand association are established	Feasibility study completed	CSGNSU	SE VS SNH				●	●
A1.3	Green Skills									
A1.3.1	Work with training providers and Government to develop a short term employment programme which will address GN capital, management and maintenance issues	Scot Gov and other funding identified to allow the Programme to come into operation	Report to CSGNPB	CSGNSU	FCS Wise Group Training Providers	●				
A1.3.2	Encourage regional partnerships and local delivery bodies to participate in the employability programme should it be given the green light	Cross CSGN roll out	No of programmes No employed	CSGNSU	FCS Wise Group Training Providers Delivery bodies	●	●	●		

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
Agenda 2 – A place in balance										
A2.1	Climate change mitigation									
A.2.1.1	Monitor and review the impact of recent changes to woodland creation grants in the CSGN area and consider further changes to incentivise new planting	Accelerated and increased level of new planting	Report to FCS and CSGNPB Boards on issues and recommendations. Next steps agreed and acted upon	FCS	ICF Delivery bodies Contractors/ Agents	●	●			
A2.1.2	Accelerate woodland planting on National Forest Estate & on land leased to FE	Accelerated and increased level of new planting	No of Ha	FCS(FE)	Land Owners	●	●	●	●	●
A2.1.3	Support local authorities to prepare up to date forestry and woodland strategies to guide woodland creation to the most suitable locations	Opportunities for woodland creation identified	No of completed strategies	FCS	LAs Regional partnerships	●	●	●	●	●
A2.1.4	Increase action to sequester carbon and store existing locked up carbon by improving the management of peatland and carbon rich soils	Peatland storing optimum levels of Co2	Ha of well-managed peatland	SNH	FCS SWT RSPB	●	●	●	●	●
A2.1.5	Continue to support the development of the biomass sector and wood fuel supply chains in the CSGN area	Reductions in non renewable energy usage	No of opportunities for wood use and wood as a fuel source identified and promoted	FCS	Regional partnerships	●	●	●	●	●

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5					
				Lead	Support	10/11	11/12	12/13	13/14	14/15	
Themes Priorities											
A2.2	Climate change adaptation										
A2.2.1	Review past action on urban greening to address climate change, identify priority actions/areas for urban greening and make recommendations on next steps	Good practice identified Priorities areas for action and remedies identified	Report to CSGNPB	CSGNSU	gs SEPA SNH	●					
A2.2.2	Support the development of funded projects to tackle priority actions/areas for greening	Urban greening being delivered	M2 of urban greening Lm of SUDs	Delivery bodies	CSGNSU		●	●	●		
A2.2.3	Review effectiveness of any pilot projects and report on outcomes/outputs and issues	Urban greening is helping to mitigate impacts of climate change and supporting urban biodiversity	Report to CSGN PB	CSGNSU	SEPA SGRF A&DS SNH						●
A2.2.4	Support partnership working on natural flood management and coastal inundation schemes	RSPB deliver pilot project at Skinflats in the upper Forth	No of properties removed from flood risk ? Ha enhanced	SNH	SEPA AAGs RSPB	●	●	●	●	●	
A2.3	Environmental management										
Agenda 3 – A place to feel good											
A3.1	Health promoting environments										
A3.1.1	Explore the scope for minimum greenspace standards across the CSGN area	Every resident has ready access to attractive and well-maintained	No of LAUs meeting 300M standard	SNH	FCS gs LAs A&DS	●					

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
		greenspace								
A3.1.2	Undertake a CSGN wide survey of health facilities to provide a 2010 baseline of existing and potential greenspace activity	Data feeds into 2010 baseline Good practice dissemination through website Gaps identified	Projects identified Key staff/organisations identified	CSGNSU	NHS Green Exercise Partnership	●				
A3.1.3	Identify gaps in provision and priority areas for increasing activity on the 'health' estate and make recommendations on next steps	Priorities areas for action and remedies identified	Report to CSGNPB on opportunities	FCS/SNH	CSGNSU NHS Green Exercise Partnership	●				
A3.2	Active spaces									
A3.2.1	Develop proposals for a longer distance route network to contribute to strategic access across the CSGN area	Proposals developed and agreed with 19 LAs	Lm of new paths Lm of path upgrades No of leaflets	SNH	FCS LAs PfA	●	●	●	●	●
A3.2.2	Develop specific proposals for a coast to coast "John Muir Trail"	Proposals and Action Plan to Minister by Mar 2011 and agreed with LAs	Path infrastructure in place by 2014 for official opening event	SNH	FCS LAs	●	●	●	●	
A3.2.2	Consider advice to Access Authorities with respect to their Core Path Plans as a component of the CSGN to connect more local communities to their core paths and their local green network	Advise supplied and agreed with 19 LAs	No of LAs actively developing links between their core paths and green networks	SNH	FCS LAs PfA	●	●	●	●	●

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
A3.2.4	Oversee and facilitate work by PFAP and other members of the active travel partnership to help increase active travel in practice at key sites across the CSGN area	2 pilot projects identified with major employers to promote active travel	No of pilot projects delivered	SNH	PfAP	●	●	●		
A3.2.5	Develop thinking on the role of Regional Parks, Country Parks and other recreational places in the CSGN with a view to developing a shared and collaborative strategy for parks and places within the network	Contribution to the CSGN of existing regional and local parks is maximised	No. of updated park management plans delivering CSGN outputs/outcomes	SNH	FCS Regional and Country Park Managers	●	●	●	●	●
A3.2.6	Develop an enjoying the outdoors campaign for the CSGN area, building on the work currently underway in Glasgow and Edinburgh for the 'Simple Pleasures Easily Found' campaign	Increased outdoor activity and use of greenspace with associated improvements to health and well-being	Feedback on marketing campaign	SNH	FCS NGOs	●	●	●		
A3.3	Growing spaces									
A3.3.1	Undertake a CSGN wide survey of community growing to provide a 2010 baseline of existing and potential greenspace activity	Data feeds into 2010 baseline Good practice dissemination through website Gaps identified	Projects identified Key staff/organisations identified	CSGNSU	FCS Partners LAs Local groups	●				

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
A3.3.2	Identify gaps in provision and priority areas for increasing activity in respect of community growing and make recommendations on next steps	Priorities areas for action and remedies identified	Report to CSGNPB on opportunities	CSGNSU	Partners LAs Local groups		●			
A3.3.3	Based on the gap analysis and the findings of the Grow Your Own Working Group, explore a collaborative approach to development of a strategy to deliver CSGN's aims for community growing including orchards, community land share and allotments.	Consensus developed on way forward which reflects the complexities of the activity and with links to health, transport, rural development and food security priorities	Community Growing Strategy developed	CSGNSU	SNH FCS LAs Regional partners Delivery bodies Sectoral interests Third sector bodies		●	●		
A3.3.4	Increase the area of public and third sector land given over to community growing	Local people can grow their own food	M2 given over to community growing on public & third sector estate	Public Sector Landowner NGOs	SNH FCS	●	●	●		
Agenda 4 – A place to belong										
A4.1	Places for life and learning									
A4.1.1	Review greenspace provision around private and rented homes, identify priority areas for GN action and make recommendations on next steps	Good practice dissemination through website Gaps Identified	Report to CSGNPB on next steps	CSGNSU	RSLs GCVGNP FCS Local delivery bodies		●			

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
A4.1.2	Support the development of a funded proposal to work with Registered Social Landlords to tackle greenspace provision, use and management around public rented homes	High quality, well-managed greenspace in areas of social housing	Demonstration projects established with RSLs	CSGNSU	gs GCVGNP RSLs FCS		●			
A4.1.3	Review effectiveness of any pilot projects and report on outcomes/outputs and issues	High quality, well-managed greenspace in areas of social housing	Report to CSGNPB and disseminate findings to all CSGN partners	CSGNSU	gs GCVGNP RSLs FCS					●
A4.1.4	Undertake a CSGN wide survey of schools grounds and other educational facilities to provide a 2010 baseline of existing and potential greenspace activity	Data feeds into 2010 baseline Good practice dissemination through website	Projects identified Key staff/organisations identified	CSGNSU	FCS Grounds for Learning LAs Universities Schools Play Scotland	●				
A4.1.5	Identify gaps in provision and priority areas for increasing activity on the 'educational' estate and make recommendations on next steps	Priorities areas for action and remedies identified	Report to CSGNPB on opportunities	CSGNSU	FCS Grounds for Learning Las Universities Schools Play Scotland	●				

