

**SCOTTISH  
NATURAL  
HERITAGE**



**GfCI Progress Report  
2002 - 2005**

November 2005

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## Foreword

The Greenspace for Communities Initiative (GfCI) was established by SNH and its partners in 2002 to achieve a step change in the quantity and quality of greenspaces in and around Scotland's towns and cities. The GfCI brings together local partnerships and key organisations involved in the regeneration of urban Scotland to create Greenspace Scotland, a new federation to champion greenspace at a national level, and support action at a local level.

We recognise that improving Scotland's greenspace in a way that meets the needs and aspirations of communities is an enormous challenge. It means working with a wide range of partners, from national and local government to local communities. Through Greenspace Scotland and its network of local partnerships we aim to achieve shared objectives and deliver a range of benefits for people living in Scotland's towns and cities by:

***'Working together to improve the quality of life of people in urban communities through the creation and sustainable management of greenspaces.'***

SNH's primary roles in the GfCI are to;

- ensure the good management of the Initiative as a whole;
- help secure the commitment of new partners to create an environment in which Greenspace Scotland and local greenspace partnerships can develop their role;
- deliver progress towards the targets set for the Initiative;
- plan the future development the GfCI.

Successful implementation of the GfCI is an important element of our work to improve the quality of the environment where people live and work. We want to ensure that all Scotland's people can enjoy and take pride in a clean, safe, healthy and attractive living environment. Well-managed greenspace, and the opportunities for local community involvement they provide, are a key part of this. The GfCI will also help us work towards our vision of 'settlements where greenspace assumes a new importance in supporting biodiversity and in improving quality of life' set out in the Natural Heritage Futures Settlements Prospectus.

The preparation of this Report for the GfCI marks a key stage in the development of the Initiative. While it indicates that good progress has been made significant challenges remain. We are committed to working with partners to develop and expand the GfCI.

Andrew Bachell  
Director (East Areas) and Chair of GfCI Steering Group  
November 2005

## **Executive Summary**

In setting out our role in the management and development of the GfCI we identified 6 areas for SNH action. Significant progress has been achieved in all of these areas, and we have fully met 21 of the 30 targets set in the GfC Initiative plan to March 2007. As the GfCI has developed new challenges have emerged, and future action needs to address these, while continuing to meet ongoing commitments. Significant achievements and future challenges in specific key areas are:

### **Building Commitment**

The GfCI remains a priority in our Corporate strategy, and there is increased recognition of the importance of greenspace in SNH policies and policy guidance. An internal Communication Strategy ensures that information needed to support continued commitment to the GfCI is shared across SNH. We have used a range of opportunities to raise awareness of the GfCI with external partners, and through responses to consultations have sought to highlight links to other initiatives and action plans. As the GfCI develops it is vital that we continue to plan and coordinate communication within SNH, and between SNH and external partners, effectively.

### **Developing Our Capacity**

We have established an internal Settlements Network to identify and meet training needs and share good practice information on greenspace action. The Communities and Greenspace Group and GfCI Steering Group have established clear roles in the coordination and management of our involvement in the GfCI. We need to ensure that these groups continue to provide an effective advisory support service to our staff and partners.

### **Enabling and co-ordinating**

A clear business and financial planning cycle has been established with Greenspace Scotland. We need to ensure that this is extended to our relationships with local partnerships. Four new partnerships have joined Greenspace Scotland, and we will continue to offer support and guidance to local partnerships as the network expands. Five new national partners are represented on the Greenspace Scotland Board. We will work with Greenspace Scotland to secure their ongoing commitment to the GfCI mission, and to develop links between the GfCI and community planning.

### **Ensuring Accountability**

We have offered £2.3 million in grant to support the establishment and development of the GfCI. This has not generated the level of external funding we envisaged and as a result of poor performance we were unable to continue our grant to the core team of GCVGT beyond March 2004. Nevertheless, over £5million of greenspace action has been delivered across urban Scotland. We must now work with partners to establish a new strategic partnership to take forward the GfCI in Glasgow and the Clyde Valley.

### **Evaluating and reviewing performance**

A comprehensive planning and evaluation framework for greenspace has been developed and will be rolled-out in 2005. We will work with Greenspace Scotland to ensure that the framework is used consistently across the network, including its use in setting clear performance measures for the local greenspace partnerships. Performance reviews of Greenspace Scotland and GCVGT have been completed, and we must now meet our commitment to completing a Policy Review and restating the Business Case for the GfCI in 2006.