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
A 4.1.6	Support the expansion of 'Forest School' and 'Forest Kindergarten' in the CSGN area	Children learning out of doors with benefits to health and educational attainment	No of participating schools No of pupils learning outdoors	FCS	FE LAs					
A4.1.7	Explore the potential for a network of outdoor education opportunities within the CSGN, including sites that represent the full breadth of the natural heritage of the area	Children learning out of doors with benefits to health and educational attainment	Report to CSGNPB and agree next steps	CSGNSU	SNH FCS Grounds for Learning Las BTCV			●	●	
A4.2	Getting Involved									
A4.2.1	Use WIAT Key Sites as exemplars of community engagement and participation, and actively disseminate lessons learnt	Good practice disseminated	No. of events, talks etc Evaluation reports	FCS		●	●	●	●	●
A4.2.2	Promote the use of the revised 'Community Engagement in Forestry Toolkit'	Good practice disseminated	No. of events & articles etc	FCS	CWA	●	●	●	●	●
A4.2.3	Continue to promote the range of opportunities for communities to get involved in forestry (including NFLS & volunteering)	Good practice disseminated	No. of events, talks etc Evaluation reports	FCS	CWA	●	●	●	●	●
A4.2.4	Use LNRs as exemplars of community engagement and participation and actively disseminate lessons learnt	Good practice disseminated	No. of events, talks etc Evaluation reports	SNH		●	●	●	●	●

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
A4.3	Social Spaces									
A4.3.1	Use learning from the Cultural Pathfinder Programme to develop an engagement strategy for partners to encourage a cultural planning led approach to GN delivery and management	More, and a wider range of, people are engaged in project planning and delivery linked to CSGN	Engagement strategy developed and disseminated	CSGNSU	Fablevision CPP partners SNH		●	●		
A4.3.2	Support roll out of the approach to support culture-led regeneration	More, and a wider range of, people are engaged in project planning and delivery linked to CSGN	No of CSGN partners adopting a cultural planning approach	CSGNSU	Fablevision CSGN partners			●	●	●
A4.3.3	Review the effectiveness of any cultural planning pilot projects and reporting on outcomes/outputs and issues	Learning disseminated	Report to CSGNPB	CSGNSU	Fablevision CSGN partners					●
A4.3.4	Work with heritage partners to identify opportunities to link the CSGN to their programmes	Improved management and promotion of cultural assets	No. of Partnership projects developed. Increased visits to heritage sites	CSGNPB	HS BEFS NTS RCAHMS WTS CWA	●	●	●	●	●
Agenda 5 – A place for nature										
A5.1	Integrated Habitat Networks									
A5.1.1	Complete commissioning of new or updated IHN models to ensure consistent and up to date IHN coverage across the wholes CSGN	Complete coverage available Data issued to regional and local	100% of CSGN with IHN mapping in place	CSGNSU	FR SNH FCS	●				

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
	area	partners								
A5.1.2	Support data analysis and modelling for IHN with Pathfinder authorities as an early priority	Learning identified and disseminated across all 19 authorities	Pilots delivered	SNH	FCS LAs	●	●			
A5.1.3	Produce guidance on the use and implementation of IHNs meeting a range of user needs	Guidance produced and disseminated to key audiences	Extent of partner take up and use	SNH/ CSGNSU	FCS FR	●				
A5.1.4	Undertake a desk-based prioritisation exercise to identify project target areas using IHN and other datasets and selection tools , such as RBMP, to identify priority areas for action	Target projects identified Schemes developed and taken to implementation, subject to landowner agreement and funding being identified	Suite of potential projects identified 4 projects complete	SNH/ CSGNSU	FR SEPA GCVGNP FCS Local delivery bodies	●	●			
A5.1.5	Target high priority areas identified in IHN prioritisation for project work and with local partners develop and implement these	Habitat networks being extended or created. Completion of 4 projects per year	No. of projects completed	SNH	CSGN SU FCS Land owners Local delivery bodies		●	●	●	●
A5.1.6	Re-run IHN models and/or prioritisation exercise to ensure maximum validity of data	Models remain up to date and valid	Up-to-date IHN models and project selection tools	SNH	FR FCS CSGNSU Data suppliers					●

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
A5.2	Species Action									
A5.2.1	Work with partners to review effectiveness of LBAP partnerships and deliver and roll out improvements identified	LBAP activities maximised	Workshop held Report prepared and issued Recommendations accepted by LBAP partnerships	CSGNSU	SNH FCS LBAP Partners	●	●			
A5.2.2	Prepare advice on UK BAP priority habitat (Open Mosaic Habitats on Previously Developed Land) to guide greening of vacant and derelict land	Locally rare habitats identified and safeguarded from inappropriate development	HAP published	SNH	FCS FR	●	●			
A5.2.3	Consider current and anticipated needs for urban deer management needs and opportunities as a consequence of the CSGN and set out a strategic framework for action	Deer welfare balanced with issues of road accidents, crop damage etc Framework for Action agreed and being implemented	Framework in place No of deer related road traffic incidents	SNH	FCS Local deer management groups	●	●			
A5.2.4	Pilot the Deer Management Decision-making framework project in Linlithgow area, roll out to Gartcosh and then across other areas within CSGN	Deer welfare balanced with issues of road accidents, crop damage etc	Report on effectiveness of the Framework, and make adjustments prior to roll out	SNH	FCS CSFT	●	●	●	●	●
A5.2.5	Undertake non-native invasive species mapping and monitoring across the CSGN area, review options for eradication and control, and support pilot projects	Spatial priorities mapped. Appropriate actions developed and species removed or	Area of CSGN mapped No of pilot projects No/Ha of eradicated species	SNH	Clyde AAG Forth AAG Delivery bodies	●	●	●	●	●

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
		brought under control Species removed or brought under control								
A5.2.6	Investigate need for and options for CSGN Biological Records sharing structure	Data sharing improved	Data accessible and being used	SNH	CSGNSU FCS Data holders		●	●		
A5.3 Landscape Action										
A5.3.1	Develop a CSGN Landscape Action Plan, scoping activity under Changing Landscapes, Tomorrow's Landscapes, Our Landscapes and identifying resources	Priorities for landscape action identified, agreed and prioritised	Action Plan produced and being implemented	SNH	FCS SG A&DS LIS CSGNSU	●	●			
A5.3.2	Undertake regional mapping work to improve landscape baseline information and to raise awareness and appreciation of the diversity and heritage of landscapes	Provide a landscape baseline for all future activity	Landscape Character dataset	SNH	FCS LAs	●	●			
A5.3.3	Support A&DS in scoping out, obtaining funding for and launching Tomorrow's Landscapes programme and competition(s)	International profile-raising and expert input. New landscape vision for the CSGN area developed	International competitions /symposia etc. attract calibre submissions. Usable ideas/proposals generated	A&DS	SG SNH LIS CSGNSU		●	●		
A5.3.4	Consider current options for new NNRs in the area and determine actions required for them to be designated	Potential NNRs identified along with a proposal for delivery of 1 NNR in	Report to SNH and CSGN SU Boards Agree next steps	SNH	FCS SEPA LAs		●	●		

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
		the plan period								
A5.3.5	Adjust existing NNR Management Plans, where necessary, to build connectivity to the CSGN and add value to its goals	Management prescriptions support delivery or management of the CSGN	No of updated Management Plans	SNH	Land owners		●	●		
CSGN Strategic Enabling Strands (SE)										
SE1 – Championing the CSGN Vision										
SE1.1	Arrange and prepare papers for Bi-monthly CSGN Partnership Board meetings	Effective Governance and Direction	6 Board meetings each year. Papers and minutes on CSGN website	CSGNSU	SNH FCS		●	●	●	●
SE1.2	Commission work on CSGN branding including brand identity and brand guidelines for external and internal use.	Recognisable 'house style' developed	Brand identity agreed. Brand guidelines being used No of users	CSGNSU	FCS SNH GCVGNP	●	●	●	●	●
SE1.3	Commission a 3 year Communications Plan to raise awareness and understanding of the CSGN amongst Government, partners, funders and stakeholders, and support stakeholder engagement, identifying and developing communication resources	Effective communications broaden understanding and encourage wide engagement Supports development of appropriate materials	3 year Plan agreed, brought into operation and actions being delivered	CSGNSU	FCS SNH GCVGNP	●				