### **Developing Sustainability**

The GfCI is planned to run for at least 10 years. We have worked with Greenspace Scotland to engage new partners in the Initiative, and action to improve greenspace is now recognised as an important aspect of community regeneration. The challenge is to build this recognition into effective partnership working, including through Community Planning Partnerships, so that the GfCI mission becomes more fully integrated into regeneration activity.

## Introduction

This report examines the first 3 years of the Greenspace for Communities Initiative (GfCI), reports the progress that SNH has made towards achieving its commitments to developing and supporting the Initiative, and identifies areas for future action. It is the first comprehensive report on our involvement in the GfCI, covering the period from April 2002 to March 2005.

The report is structured around the 6 key areas for action identified in our GfCI Initiative plan. It highlights what we have achieved against these, examines links to our wider involvement in the natural heritage in and around settlements and identifies challenges for the future. A summary of progress against actions set out the GfC Initiative Action Plan is given in Annexe 1.

## 1. Building Commitment

Over the first 3 years we have focussed on communicating a clear and shared vision for the Initiative, and securing the involvement of new partners in its delivery and development. We have also developing networks and mechanisms to support effective communication.

### 1.1. SNH Plans and policies

A crucial step in the development of the GfCI was the preparation of an SNH Initiative Plan in consultation with key stakeholders (see [here](#)). This sets out our role in the Initiative, including actions and targets for 2004 – 2007.

The Initiative plan details our commitment to the GfCI and the work of Greenspace Scotland and the Local Greenspace Partnerships (LGPs). It aims to ensure effective coordination of our work on the GfCI, setting a framework against which progress can be reviewed.

In 2003 we held a series of internal workshops to examine our corporate priorities and refresh our ten-year Corporate Strategy. This made clear our ongoing commitment to greenspace, and the GfCI (see box 1).

#### **Box 1 - SNH Corporate Strategy, Nov 2003**

'We want to see well-managed green space in and around cities and towns so that all people can enjoy and take pride in a clean, safe, healthy and attractive living environment.

We will encourage green spaces to be provided and maintained within towns, and develop our 'Greenspace for Communities' initiative to get more local communities involved in managing them.'

Where we have developed or revised policies we have sought to highlight the role of the GfCI in meeting corporate objectives, including:

- the role of greenspace and the GfCI in protecting and enhancing the countryside around towns in our policy guidance on Green Belts;
- the importance of the provision of high quality greenspace close to where people live and work in policy and policy guidance on the Town and Country Planning system.
- the role of greenspace in providing opportunities to involve people in managing and improving their local environment in our policy statement on Working with Local Communities and policy guidance on Environmental Justice and the Natural Heritage.

### 1.2. Internal communication

The GfCI requires coordinated action from staff across SNH. Communication within SNH and between SNH and external partners must be clear and effective. An internal communications strategy was developed in 2003. Implementing this has included:

- launching an internal Settlements Network in June 2003. This is supported by a quarterly Settlements Newsletter and biennial meetings;
- new intranet pages and articles in 'Update', our Internal newsletter;

- GfCI workshops in 6 SNH Areas;
- GfCI presentations to the main board in December 2004, West Areas Board in October 2002 and February 2004 and to the East Areas Board in March 2002.

These communication channels ensure that up-to-date information on the GfCI and related issues is shared across SNH. We will keep communication and reporting channels under review to ensure that these remain clear and uncomplicated.

### **1.3. Profile and promotion**

To support Greenspace Scotland in developing their profile as the national champion on greenspace issues, we have sought opportunities to raise awareness of the GfCI to key audiences through our own activities, including:

- 'Green Spaces, Great Places' leaflet, and displays on our work in and around settlements;
- web pages dedicated to the GfCI, including links to the GfCI Plan and the Greenspace Scotland network;
- Sharing Good Practice events on the GfCI and open space planning, the SNH open event in November 2002 and the West Areas open event in September 2004;
- presentations to conferences and events.

We have also sought to link GfCI aims with other initiatives and action plans through:

- consultation on the development of the Big Lottery Fund in Scotland;
- involvement in developing the Scottish Biodiversity Strategy and associated Urban Implementation plan;
- input into Forestry Commission Scotland's 'Woods in and Around towns' Initiative;
- Scottish Executive consultations on Community Learning and Development and the review of Scottish Planning Policy on Greenbelts;
- our involvement with Fresh Futures, including the 'Fresh Futures' open grant scheme;
- consultation on strategic and local plans.

We have worked with Greenspace Scotland to raise the profile of the GfCI through national networks, including the development of the Scottish Greenspace Forum (SGF). Launched in July 2004, the SGF aims to "coordinate and share good practice between people and organisations actively involved in greenspace research, design, management and use".

## **2. Developing Our Capacity**

It is vital that our staff have the knowledge and skills required to meet our commitments to the GfCI. We must have a clear understanding of the skills required, provide an effective internal advisory and support service, and identify and meet training needs.

### **2.1. Knowledge and skills**

Our commitments to the GfCI require a range of knowledge and skills, and a number of mechanisms to meet training needs are now in place. The Settlements Network has become an important route through which training needs, and opportunities to meet these needs, are identified. This has included:

- workshops on working with communities;
- presentations on environmental justice and community planning;
- piloting Greenspace Scotland's planning and evaluation framework for greenspace projects.

We have also included events involving Greenspace Scotland and other GfCI partners on our Sharing Good Practice programme between 2002 and 2005.

## **2.2. Advice and support**

Management of the GfCI involves two key groups;

- The Communities and Greenspace Group (CGG) within Advisory Services to coordinate involvement in the GfCI and provide an advisory service to our staff and partners.
- The GfCI Steering Group (annexe 2) to steer our planning and delivery of the Initiative, including the provision of guidance and support for Advisory Staff and Areas.

These groups represent a significant staff resource to manage and develop the GfCI.

CGG staff have worked closely with SNH Areas involved in the GfCI to examine advice and support requirements. Clear communication and reporting mechanisms and good links between staff working on the GfCI at the local and national level are now in place.

The GfCI Steering Group has met quarterly since February 2002. It has:

- prepared of the GfC Initiative plan and a risk assessment for the GfCI;
- established reporting systems for GfCI activity and finances;
- co-ordinated performance reviews of Greenspace Scotland and GCVGT.

The Steering Group will take account of the recommendations of these reviews in future SNH action on the GfCI.

## **3. Enabling and co-ordinating**

If the GfCI is to be successful we need to create an environment in which Greenspace Scotland, LGPs and others can operate effectively. Our role is to work with Greenspace Scotland to expand and develop the network of LGPs, ensuring that they are well placed to deliver the GfCI mission. We will ensure that the GfCI remains a priority in our corporate strategy, and that our commitments to the Initiative are included in the annual operational plans of those Areas and Units involved in its delivery.

### **3.1. Planning for success**

The business and financial planning cycles of Greenspace Scotland and the LGPs are a fundamental part of planning the GfCI. A Framework Agreement agreed between SNH and Greenspace Scotland in December 2002 commits us to working closely with Greenspace Scotland to plan the development and delivery of GfCI. This has included;

- the preparation Greenspace Scotland's Strategy, launched in March 2003;
- Greenspace Scotland Business Plans for 2003 - 2004, 2004 – 2007 and 2005 – 2008.

A Framework Agreement between SNH and the Glasgow and Clyde Valley Greenspace Trust (GCVGT) was agreed in February 2003, and SNH took an active role in developing further legal agreements between the Trust, SNH and the employing councils. We have supported development and delivery of the GfCI in Glasgow and the Clyde Valley through:

- the development of the GCVGT Board and Local Area Partnerships;
- GCVGT Business Plan for 2002 - 2005 and Operational Plans for 2003-04 and 2004–2005.

These Agreements and Business Plans are the basis for SNH and Big Lottery Fund (formerly NOF) grant to Greenspace Scotland and GCVGT, and have enabled funding to support the delivery of £4.65 million of greenspace schemes in the period.

We will now work with Greenspace Scotland and local partners to develop similar forward plans for the delivery of the GfCI in other LGP areas.

### **3.2. Expanding the network**

We have worked with partners to encourage and support the development of existing and new LGPs across Scotland. Four new partnerships have become members of Greenspace Scotland since its launch in 2003:

- Fife Coast and Countryside Trust;
- Solway Heritage;
- Greeninverness;
- Dundee Partnership for the Environment.