**CENTRAL SCOTLAND GREEN NETWORK SUPPORT UNIT
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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
SE1.4	Develop a range of communication materials, other resources and arrange any training so that the Chairperson, Board members and staff have the skills and materials to be effective communicators	Effective engagement supported by appropriate and timely materials	Materials prepared Training provided	CSGNSU	FCS SNH GCVGNP		●	●		
SE1.5	Develop the CSGN website to become the preferred source for CSGN information	Website provides a resource for all partners, researchers and students	Extent of use and feedback	CSGNSU	FCS SNH GCVGNP					
SE1.6	Make arrangements for an annual CSGN Forum	High profile event with key/international speakers Wide stakeholder engagement	Number of attendees Range of sectors/ interests attending	CSGNSU	SNH FCS	●	●	●	●	●
SE1.7	Make arrangements for CSGN presence at the 2011 Royal Highland Show	Wide stakeholder engagement	No. of attendees Range of sectors/ interests attending	CSGNSU	FCS SNH	●				
SE1.8	Engage a PR agency to deliver regular media coverage in National and local press and relevant professional or specialist journals to raise the profile of the CSGN amongst politicians and decision-makers	Effective engagement supported by timely press/media activity	No. of papers/journals No. of articles Estimated readership Estimated PR value	CSGNSU	FCS SNH	●	●	●	●	●

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
SE1.9	Identify and, if required, develop a number of internal CSGN Champions from within the Board, lead partners and Unit to assist with media activity	CSGN seen as a regular and reliable point of contact for media interviews	Increased presence in papers and on radio and TV	CSGNSU	FCS SNH	●	●	●	●	●
SE1.10	Identify, support and promote potential CSGN flagship projects as part of positive communications around the CSGN (NPF2 AP 4)	Flagship projects have been identified, promoted and supported	No of projects identified and supported. Impact	FCS SNH CSGNSU	Local partners	●	●	●	●	●
SE1.11	Review the effectiveness of the Communications Plan and prepare a new plan for the next period	Communications effort is targeted and effective	Evaluation Report New Plan prepared	CSGNSU	FCS SNH				●	●
SE2 – Establishing a supportive environment										
SE2.1	Undertake Stakeholder Mapping and develop a Stakeholder Engagement Strategy aligning Communications activity as required	Extent of interest in CSGN identified. Partners and stakeholders fully engaged especially in areas where gaps in provision have been identified	Stakeholder Mapping Exercise and Stakeholder Management Plan produced	CSGNSU	FCS SNH CSGNPB gs Regional partners	●				
SE2.2	Implement the Stakeholder Engagement Strategy securing partner commitment to delivering the Vision, and building the capacity and effectiveness of the partnership	Partners and stakeholders fully engaged. Capacity to deliver the CSGN is/can be secured from within the public, third and private sector	Number, value, impact of CSGN related programmes	CSGNPB	CSGNSU FCS SNH gs Regional partners	●	●	●	●	●

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
SE2.3	Take forward discussions with Government Agencies to establish the CSGN partnership as a coordinating focus for their involvement in greenspace and green infrastructure issues In Central Scotland and to explore how their policies, programmes and funding sources can be directed or developed to support the delivery of the GN.	CSGN actions become embedded in policies and programmes	CSGN written into all relevant documents and influencing programmes and budget allocations	FCS	SNH CSGNSU	●	●	●	●	●
SE2.4	Consult with the 19 Local authorities through existing mechanisms to determine how best to involve them in shaping and delivering the CSGN	Full engagement of LAs in the CSGN. LA views being fed into decision-making CSGN priorities being reported to and acted upon by LAs	Reponses fed into Stakeholder Engagement processes. Action preferred arrangements	SNH	FCS CSGNSU LAs COSLA	●	●	●	●	●
SE2.5	Engage with the 19 local authorities to secure policies, planning and SOA outcomes and priorities for early action which support delivery of the CSGN	CSGN actions become embedded in local policies and programmes CSGN indicators incorporated into the suite of indicators promoted by The Improvement Service. CSGN	No., value and impact of CSGN related programmes	SNH	FCS CPPs The Planning Improvement Service CSGNSU	●	●	●	●	●

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
		promoted within all Community Planning Partnerships								
SE2.6	Consult with the regional partnerships collectively and individually to determine how best to involve them in shaping and aligning their activities to deliver the CSGN and to identify how support from the CSGN add value to their work	Full engagement of the regional partners in the CSGN. Regional partner views being fed into decision-making CSGN priorities being reported to and acted upon by the regional partnerships	Report to CSGNPB on preferred means of regular contact. Action preferred arrangements	CSGNSU	SNH FCS CSFT GCVGNP L&FGNP Emerging Ayrshire partnership	●	●	●	●	●
SE2.7	Identify and, if required, develop a network of champions from within partner organisations to spread messages internally and externally to support the initiative.	Every public body will have identified a CSGN Champion at a very senior level who is driving delivery from within	Champions identified and given press training	CSGNPB Chair & SU	FCS SNH Regional Partners Partners	●	●			
SE2.8	Engage with the Clyde and Forth AAGs to align actions and secure synergy between delivery of River Basin Management Plans and delivery of the CSGN.	RBMP actions support delivery or management of the CSGN	AAGs taking a key role in delivery	SNH	SEPA FCS	●	●	●	●	●
SE2.9	Examine ways to build capacity within CSGN stakeholders to accelerate, extend or improve delivery, including reviewing	Needs and opportunities are identified and follow up action agreed	No of productive meetings with new stakeholders Level of support offered	CSGNPB Chair & members	CSGNSU FCS SNH	●	●			

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
	support models such as CABE enablers and greenspace scotland's 'associates'									
SE2.10	Identify and address gaps in cross-boundary and cross-sectoral working to encourage better integration and coherence in policies, programmes and quality standards.	Cross geographical and organisational boundary work is assisting with coordinated, joined up action, addressing barriers to progress and filling gaps in delivery	Report considered by CSGN PB	FCS SNH	CSGNSU SGDBE	●	●			
SE2.11	Undertake a review of the Stakeholder Engagement process and update the Strategy for the next phase of delivery	Partners and stakeholders fully engaged	Stakeholder Management Plan reviewed and updated for next 5 year period	CSGNSU	FCS SNH CSGN Partners				●	●
SE2.12	FCS to engage with other NPF2 National Development to seek their contribution to the CSGN	Increased understanding of CSGN concept and integration into development proposals/ masterplans	No. of meetings held Modification of proposals to deliver GN actions	FCS	SNH CSGNSU	●	●			
SE2.13	Engage with the SESPlan and Glasgow and Clyde Valley Strategic Development Plan teams to help ensure that the CSGN is effectively expressed in the Main Issues	Spatial priorities for CSGN represented in Strategic plans	No of SDPs	SNH FCS		●	●	●		

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
	Reports and Strategic Development Plans									
SE2.14	Engage with the Local Development Plan teams to help ensure that the CSGN is effectively expressed in the Main Issues Reports and Local Development Plans including developing pilot projects as appropriate	Spatial priorities in strategic plans translated into local development plans	No of LDPs	SNH	FCS SG DBE A&DS RTPIS	●	●	●	●	●
SE2.15	Maintain an overview of how the CSGN is represented in development plans by capturing mapping and data arising from the Main Issues Reports being developed in respect of the new Strategic and Local Development Plans and reviewing these to ensure the ambition of the CSGN vision and integrity of the Network can be realised through the plan-making process; and make periodic reports to CSGN Partnership Board	Local GN proposals join up and the sum CSGN is greater than the parts	Reports to CSGNPB Gaps and priorities for further action flagged to LAs	SNH CSGNSU - mapping	FCS SG DBE A&DS RTPIS	●	●	●	●	●
SE2.16	Identify useful and relevant planning guidance as it is developed and make this available to the partnership through the website and dissemination	Good practice widely disseminated	Feedback from stakeholders on content	SNH	FCS gs CSGNSU	●	●	●	●	●
SE2.17	Provide information and make responses to ensure that CSGN	Improved understanding of the	References to CSGN/ Green Networks included	FCS/SNH	CSGNSU	●	●	●	●	●

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
	outcomes are recognised in relevant Government, agency and local authority policy documents and forward plans/ programmes (NPF2 AP8)	role of the CSGN in delivering SG outcomes	in relevant documents							
SE3 – Identifying and seeking ways to remove barriers										
SE3.1	Develop a five year Funding and Delivery Strategy (NPF2 AP5)	Funding needs to deliver the CSGN have been quantified and follow up action to secure funding identified	Strategy approved by CSGN PB Follow up action agreed	CSGNSU	SNH FCS	●	●			
SE3.2	Ensure that FCS's grant programmes, such as WIAT, explicitly support CSGN delivery	Resources support CSGN delivery	CSGN explicitly reflected in programme documentation & priorities	FCS		●	●	●	●	●
SE3.3	Ensure that SNH's grant programmes explicitly support CSGN delivery	Resources support CSGN delivery	£ applied to CSGN activity	SNH		●	●	●	●	●
SE3.4	Seek to ensure that existing funding streams, such as SRDP and LEADER, are aligned to support the CSGN	CSGN embedded as a priority in SRDP and LEADER	SRDP, LEADER and other funds realigned. Value of funding flowing to projects	FCS/SNH	CSGNSU	●	●	●		
SE3.5	Input into the shaping of the next SRDP Round to ensure better support for CSGN related activity and easier take up	CSGN embedded as a priority in SRDP and application process improved	SRDP funds realigned. Value of funding flowing to projects	FCS/SNH	CSGNSU	●	●	●		
SE3.6	Monitor success of 2010 CSGN Development Fund and identify	Projects contribute to the delivery of the	Learning from 2010 funded projects captured	FCS/SNH	CSGNSU	●	●	●		

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
	funding for a 2011 Fund which targets spatial/thematic priorities	CSGN	and disseminated 2011 Fund launched by April 2011							
SE3.7	Develop new funding streams aligned to the agenda-based/ spatial priorities working with Government, other CSGN partners and major funding sources such as the BIG Lottery Fund and private investors	Well targeted and accessible funding for green network enhancements	Report submitted to CSGN PB Successful applications being submitted by regional and local partners	FCS/SNH	CSGNSU	●	●	●		
SE3.8	Explore possible use of carbon offset funding to support woodland creation in the CSGN area	Accelerated and increased level of new planting	Funding secured No of Ha	FCS	CSGNSU	●	●			
SE3.9	Commission work to review the availability and application of public finance on delivery in respect of: the balance between capital and revenue support; annuality; and viring, each of which could be refocused to provide better support to the delivery and management of the Green Network.	Funding identified to enable next phase of CSGN to be realised	Report recommendations disseminated to the CSGNPB and government	CSGNSU	FCS SG Finance Team COSLA			●	●	
SE3.10	Commission work to review primary and local legislation to ensure it is fit for purpose in respect of the CSGN.	Issues and opportunities identified	Report submitted to CSGN PB Follow up action agreed	CSGNSU	SG COSLA		●			
SE3.11	Commission work to look at taxation and whether existing or new tax incentives could be	Issues and opportunities identified	Report submitted to CSGN PB Follow up action agreed	CSGNSU	SG HMRC Law Society			●	●	

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
	developed to encourage land managers or building owners to treat their land and property in ways which would contribute to the Green Network									
SE3.12	Provide consistent advice on the potential contribution of major developments in the area to the CSGN, including promoting adoption of Landscape Character Assessment, Historic Landuse Assessment and IHN modelling to inform the planning of functional greenspace, active travel routes and other “green” aspects of place-making.	LCS, HLA, IHN tool used as integral parts of decision-making by Planning Authorities, consultants, land managers, community groups and NGOs	No of masterplans with robust GN framework	SNH	FCS FR RCAHMS	●	●	●	●	●
SE3.13	Develop a common approach to advancing the CSGN through work in advising local planning authorities in respect of development management	Robust GN proposals feature in masterplan and individual site proposals	No of successful outcomes	SNH	FCS SG DBE A&DS RTPIS	●	●	●	●	●
SE3.14	Review and make recommendations to improve the effectiveness of partnership agreements, planning agreements, supplementary guidance, planning conditions etc.(NPF AP9)	Good practice is identified and disseminated. Planning processes are supporting delivery of the CSGN	Findings fed back regularly to planning teams, developers and their consultants	SNH	FCS SG DBE A&DS RTPIS	●	●	●	●	●

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
SE3.15	Highlight green network opportunities and issues in pre-application discussions with developers (including other NPF2 national developments) and/or through the Strategic and Environmental Impact Assessment processes	Robust GN proposals feature in masterplan and individual site Issues resolved in advance of development proposals	No of successful outcomes	SNH	FCS SG DBE A&DS RTPIS	●	●	●	●	●
SE3.16	Develop recommendations on preferred CSGN management structures and processes (NPF2 AP6)	Issues and opportunities identified	Report to CSGNPB. Report recommendations disseminated and acted upon	SNH	FCS CSGNSU Key stakeholders	●				
SE3.17	Explore the use of planning agreements by planning authorities from across Scotland (and further afield), and how these can be improved to deliver green network enhancements. Identify and disseminate examples of good practice.	Issues and opportunities identified	Report to CSGNPB. Report recommendations disseminated and acted upon	SNH	FCS LAs RTPIS		●			
SE3.18	Explore the use of, and pooling of, developer contributions to support priority Green Network enhancement projects operating in England, and elsewhere, and the potential for such a scheme in the CSGN area	Issues and opportunities identified	Report to CSGNPB. Report recommendations disseminated and acted upon	SNH	FCS LAs RTPIS		●			
SE3.19	Review mechanisms around land assembly and bring to the Board	Ways to remove barriers to progress	Report to CSGN PB Other mechanisms	CSGNSU	FCS SNH		●			

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
	recommendations on how to increase the availability of land for CSGN activity. (This work will look at the effectiveness of a range of mechanisms such as partnership agreements, planning agreements and planning conditions, and Compulsory Purchase Orders	identified Better understanding of other mechanisms	identified		LAF Scot Law Comm.					
SE3.20	Review the operation of, and enhance opportunities associated with, restoration of open cast coal sites to enhance the GN	Good practice identified and disseminated	Report to CSGN PB Next steps agreed	FCS/SNH	FE SG DBE Mineral industry Delivery bodies		●			
SE4 – Supporting and Sharing Good Practice										
SE4.1	Ensure that existing guidance on planning for open space strategies, green networks and “green infrastructure” is collated and adequately signposted for use by practitioners to ensure that we build on all the good thinking that has been developed in recent years elsewhere in the UK.	Good practice has been identified and disseminated	Feedback from stakeholders/users	SNH	SNIFFER SURF gs A&DS RTPI GI Task Group FCS CSGNSU	●	●	●	●	●
SE4.2	Deliver a series of Sharing Good Practice events on CSGN priority topics agreed by the Partnership Board each year for the next 3 years	CSGN development and delivery is based upon best available knowledge and practice	Events and programmes developed and delivered Feedback from stakeholders/users	SNH	SNIFFER SURF gs CSGN SU	●	●	●		

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
SE4.3	Identify good practice in FCS/FE programmes and activities and disseminate the learning	Good practice has been identified and disseminated	Feedback from stakeholders/users	FCS	FE	●	●	●	●	●
SE4.4	Review open space audits and strategies and prepare an e-resource of good practice examples and learning points			SNH	gs	●	●			
SE4.5	Develop the CSGN website to allow sharing of information and learning from others	CSGN development and delivery is based upon best available knowledge and practice	Website regularly updated	CSGNSU	Partners	●	●	●	●	●
SE4.6	Review the need for further research and support the commissioning or undertake research, in particular applied research, to assist future delivery and practitioners ensuring new knowledge; guidance and tools developed through research are transferred to the right people.	Gaps in knowledge have been identified and co-ordinated action begun to address areas of need	Report to CSGNPB on gaps and recommendations on future research	SNH	FCS CAMERA SNIFFER SURF gs CSGNSU	●	●			
SE4.7	Review the effectiveness of the knowledge transfer programme and make recommendations on future action and dissemination.	CSGN development and delivery is based upon best available knowledge and practice	Report to CSGNPB	CSGNSU	FCS SNH					●