In all these areas SNH staff were active in shaping the work of LGPs and encouraging the involvement of other partners. In 2003 - 2005 SNH supported Greenspace Scotland in delivering a programme of partnership development and capacity building (annexe 3). As the network of LGPs expands the effective co-ordination of our activity at a national and local level is increasingly challenging, and SNH will continue to provide support and guidance.

### **3.3. Delivering through partnership**

Achieving the GfCI mission requires input from a range of organisations. The SNH Initiative plan identifies key stakeholders and how they could be involved. Wherever possible SNH has sought to encourage these organisations to engage with the Initiative at a national and local level.

At a national level, Greenspace Scotland has been successful in bringing Communities Scotland, Health Scotland, Scottish Environment LINK and COSLA onto its Board. Scottish Enterprise has appointed a strategic adviser to the Board.

Locally we have worked with a number of greenspace partnerships and councils to develop open space strategies. SNH and other GfCI partners will continue to play an important role in strategy development and implementation.

The requirement under the Local Government in Scotland Act (2003) for local authorities to establish Community Planning partnerships to develop Community Plans provides an important opportunity for GfCI aims to be incorporated into the delivery of local priorities. In both Dundee and Inverness the development of a Local Greenspace Partnership has been linked to the Community Planning Partnership. We will continue to support Greenspace Scotland, Local Greenspace Partnerships and others in developing their links with community planning.

### **3.4. Research**

The development and implementation of the GfCI must be supported by evidence of the impacts of greenspace regeneration. We must understand the factors that influence successful greenspace action at a national, regional and local level and ensure that knowledge and good practice is communicated to those that need it, and is used to inform policy and practice.

A number of research projects directly related to the delivery of the GfCI have been completed (annexe 4). SNH has also worked closely with Greenspace Scotland and others to influence the research strategies of others including:

- the Urban Environment theme of the Scotland and Northern Ireland Forum for Environmental Research. This research theme aims to contribute to the achievement of environmental justice and a better quality of urban life, through collaborative research activity;
- Scottish Executive research examining Minimum Standards for Greenspace in Scotland. This research is examining how qualitative and quantitative standards can be established at a local level, linked to the development of greenspace strategies.

## **4. Ensuring Accountability**

We need to ensure that resources committed to the GfCI are used effectively. Financial monitoring and reporting must be transparent, and funding relationships should be both effective in supporting delivery of GfCI aims and in ensuring accountability.

### **4.1 Effective use of resources**

SNH has invested over £2.3 million in the establishment of Greenspace Scotland and GCVGT, including £1.1 million from the Big Lottery Fund (formerly NOF). While this has not generated the level of external funding envisaged in the GfCI Business Case, over £4.65 million of capital projects have been delivered through Greenspace Scotland and GCVGT.

Ensuring the effective use of resources has required some difficult decisions. Serious failures in GCVGT's business planning for 2004 - 2007 lead SNH to announce on the 1<sup>st</sup> March 2004 that it would provide no funding for the GCVGT core team for 2004 - 2005. We have continued to work local authorities in Glasgow and the Clyde Valley, the GCVGT Board and other partners to examine opportunities for the strategic partnership. It is hoped that a renewed strategic partnership to take forward GfCI in Glasgow and the Clyde Valley will emerge in 2005. While SNH grant to Greenspace Scotland will exceed the initial 5-year budget, savings in GCVGT mean that the Initiative as a whole remains on track against 5 year targets (see annexe 5).

SNH has also offered grant of more than £325,000 to LGPs in Edinburgh and the Lothians, Central Scotland, Aberdeen and Inverness. This has helped secure an additional £900,000 for greenspace action across urban Scotland.

#### **4.1. Funding relationships**

Funding relationships between SNH and LGPs must enable delivery of GfCI aims and clear reporting of progress. The diverse nature of the local greenspace partnerships means that funding relationships must be tailored to local circumstances. During 2004 we examined current funding relationships. We will now review these relationships to ensure that effective funding arrangements, consistent with the delivery of the GfCI, are in place by 2006 - 2007.

## **5. Evaluating and reviewing performance**

It is vital that we are able to demonstrate clearly what the GfCI has achieved. Realistic, measurable targets have been agreed with Greenspace Scotland and the LGPs. We will review progress towards these, and in doing so ensure that the structures and mechanisms supporting delivery of the GfCI are right.

### **5.1. Evaluating activity**

To ensure that the successes of the Initiative across that range of activities and organisations are identified and reported SNH felt there was a need to establish a clear and consistent framework to for monitoring and evaluation.

In January 2004 Greenspace Scotland commissioned Scottish Community Development Centre to develop a planning and evaluation framework for Greenspace activity based on their Learning, Evaluation and Planning (LEAP) model. We have worked closely with Greenspace Scotland and other partners to develop the Greenspace LEAP Framework, and SNH will continue to be closely involved as this Framework is rolled out across the Network

## 5.2 Achievements of the greenspace network

A key measure for the GfCI is successful participation of communities in achieving real change 'on the ground'. Boxes 2 to 5 demonstrate the range of activities taking place across Scotland.

## 5.3 Reviewing GfCI

A series of reviews were programmed into the first 5 years of the GfCI. A Review Project Group was established in 2004 to set out our plan for these reviews, including:

- establishing steering groups and preparing specifications for the performance reviews of GCVGT and Greenspace Scotland;
- outlining the scope of the GfCI policy review planned for 2006.

A performance review of the GCVGT, including extensive consultation with stakeholders, was completed in June 2004. The review concluded that the Trust had been unable to add value to what the partners themselves could deliver, and that business performance fell short in several key areas. The review also highlighted some key learning points for SNH, including:

- legal agreements underpinning partnerships, and an active board which has clear vision for the partnership, should be established before putting a full staff team in place;
- a programme of partnership building to develop high level support in partner organisations and identify potential sticking points should run in parallel to the establishment of a new organisation;
- a well-defined communication strategy with clear roles and responsibilities for all partners should be developed as part of the establishment phase.

Genuine stakeholder commitment to achieve the aims of GfCI in Glasgow and the Clyde Valley remains, and we will work with partners to develop a new approach to delivering GfCI.

We also worked with Greenspace Scotland and its members and key partners to carry out a performance review of Greenspace Scotland. This was completed in February 2005. The review concluded that *'in all areas with the exception of funding, GS has excelled'* and that *'GS have added value to the work of other organisations in particular their key partners'*. The review highlighted that

### Box 2 – Beardmore Park, Parkhead, Glasgow

This East End eyesore is being transformed into a vibrant community space and strategic gateway for Parkhead. Local people have developed plans to reclaim this derelict and contaminated site to create a resource for the whole community, with a £1million transformation plan for a community space with garden areas, wildlife planting, youth shelter, a kickabout area, bonfire and event space. The symbolic first physical action is the reinstatement of a steam hammer as a gateway art feature to connect the site with its industrial heritage.

### Box 3 – Wilton Street Gardens, Glasgow.

A number of concerned residents approached Kelvin Clyde Greenspace for help in resurrecting this town garden for the community and resolving issues associated with conflicts of use. Hiring a chainsaw artist for a day solved problems in engaging local residents. The combination of the noise, unusual activity and display boards brought many local people out to find out what was happening. As a result a previously disparate community got together to improve an area previously inaccessible to the community to provide an attractive and manageable greenspace and, anecdotally, a rise in the value of overlooking properties.

### Box 4 - Healthy greenspace walks, North Lanarkshire

*'The majority of Scots don't undertake enough physical activity to maintain good health. Providing safe and attractive places to walk close to home can encourage people to get fit and stay active'.*

This project improved access to local greenspace for people in the Viewpark, SIP area and provided safe routes for inclusion in the health walk programme. On completion, the local community were inspired to look at how health walks be extended to adjacent areas of greenspace and local clean-ups have been organised.

securing future core support for Greenspace Scotland is a key issue, and recommended that SNH continued to support Greenspace Scotland beyond 2005. The review also suggested that SNH should contribute to a number of opportunities for improvement, including:

- reviewing Greenspace Scotland membership and Board structure;
- re-examining the role of the Scottish Greenspace Forum;
- working with Greenspace Scotland to secure more sustainable funding for the GfCI.