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
SE 5 – Data Management										
SE5.1	Establish protocols for the Unit and Lead partners to help with coordinating, managing and disseminating data	Central metadata list allows easy sharing Partners have access to current data	Management proposal agreed with lead partners. Metadata list made available	CSGNSU	FCS SNH Data providers	●				
SE5.2	Take receipt of new data and provide regular updates about new data to data users	Partners have access to current data	Frequency of data communication updates	CSGNSU	Data providers	●	●	●	●	●
SE5.3	Work with partners, or commission work, to fill gaps in data	Partners have access to current data	Gaps in data identified and filled	CSGNSU	FCS SNH Data providers	●	●	●	●	●
SE5.4	Use data to support spatial mapping to identify areas where early action is needed and flag these to potential partners and stakeholders to take forward	Spatial priorities are mapped and relevant partners notified	Map layers created and disseminated	CSGNSU	FCS SNH Other partners	●	●			
SE6 – Monitoring and Evaluation										
SE6.1	Develop a Monitoring and Evaluation Framework including appropriate indicators, outcomes and outputs (NPF2 AP4)	Detailed Monitoring & Evaluation Framework is established to measure progress towards the Vision	Report on the Monitoring and Evaluation Framework is presented to the CSGN PB	CSGNSU	FCS SNH Temp Working Group	●				
SE6.2	Collate baseline information , commissioning new data as required, and prepare a 2010 Baseline report	Create a document which sets out the starting point from which CSGN	Information held in the monitoring database is turned into useable knowledge in the form of	CSGNSU	Data providers	●				

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Code	Action	Desired impact /outcomes	Indicator/ Measure	Partners		Timescale Years 1-5				
				Lead	Support	10/11	11/12	12/13	13/14	14/15
Themes Priorities										
		progress can be measured	a report							
SE6.3	Consider the need to commission work in 2010/11 to analyse the organisational contributions being made by partners and the wider stakeholders.	Existing and potential contributions are mapped	Report to CSGNPB on existing and potential capacity. Next steps agreed	SNH	CSGNSU	●				
SE6.4	Report regularly to CSGN Partnership Board and annually (in the form of an annual report) to other partners and stakeholders	Create a brief annual report on progress mainly consist of secondary data analysis	Annual report supplied to the CSGN PB and partners	CSGNSU	Data providers	●	●	●	●	●
SE6.5	Provide information to FCS to enable reporting to Ministers on progress against the NPF2 Action Programme	NPF2 targets being met during the plan period	Regular reports to NPF2 team	FCS	SNH CSGNSU	●	●	●	●	●
SE6.6	At the end of Year 5, review and evaluate progress against the agreed 2010 baseline and indicators, and make recommendations on future priorities and actions based on the outcomes and outputs to date.	Monitoring and Evaluation informs forward planning	Report to CSGNPB on progress informs future planning	CSGNSU	Data providers					●

Key Targets for CSGN Support Unit for 2010/2011

Appendix 3

Code	Agenda	Trend	Milestones to September 2011	Desired Impact to September 2011	Anticipated Future Activity in Plan Period
A1.2.1	Green Network Businesses	New	Building on the 2010 business survey work with Scottish Enterprise host a workshop to explore how to engender interest in and action around CSGN issues amongst the business sector	Business Survey disseminated Business sector further engaged in CSGN Next steps identified	Next steps being developed and delivered
A1.3.1	Green Skills	New	Work with training providers and Government to develop a short term employment programme which will address GN capital, management and maintenance issues	Scot Gov and other funding identified to allow the Programme to come into operation	Regional partners and local delivery bodies encouraged to participate
A2.2.1	Climate change adaptation <i>Only partially funded</i>	New	Review past action on urban greening to address climate change, identify priority actions/areas for greening	Report made to CSGNPB Next steps identified	Next steps being developed and delivered by relevant partners
A3.1.2	A Place to Feel Good	New	Undertake a CSGN wide survey of hospital/health facilities to provide a 2010 baseline of existing and potential greenspace activity	Data feeds into 2010 baseline Good practice dissemination through website Gaps identified	Next steps being developed and delivered by relevant partners
A3.3.1	Growing Spaces	New	Undertake a CSGN wide survey of community growing to provide a 2010 baseline of existing and potential greenspace activity	Data feeds into 2010 baseline Good practice dissemination through website Gaps identified	Next steps being developed and delivered by relevant partners
A4.1.4	Places for Life and Learning	New	Undertake a CSGN wide survey of schools grounds and other educational facilities to provide a 2010 baseline of	Data feeds into 2010 baseline Good practice dissemination through website Gaps identified	Next steps being developed and delivered

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Code	Agenda	Trend	Milestones to September 2011	Desired Impact to September 2011	Anticipated Future Activity in Plan Period
			existing and potential greenspace activity		
A4.3.4	Social Spaces	New	Work with heritage partners to identify opportunities to link the CSGN to their programmes	Improved use, management and promotion of cultural assets	Heritage partners actively engaged with CSGN and delivering outputs/outcomes
A5.1.1	Integrated Habitat Networks	Ongoing	Complete commissioning of new or updated IHN models to ensure consistent and up to date IHN coverage across the whole CSGN area	Complete coverage available Data issued to regional and local partners	IHN model informing Development Planning and acting as a decision-making tool to prioritise physical projects
A5.1.3		New	Working with SNH, produce guidance on the use and implementation of IHNs meeting a range of user needs	Guidance has been produced and disseminated to key audiences	IHN model informing Development Planning and acting as a decision-making tool to prioritise physical projects
A5.2.1	Species Action	New	Work with partners to review effectiveness of LBAP partnerships and deliver and roll out improvements identified	Workshop held Report prepared and issued Recommendations accepted by LBAP partnerships LBAP activities maximised	Better prioritisation of LBAP activity across the CSGN
SE1.2	Championing the CSGN Vision	New	Commission work on CSGN branding including brand identity and brand guidelines for external and internal use	Recognisable 'house style' developed	Roll out brand guidelines and encourage take up of CSGN identity
SE1.3		Inc	Commission a 3 year Communications Plan to raise awareness and understanding of the CSGN amongst Government, partners, funders and stakeholders, and support stakeholder engagement, identifying and developing communication resources	3 year Plan agreed and brought into operation Effective communications broaden understanding and encourage wide engagement Supports development of appropriate materials	Communications Plan to be reviewed and renewed after Year 3

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Code	Agenda	Trend	Milestones to September 2011	Desired Impact to September 2011	Anticipated Future Activity in Plan Period
SE1.6		New	Make arrangements for an annual CSGN Forum	High profile event with key/international speakers. Wide stakeholder engagement	Forum planned for each year of the plan period
SE2.1	Establishing a supportive environment	Inc	Undertake Stakeholder Mapping and develop a Stakeholder Engagement Strategy aligning Communications activity as required	Extent of interest in CSGN identified. Partners and stakeholders becoming more engaged, especially in areas where gaps in provision have been identified.	Engagement activity will continue throughout the plan period
SE3.1	Identifying and Seeking Ways to Remove Barriers <i>Unfunded activity</i>	New	Develop a five year Funding and Delivery Strategy (NPF2 AP5)	Funding needs to deliver the CSGN have been quantified and follow up action to secure funding identified	Funding sources are being identified and new sources being created
SE4.5	Supporting and Sharing Good Practice	Inc	Develop the CSGN website to allow sharing of information and learning from others	CSGN development and delivery is based upon best available knowledge and practice	Continue to develop the website as an archive and a source of information and good practice
SE5.1	Data Management	New	Establish protocols with FCS and SNH for co-ordinating, managing and disseminating data	Central metadata list allows easy sharing Partners have access to current data	Data continues to be maintained and is accessible
SE5.4		New	Use data to support spatial mapping to identify areas where early action is needed and flag these to potential partners and stakeholders to take forward	Spatial priorities are mapped and relevant partners notified	Leads on to work by regional and local partners to deliver projects/activity in areas of need
SE6.1	Monitoring and Evaluation	New	Develop a Monitoring and Evaluation Framework including appropriate indicators, outcomes and outputs (NPF2 AP4)	Detailed Monitoring & Evaluation Framework is established to measure progress towards the Vision	Framework maintained

Code	Agenda	Trend	Milestones to September 2011	Desired Impact to September 2011	Anticipated Future Activity in Plan Period
SE6.2		New	Collate baseline information, commissioning new data as required, and prepare a 2010 Baseline report	Create a document which sets out the starting point from which CSGN progress can be measured	5 year review will compare progress against the Baseline report