The GfCI Steering Group will consider all of the opportunities for improvement put forward in the performance reviews. They will inform the GfC Policy Review in 2005 - 2006, and our work towards re-stating the Business Case for the GfCI in 2006.

#### **Box 5 – Thistle Community Garden, Edinburgh**

The Thistle Foundation provides residential accommodation to enable people with mobility difficulties to lead independent lives. This project was to create a accessible, educational garden that helps develop links with the wider community. Edinburgh Green Belt Trust helped members of the group develop the skills needed to design and develop their garden. Metal gates, wooden benches, planters, sculpture and a stone dyke were created. Planting involved local schoolchildren and adults with learning difficulties. The project also provided opportunities for trainees from BTCV Scotland and the Capital Skills Agency. The garden is now a peaceful, productive and tranquil greenspace, enjoyed by all.

## **6. Developing Sustainability**

GfCI is planned to run for at least 10 years. To ensure that the GfCI is sustainable we must identify factors affecting the ability of SNH and partners to meet their commitments and the actions required to minimise their impact. It is also vital that GfCI aims, and the work of Greenspace Scotland and the Local Greenspace Partnerships, becomes a fundamental element of the plans and strategies of other agencies and organisations.

### **6.1. Minimising risk**

A risk assessment for the GfCI was completed in October 2004. Using SNH's corporate risk scoring this assessment identified two significant risks;

- possible fragmentation of Greenspace Scotland and local partnerships,
- failure to secure a broad funding base and loss of key staff.

In addition to the controls identified in the risk assessment, implementing the recommendations of the Greenspace Scotland Performance Review will help address these risks.

### **6.2. Mainstreaming greenspace**

SNH has worked closely with Greenspace Scotland, and others on the Greenspace Scotland Board, to examine opportunities to integrate greenspace activity into wider action on community regeneration and environmental enhancement.

In July 2004 Community Planning Partnerships were asked to develop 3-year Regeneration Outcome Agreements as the basis for their bids to the Community Regeneration Fund, a new £104 million fund set up by Ministers to regenerate the most disadvantaged neighbourhoods in Scotland. Scottish Executive guidance on Regeneration Outcome Agreements refers to the role of greenspace and other environmental activities in delivering regeneration outcomes. This provides an opportunity for SNH, Greenspace Scotland and Local Greenspace Partnerships to encourage Community Planning Partnerships to take a wider, more sustainable view of regeneration and include greenspace activity within community regeneration programmes.

## **7. Our future action**

This report, alongside reports of the performance reviews of GCVGT and Greenspace Scotland (see section 5.3), has helped identify areas for further SNH action in support of the GfCI. As the GfCI enters the final full year of the original Business Case in April 2006 it is vital that we clearly state our role in its future development.

Most importantly this review will be one of the documents used to support our appraisal of costs, benefits and effective use of the GfCI to be completed in early 2006. This appraisal will examine whether we have made effective use of the GfC Initiative to manage our input into greenspace activity across Scotland, and in-turn is a key part of our GfC Policy Review. This will assess the case for our continued investment in the GfCI and examine any changes required to the GfCI structure. It will be the basis of the GfCI Steering Group's work towards re-stating the Business Case for the GfCI in 2006.

The Greenspace Scotland performance review highlighted that securing future funding is a key issue. We have committed to increased grant for Greenspace Scotland's core costs in 2005 – 2008, securing the capacity of GS at least at its current level pending the outcome of the GfCI Policy Review. We will continue to work with Greenspace Scotland to strengthen relationships with key partners and potential funders, aiming to secure more sustainable funding for the GfCI.

This report will also be used to update and roll forward our GfC Action Plan, 2003 – 2007. In addition to those highlighted above, new actions emerging from the first 3 years of the GfCI include:

- Work with Greenspace Scotland to review membership and Board structure and address concern that arrangements should be more inclusive of greenspace interests.
- Develop grant relationships with local greenspace partnerships that are consistent with, and supportive of, the use of the Greenspace LEAP Framework.
- Support Greenspace Scotland in developing new local partnerships, linked to community planning and the development of greenspace strategies.
- Improve the dissemination of information on Greenspace Scotland within SNH.