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2010/2011 Budget

Appendix 4

	EXP	INC	
A place for growth			
Business survey	4,250		Carried Over from last financial year (C/O)
Follow up actions to the Business Survey	5,000		
Tourism survey	4,950		C/O
Launch employment programme	2,000		
A place in balance			
Green Roof Survey	150		
Review of urban greening	10,000		
A place to feel good			
Healthy greenspace survey	8,000	8,000	
Community growing survey	9,000	9,000	
Follow up community growing work	4,000		
A place to belong			
School and College grounds survey	8,000	8,000	
Follow up school and college grounds survey	4,000		
A place for nature			
LBAP Review	7,500	7,500	
IHN/RBMP Project	20,000	20,000	
IHN Guidance	8,000	8,000	
Championing the CSGN Vision			
CSGN Board Meetings	2,000		Room/Refreshments/Facilitator for 16/9
CSGN Board Development	5,000		Learning journeys
Brand Development	15,300		C/O
Communications Plan	10,000		Develop 3 Year Plan
CSGN Stationery	4,000		
Prospectus replacement doc	5,000		
Crystal Mark doc.	2,000		
Display materials	5,000		
Communication Materials	10,000		
LA Event	2,300		C/O
NGO Event	2,000		C/O
CSGN 2011 Forum	7,500	7,500	
CSGN at 2011 RHS	6,000	6,000	
Events/Conferences	3,000		Chair, Board and SU attendance
PR Support	13,200		
Establish a supportive environment			
Stakeholder Engagement	15,000		Stakeholder Mapping & Engagement
Identify and seeking ways to remove barriers			
Supporting & Sharing Good Practice			
Website Dev & Maint	5,000		
Data Management			
Licenses etc	5,000		
Monitoring & Evaluation			
Further research/data gathering	14,000		
CSGN SU Development			
Training	1,000		
	Total	227,150	74,000
			125 + 28.3 C/O + 74 = 227.3

**CENTRAL SCOTLAND GREEN NETWORK SUPPORT UNIT
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Unfunded Projects

Appendix 5

		EXP	INC	
A place in balance				
Commission work on urban greening		9,000		Especially street trees/green roofs
Championing the CSGN Vision				
CSGN Awards/Sponsorship		5,000		eg Green Awards
Establish a supportive environment				
Enabling Budget		30,000		Allowing targeted input into organisations
Identify and seeking ways to remove barriers				
Commission funding strategy		20,000		Building on funding issues Paper to Jan Board
Take advice on private investment funding		2,000		Ditto
Supporting & Sharing Good Practice				
Website Dev & Maint		5,000		Further development
Supporting Research		25,000		To be allocated as needed
		Total	96,000	

**Appendix 6
CSGN Risk Register**

RATING

		March 2010	June 2010	December 2010
6 & less		4	6	8
7 - 14		22	19	26
15 upwards		6	8	4
Total		32	33	38

KEY

FCS Forestry Commission Scotland
 SNH Scottish Natural Heritage
 PB Partnership Board
 SU Support Unit
 CSFT Central Scotland Forest Trust

Risk Identification					Current Risk Evaluation				Response				STATUS	
No.	Risk Heading	Risk Description	Risk Effect	Owner	Probability	Impact	PI Score	Risk Level	Mitigation	Residual Risk	Owner	Completion Date	Comments	↑ ↓ — new
CSGN INITIATIVE														
II1	Initiative Impact	Initiative fails to add value	Initiative not valued, partnership weakened over time	PB	2	5	10		Seen to accelerate or enable activity		PB	Ongoing	Critical that we engage with LAs and local partnerships	—
II2	Initiative Impact	Initiative not being seen to add value where LAs etc are leading action and CSGN appears to follow behind	CSGN not seen as relevant and becomes marginalised	PB	3	3	9		CSGN needs to be seen to be at the 'front' of actions either leading or participating		PB	Ongoing	Critical that we engage with LAs and local partnerships driving innovation and early action	new
II3	Initiative Impact	Initiative fails to deliver 'a step change' in quality	Initiative loses credibility, fails to meet ambition	PB	3	5	15		Demonstrate quick wins and communicate long term vision		PB	Ongoing	Step change is long term ambition. Challenge will be to keep CSGN credible and relevant in short to medium term	—

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Risk Identification					Current Risk Evaluation				Response				STATUS	
No.	Risk Heading	Risk Description	Risk Effect	Owner	Probability	Impact	PI Score	Risk Level	Mitigation	Residual Risk	Owner	Completion Date	Comments	↑↓ – new
II4	Initiative Impact	Start up too slow, does not keep pace with expectations	Initial impetus lost, partnership becomes disillusioned	PB	3	3	9		Demonstrate quick wins (process and projects) and communicate these successes		PB	2015	Development Fund has released £1.39m to secure early wins	–
IO1	Initiative ownership	Lead partners work independently of one another	Initiative compromised, resources wasted	FCS SNH	2	5	10		Work plan fully reflects planned actions by the lead partners		FCS SNH	Ongoing	Because of increased input by lead partners the risk is increasing	↑
IO2	Initiative ownership	Volume of lead partner activity is such that Board is perceived to have a secondary role	Board is marginalised and initiative is seen to be owned by 2 parts of the public sector	PB	2	5	10		As Board mature relationships will lead partners need to evolve		PB	2011	New risk reflecting the increased levels of lead partner activity	New
IO3	Initiative ownership	Public sector agencies do not embrace CSGN	CSGN fails completely	PB	3	5	15		Demonstrate relevance of the GN to other main stream priorities		PB	2015	Tightening levels of public finance heighten this level of risk	–
IO4	Initiative ownership	Landowners don't 'buy in' so restricting progress	Actions severely restricted – 'network' impossibly compromised	FCS SNH	3	4	12		Making the most of incentives, controls and engagement to encourage participation, particularly SRDP and CAP reform		FCS SNH	Ongoing	CSGN as a requirement for good environmental condition	–
IO5	Initiative ownership	Developers don't 'buy in' so restricting progress	One area of possible activity frustrated	FCS SNH	4	3	12		CSGN is written into LDPs and masterplan briefs		FCS SNH	Ongoing	GN is being written into SDP and LDP MIRS	↓

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Risk Identification					Current Risk Evaluation				Response				STATUS	
No.	Risk Heading	Risk Description	Risk Effect	Owner	Probability	Impact	PI Score	Risk Level	Mitigation	Residual Risk	Owner	Completion Date	Comments	↑ ↓ – new
ID1	Initiative delivery	Initiative fails to deliver early wins	Impetus lost, decision makers question concept	PB	2	4	8	Orange	CSGN Development Funding leads to early wins	Green	PB	2015	Public sector budgets for 2011/12 becoming clearer	–
ID2	Initiative delivery	Lack of funding frustrates new mechanisms to deliver CSGN	Failure to convert plans to actions. Failure to stimulate others (especially private sector) to act	PB	4	4	16	Red	Initiative is scaleable (not all or nothing) seek to influence SRDP – values and ease of application	Red	PB SNH FCS	Ongoing	Dynamic and change position – will require regular review. Any mitigating action could be lessened by the sheer size of the area	–
ID3	Initiative delivery	Delivery is patchy and inconsistent	No coherence to network, failure to deliver 'network' across CS	PB	4	3	12	Orange	Sharing good practice Awareness raising and monitoring progress Recognising individual actions contribute to the greater whole	Green	PB	2015	Increasing realisation that delivery will be locally driven	–
ID4	Initiative delivery	Failure to deliver IHN as a core component	Habitat issues marginalized in the drive for, e.g. place creation	PB	2	3	6	Green	Embedding IHN in planning policy. Supply guidance to planners and developers. Profile-raising	Green	SNH	Ongoing	Evidence is that IHN is complex but is being adopted	↓
ID5	Initiative delivery	Initiative fails to create sufficient land use change to meet woodland	Existing land use patterns retained, failure to create IHNs	FCS	4	4	16	Red	Continued improvement of and promotion of SRDP or other woodland creation	Green	FCS	Ongoing	New rates coming available for SRDP and carbon funding being investigated, however, problem of	↑

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No.	Risk Heading	Risk Description	Risk Effect	Owner	Probability	Impact	PI Score	Risk Level	Mitigation	Residual Risk	Owner	Completion Date	Comments	↑↓ – new
		creation targets	and climate change ambitions						mechanisms eg carbon funding				conversion remains regionally (and nationally)	
ID6	Initiative delivery	Lack of data prevents baseline formation and subsequent M&E	Inability to demonstrate and evidence change over time	SU	2	3	6		Working with partners to establish baseline indicators and data		SU	2011	Work ongoing to establish 2010 baseline	–
ID7	Initiative delivery	New flagship projects not delivered	Expectations not met. Credibility damaged. Deliverability of CSGN undermined	PB	3	3	9		Focus on converting proposals to action eg John Muir Trail, Employment Training		PB	2012	New risk	New
ID8	Initiative delivery	Critical thematic work e.g. urban greening isn't delivered	Compromised integrity and intent of CSGN to deliver transformational change	PB	5	3	15		Identification of gaps and resources/ agencies/agents to tackle them		PB	2012	Risk highlighted in new work plan	New
ID9	Initiative delivery	Fail to meet/ deliver NPF2 targets	Loss of confidence of elected member and Scottish Government offices	PB	4	2	8		Action to ensure targets are met		PB	Ongoing	2010 target for funding and management to be delivered in 2011	New
CSGN WIDER PARTNERSHIP														
PW1	Partnership working	Regional partners not	Loss of regional	PB	3	4	12		Board to reinforce role and relevance		PB	2011	Impact of public sector cuts still to be worked	New

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Risk Identification					Current Risk Evaluation				Response				STATUS	
No.	Risk Heading	Risk Description	Risk Effect	Owner	Probability	Impact	PI Score	Risk Level	Mitigation	Residual Risk	Owner	Completion Date	Comments	↑↓ – new
		funded or funding is seriously reduced	capacity for development and delivery						of regional partnerships to successful delivery of CSGN				through	
PW2	Partnership working	Partners fail to add value	Added value not demonstrated weakening perceived value of the partnership	PB	2	4	8		Raise awareness such that individual actions add value and can be captured		PB	Ongoing	Minister has welcomed LA and NGO action	–
PW3	Partnership working	Partners don't buy into aims and objectives	CSGN concept impossibly weakened	PB	1	5	5		Engagement strategy seeks to address individual concerns and galvanise action		PB	2015	Note degree of realism required over the capacity for corporate 'buy-in'	–
PW4	Partnership working	Competition for limited resources impacts on the partnership	Partnership fragments as individual partners compete with each other	PB	4	2	8		Partnership Board to be transparent in its actions		PB	Ongoing	Future public funding constraints could worsen relationships across the partnership	↑
PC1	Partnership collaboration	Lack of engagement disenfranchises partners	CSGN side-lined	PB	4	4	16		Heightened effort to engage all key partnerships/ partners		PB	2012	Negative feedback being received from previously engaged partners	↑
PC2	Partnership collaboration	Partners unwilling and/or unable to share resources	Sub optimal use of those resources that are available, loss of possible efficiencies	PB	2	4	8		Demonstrate CSGN can show added value by sharing resources		PB	Ongoing	Partners disaggregating work for clarity of role but could lead to 'silos'	↑

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Risk Identification					Current Risk Evaluation				Response				STATUS	
No.	Risk Heading	Risk Description	Risk Effect	Owner	Probability	Impact	PI Score	Risk Level	Mitigation	Residual Risk	Owner	Completion Date	Comments	↑↓ – new
PC3	Partnership collaboration	Partners unwilling to share best practice	Duplication of learning effort, differential delivery across the patch***	PB	1	5	5		Lead partners and SU need to rapidly understand where good practice is taking place and share this		PB		Roles for SNH, greenspace scotland and/or the Improvement Service	–
PC4	Partnership collaboration	Partners (planners) unable to agree standard supplementary planning guidance	Inability to deliver consistency of approach across CSGN. Possibility of intra regional development competition	SNH	3	4	12		Scope out need for and content of guidance which could be used by LAUs to produce SPM		SNH	2013	Disconnect between Government stance on no need for guidance and local feedback wanting guidance	–
PD1	Partnership delivery	Partners don't prioritise CSGN actions sufficiently within SOAs	CSGN marginalised in LAs. Failure to engage wider LA community	SNH	4	4	16		Need for active relationships with each LA and to work to ensure CSGN is embedded in SOAs		SNH	2015	SNH working with the improvement service on relevant SOA indicators LA Concordat in development	–
PD2	Partnership delivery	No local delivery mechanisms or structures (see PW1)	Failure to convert plans to actions at least in part	PB	3	3	9		Address regional partnership gap in Forth Valley area		PB	2013	L&F GNP established and plans being developed for an Ayrshire partnership	–
PD3	Partnership delivery	Local delivery bodies unable to translate policy into action	As above	PB	4	3	12		Share good practice and added benefits across activities e.g. health, education		PB	Ongoing	Should open up resources for local delivery bodies	–

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Risk Identification					Current Risk Evaluation				Response				STATUS	
No.	Risk Heading	Risk Description	Risk Effect	Owner	Probability	Impact	PI Score	Risk Level	Mitigation	Residual Risk	Owner	Completion Date	Comments	↑↓ – new
PD4	Partnership delivery	Inadequate funds to realise delivery	Inadequate direct action and/or incentivised action by others	PB	4	4	16		LAs need to maintain GN delivery budgets whilst FCS and SNH identify new funds to sustain the Development Fund		PB	Ongoing	CSGN Development Fund highlighted demand	–
PD5	Partnership delivery	Loss of partner capacity due to cuts in staffing levels	Compromised capacity to deliver especially in the short term	PB	4	3	12		Heightened effort to engage with decision-makers		PB	Ongoing	Potential impact of LA cuts	New
CSGN BOARD & SUPPORT UNIT (SU)														
SG1	Governance	CSGN Board fails to provide direction	<u>Either</u> the lead partners assume control and so undermine the working and effectiveness of the Board <u>or</u> the initiative becomes directionless	PB	2	4	8		Effective leadership and supportive lead partner input		PB	Ongoing		–
SG2	Governance	CSGN SU and/or board perceived to be 'empire building'	Partners become suspicious around 'ownership' issues, failure	PB	2	5	10		Ongoing communications are transparent and actions involve the wider partnership base		PB	Ongoing		–

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Risk Identification					Current Risk Evaluation				Response					STATUS
No.	Risk Heading	Risk Description	Risk Effect	Owner	Probability	Impact	PI Score	Risk Level	Mitigation	Residual Risk	Owner	Completion Date	Comments	↑↓ – new
			to get wider buy in											
SG3	Governance	CSGN SU identity too strong or too weak	If too strong loss of others ownership, if too weak loss of identity to facilitate development of CSGN	PB	2	4	8		Effective direction of SU by Partnership Board		PB	Ongoing		–
SE1	Effectiveness	SU fails to add value	Board not adequately supported	PB	2	4	8		Effective direction of SU by Partnership Board		PB	Ongoing		–
SE2	Effectiveness	SU mishandles comms work	Confusion or lack of participation by stakeholders	PB	2	5	10		Active involvement of Board in shaping the engagement strategy		SU	Ongoing	SNH, FCS and GCVGNP providing input on comms and engagement	
SE3	Effectiveness	SU fails to create robust M&E programme	Inability to demonstrate impact and record progress	PB	3	4	12		Increased effort to access required data		SU	2011	System in development	
SR1	Resourcing	SU insufficiently or inappropriately resourced for task	Inability to meet Board expectations	FCS	2	5	10		Tasks taken up by lead partners or additional resources agreed, if required		CSFT	Ongoing	Work Plan identifies roles but has SU as default setting for actions that FCS and SNH can't progress	

Appendix 7

Progress since the CSGN Launch on 30 September 2010

Key Achievements

NPF2 Targets – The NPF2 Action Programme identifies 6 targets for completion or action during this reporting period. Actions for ‘2009’ have been met, Action for ‘2009 onwards’ in respect of planning is being met, and actions for 2010 are being progressed and should be complete by the end of the year.

In terms of activities, progress has been made across the following areas:

Interim Steering Group – The Interim Steering Group (ISG), which preceded the Board, met in October, November, December 2009 and, for the last time, in February 2010. The main focus of its activity during the period was to progress delivery of the Work Plan (including the decision to draft an abridged document – the Prospectus), determine the draft CSGN Boundary, put in place arrangements to appoint the Chair and establish the Board (thereby meeting one of three NPF2 targets for 2009), and carry out transitional planning to handover the project to the new Board once set up.