**Annexe 1 – Progress against Greenspace for Communities Initiative action plan.**

Key Areas and Actions	Targets (lead)	Progress	
		Completed	Comments
<b>1. Building commitment</b>			
1.1 Develop a high profile for the GfCI, Greenspace Scotland and local greenspace partnerships with particular focus on biodiversity, access, Open Space Strategies and environmental education.	<ul style="list-style-type: none"> <li>Intranet information updated quarterly (CGG)</li> <li>Internal communications strategy prepared by March 2004 (CGG)</li> </ul>	<p>✓</p> <p>✓</p>	<ul style="list-style-type: none"> <li>New intranet pages on GfCI developed</li> <li>Clear reporting mechanism between SNH lead officers and GfCI Steering Group established in Dec 2003</li> <li>SNH leaflet and display material on the GfCI prepared and distributed</li> </ul>
1.2 Establish and internal network to raise awareness of Greenspace Scotland, and share information on the GfCI and related settlements issues.	<ul style="list-style-type: none"> <li>Establish settlements network (CGG)</li> <li>Produce and circulate quarterly Settlements Newsletter to all SNH offices from June '03 (CGG)</li> </ul>	<p>✓</p> <p>✓</p>	<ul style="list-style-type: none"> <li>SNH Settlements Network launched in June 2003</li> <li>Six newsletters circulated and three Network meetings held</li> </ul>
1.3 Contribute to the development and implementation of Greenspace Scotland's marketing and communications strategy.	<ul style="list-style-type: none"> <li>Annually review GS strategy in relation to the SNH communication strategy to ensure their coordination (CGG)</li> </ul>	<p>✓</p>	<ul style="list-style-type: none"> <li>Worked closely with Greenspace Scotland on the establishment of the Scottish Greenspace Forum</li> <li>Contributed to the preparation of information for Greenspace Scotland's MSP briefing event in March 2004</li> </ul>
1.4 Work with partners to maintain a high profile for Greenspace Scotland and local greenspace partnerships through corporate publicity and publications, the internet, and events including training courses and conferences.	<ul style="list-style-type: none"> <li>Web pages updated quarterly (CGG)</li> <li>Assist Greenspace Scotland in delivering and promoting 3 national training events (CGG)</li> </ul>	<p>✓</p> <p>✓</p>	<ul style="list-style-type: none"> <li>New information pages on the GfCI added to SNH website</li> <li>Sharing Good Practice events on Open Space Strategies run in partnership with Greenspace Scotland and The Scottish Executive (Nov 2003 and April 2004)</li> </ul>

Key Areas and Actions	Targets (who)	Progress	
		Completed	Comments
<b>1. Building commitment (cont..)</b>			
1.5 Engage with key partners to raise awareness of SNH commitment to the GfCI, and disseminate information about its development .	<ul style="list-style-type: none"> <li>• Circulate the GfCI Plan to existing and potential partners by March 2004 (CGG)</li> </ul>	✓	<ul style="list-style-type: none"> <li>• GfCI Plan prepared and circulated to SNH staff and external partners in June 2004</li> <li>• Plan also added to the SNH intranet and web pages</li> </ul>

Key Areas and Actions	Targets (who)	Progress	
		Completed	Comments
<b>2. Building capacity</b>			
2.1 Ensure that SNH staff have capacity to meet commitments to the GfCI including skills in: partnership development; planning, development and management of greenspace; financial management; and monitoring and evaluation.	<ul style="list-style-type: none"> <li>• Assess training needs and prepare action plan by March 2004 (CGG)</li> <li>• Implement and review action (CGG/Settlements Network)</li> </ul>	<p>X</p> <p>X</p>	<ul style="list-style-type: none"> <li>• SNH staff closely involved in the management and development of GfCI have attended a range of training courses identified through their PDPs.</li> <li>• Although no formal training needs analysis has been carried out, opportunities for staff to highlight training needs have been provided through Settlements Network meetings</li> </ul>
2.2 Provide an advisory and support service to SNH Areas and other Units involved in the GfCI, working with staff to develop relevant knowledge and skills.	<ul style="list-style-type: none"> <li>• Advice and guidance provided as required, and to corporate standards (CGG)</li> </ul>	✓	<ul style="list-style-type: none"> <li>• Communities and Greenspace Group have met with staff in seven SNH Areas to examine advice and support needs</li> <li>• Opportunities for training related to GfCI are highlighted through the Settlements Network and intranet pages</li> </ul>