CSGN Chairman – Following agreement with the ISG in October, SNH led on recruitment of the Chair. A job description was prepared and following lengthy internal discussions within SNH, adverts for the post (which was positioned as a consultancy service) were placed in December 2009, with the interviews taking place on 9 February 2010. Keith Geddes, CBE was selected, accepted the appointment and took up the role of CSGN Chair in late February.

Following his appointment, the Chair’s first task was to launch the Prospectus. Since then he has been active in the following areas: meeting with 16 of the 19 local authorities, as well as meeting with other organisations such as Scottish Enterprise and Visit Scotland; actively recruiting members to the Board; actively seeking out and participating in Scottish National media opportunities; representing CSGN at conferences and national events (including the Royal Highland Show); meeting regularly with the Head of the Support Unit; meeting regularly with the media consultants; and supporting the branding work.

CSGN Partnership Board – Recruitment to the Board has been phased across the year. By the year end the following had agreed to join the Partnership Board:

National Agencies:

Derek McCrindle – Scottish Enterprise
David Henderson – Forestry Commission Scotland
Andrew Bachell – Scottish Natural Heritage

Representing Local Authorities:

John Bury - City of Edinburgh Council
Cllr Eddie Philips – East Renfrewshire Council
Rebecca Maxwell - Stirling Council

Representing thematic interests:

Sheila Beck – NHS
Andrew Mickel – Mactaggart & Mickel
Iain McTaggart - SCDI

There remain two vacancies to fill: representation from an Ayrshire Council; and the third sector.

The Board met for the first time on 11 March 2010, in Edinburgh. The Minister attended this first meeting to offer her support to the Chair and new Board. There was a second meeting on 17 May in Stirling and an un-minuted Business Planning meeting on 15 September at Banknock.

Papers and Minutes for the meetings of 11 March and 17 May are available on the CSGN website.

Work Plan – Under the guidance of the ISG, the Work Plan was further developed during the autumn of 2009. Following feedback, a considerably reduced version of the Work Plan and a Summary were produced during December. Both documents were submitted to Government immediately prior to the Christmas break, meeting the second of the 2009 NPF2 targets.

Prospectus – The Summary document was further developed following comment from government departments and ISG members. An illustrated, glossy version was then developed as the CSGN Prospectus.

Prospectus and draft Work Plan Consultation – The extent of consultation on the Prospectus and Work Plan was agreed by the Board at its first meeting. The process began with a launch event on 19 April at the new Motherwell College at Ravenscraig. Draft documents were widely distributed as well as being available on the website and a number of workshops were held across the CSGN area to encourage stakeholders to participate in the process. Written responses were also encouraged by the deadline of 2 July 2010. Key inputs and outputs associated with the consultation are:

- 80 guests attended the Launch event
- 2200 copies of the Prospectus printed
- 2000 copies distributed to date
- Prospectus and draft Work Plan put on the website
- 6 Stakeholder events (managed by greenspace scotland) engaged with a total of 210 individuals from stakeholder organisations
- Local and theme partners made presentations at each event along with presentations by SU staff
- 54 written responses received by 8 July
- Reports by greenspace scotland on each event and a summary report uploaded on the website
- Report by George Street Research, pulling together findings from the written consultations and the workshop reports, uploaded on the website.
- Overall findings were summarised for the Board's business planning meeting on 16 September.
- Work commenced on drafting an evaluation of the consultation process in line with good practice.

CSGN Events – In addition to the Prospectus Launch, the Unit has been responsible for organising two other major events, both of which had been requested by the Minister: a Local Authority Forum; and a Third Sector Forum. (These events took place after the end of the period, October and November respectively, and will be reported on next year).

Other Events and Presentations – As part of wider engagement, the Chair, Head of the CSGNSU, SNH and FCS staff have all been involved in chairing, facilitating workshops, making presentations or attending over 40 other events, workshops and conferences.

Branding – Work on branding was commissioned immediately prior to the year end. A Steering group of SNH, FCS and GCVGNP staff is providing direction and support.

Communications – The initial focus on communications has been on developing press coverage, developing a robust contacts database, establishing a modest website and testing the usefulness of a technical Communities of Practice CSGN website.

In April, the Big Partnership was appointed to provide PR support. Since April, there have been 37 positive newspaper articles in the Scottish National and local newspapers, and some professional journals. Given the National coverage, the potential readership is estimated at 914,000 with an estimated PR value of £78,000.

The contacts database has over 1100 entries and is being used to record contacts and as a resource for events etc.

The website which went live at the end of last October, has received on average over the period 500+ hits per month. Activity peaked in May at 1,110 hits following the launch of the Prospectus. The current rolling 4 month average is 630 hits per month. We expect use to grow as the site is developed.

The Communities of Practice website has been less successful than hoped. With a membership of only 92, it does not yet have the critical mass to be effective. As part of planned work on website development we will review the site and look at other options for informal, technical discussion.

Development Planning – The third NPF2 target for 2009 (and onwards) was to ensure that CSGN considerations are included in the main issues reports (MIRs) of the emerging strategic and local development plans. Work by FCS and SNH staff has ensured that this target has/is being met. By the end of September, the CSGN has been embedded in the following:

Strategic Development Plan MIRs – SESPlan, G&CV
Local Development Plan MIRS – Stirling, North Ayrshire, South Ayrshire

CSGN Integrated Habitat Network (IHN) Model – To enable a single (IHN) model to be generated for the whole of the CSGN, Forest Research was commissioned to fill the gaps and update existing models. This involved developing new models for Ayrshire, and Stirling & Clacks, upgrading the Edinburgh & the Lothians Forest HN to an IHN, and updating the Glasgow Clyde Valley and Falkirk models. A new IHN for Fife was completed independently of the CSGN in early 2009 and, combined, these models, for the first time, provide for complete coverage of the CSGN area. The process of developing the models included a number of workshops with local partners and potential users of the model.

Strategic Access – Aecom was commissioned to obtain information and generate ideas around strategic (and local) access in respect of managed places for outdoor recreation. Building on the report, which was issued to partners at the end of September, three areas of work have now been identified by SNH for further development:

- promoting and developing longer distance routes for recreation in the CSGN area;
- promoting active travel through action to develop and implement travel plans in the CSGN area; and
- developing next steps for local paths networks, including implementation of core path plans.

John Muir Way – The Chair has identified and been testing informally the idea of developing a cross Central Scotland trail based on extending the John Muir Trail in East Lothian across to Greenock (from where it is believed John Muir sailed to the USA) and to the Loch Lomond and Trossachs National Park visitor centre at Balloch (to reflect that John Muir was the instigator of National Parks in America). SNH is now developing the idea and looking at route options.

Employment and Training – It has been difficult to progress an employability programme in light of the changes made to the Future Jobs Fund and the changes being made to employment programmes. This work will be picked up in the next year as more becomes known about the programme in design by the Department of Work and Pensions.

Research – Research work underway at the year end includes a study into Measuring Environmental Quality.

CSGN Development Fund – In February 2010, FCS announced to the ISG members that it had identified around £500K which could be made available to support CSGN activity. Having received a very positive response, FCS agreed to shape up a Development Fund proposal and application process. This was done with the Fund being launched in May 2010 with a closing date of 30 September. Subsequently, the Fund value was raised to £900K (£200K from SNH and a further £200K from FCS).

By 30 September 2010:

- 102 applications received
- 97 applications judged as eligible and considered for approval
- 72 awards of grant made to 47 organisations and amounting to £1,389,995.50

The progress of these projects will be monitored and reported on next year.

Monitoring & Evaluation – A short term steering group was set up to assist in the development of suitable monitoring and evaluation of the initiative. Initial work has focused on identifying indicators which will allow tracking over time. 32 indicators have been identified and data for most of the indicators has either been obtained or commissioned. Commissioned work has been to capture data on businesses (and greenspace) and tourism activity within the CSGN.

Resourcing – In respect of the Unit, CSFT time sheet records for the period indicate that staff time has amounted to 3.5 FTE for the year.

Some £149K has been expended or committed by the end of the period, with £31.8K of additional income having been brought in to support the commissioning of the Strategic Access and IHN work.

Conclusion – NPF2 targets have been met and progress made on deliverables such as the Strategic Access and IHN outputs (which can now be used to help identify strategic spatial priorities going forward). Stakeholder engagement, particularly through the consultation on the Prospectus and draft Work Plan, has begun and needs to be built upon next year.