Key Areas and Actions	Targets (who)	Progress	
		Completed	Comments
<b>3. Enabling and coordinating</b>			
3.1 Include commitment to the GfCI and Greenspace Scotland in the corporate strategy, 2000 – 2010.	<ul style="list-style-type: none"> <li>Maintain the GfCI as a priority in SNH Corporate Strategy (GfCI Steering Group)</li> </ul>	✓	<ul style="list-style-type: none"> <li>A 'refreshed' corporate strategy was launched in November 2003 – restating SNH commitment to the GfCI</li> </ul>
3.2 Include commitment to the GfCI in Operational Plans of all Areas/Units involved in its management and delivery to 2010.	<ul style="list-style-type: none"> <li>Include the GfCI, Greenspace Scotland and local greenspace partnerships in relevant annual operational plans (CGG and Areas)</li> </ul>	✓	<ul style="list-style-type: none"> <li>SNH commitments to the GfCI were reflected in operational plans in Advisory Services, Areas and National Strategy</li> </ul>
3.3 Input into annual business and financial planning cycles of Greenspace Scotland and local greenspace partnerships.	<ul style="list-style-type: none"> <li>Agree business plans of Greenspace Scotland and local partnerships annually by agreed dates (CGG and Areas)</li> <li>Agree and confirm grant offers to Greenspace Scotland and local partnerships annually by agreed dates (CGG and Areas)</li> </ul>	 ✓	<ul style="list-style-type: none"> <li>Business plans agreed and grant offers confirmed by agreed dates</li> </ul>
3.4 Work with Greenspace Scotland to create new and develop existing local greenspace partnerships through support by SNH Area and/or national staff.	<ul style="list-style-type: none"> <li>New partnerships joining GS network; 1 in 2003/04; 2 in 2004/05 (Projects and Partnerships Development Group (PPDG/CGG/Areas)</li> </ul>	✓	<ul style="list-style-type: none"> <li>Four new local partnerships have joined Greenspace Scotland by March 2005</li> <li>Greenspace Scotland and SNH also involved in partnership development in 3 further areas</li> </ul>
3.5 Support Greenspace Scotland in engaging new partners at a national level.	<ul style="list-style-type: none"> <li>New national partners joining Greenspace Scotland board; 1 in 2003/04; 2 in 2004/05 (CGG/GfCI steering group)</li> </ul>	✓	<ul style="list-style-type: none"> <li>Communities Scotland, Scottish Environment Link, Health Scotland and COSLA have joined the Greenspace Scotland Board</li> <li>Scottish Enterprise have appointed a Strategic Adviser to the Board</li> </ul>

<p>3.6 Work with partners to undertake or commission research to support and develop GfCI, and inform new thinking in greenspace and social policy.</p>	<ul style="list-style-type: none"> <li>Research strategy prepared by March 2004 (CGG)</li> </ul>	<p>✓</p>	<ul style="list-style-type: none"> <li>Partnership involving SNH, Greenspace Scotland, Communities Scotland and Health Scotland have developed a research programme to examine links between greenspace and quality of life</li> <li>SNH, Greenspace Scotland and others have worked with the Scotland and Northern Ireland Forum for Environmental Research to examine greenspace research needs and develop research projects</li> </ul>
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Key Areas and Actions	Targets (who)	Progress	
4. Public Accountability		Completed	Comments
<p>4.1 Operate robust reporting systems that demonstrate how resources committed to the GfCI are being used.</p>	<ul style="list-style-type: none"> <li>Annual report on the GfCI published by 31 October each year (GfCI Steering group)</li> <li>Complete interim and final audit of BLF funding for the GfCI by March 2004 and March 2006 respectively (Financial Incentives Group)</li> </ul>	<p>x / ✓  x</p>	<ul style="list-style-type: none"> <li>No annual report produced for 2002/03. A report on progress against targets was produced in December 2004, and a full report for 2002 - 2005 in June 2005.</li> </ul>
<p>4.2 Ensure ongoing financial monitoring and reporting of the GfCI including the member trusts of Greenspace Scotland.</p>	<ul style="list-style-type: none"> <li>Financial report published within annual report by 31<sup>st</sup> October each year (GfCI steering group)</li> </ul>	<p>x / ✓</p>	<ul style="list-style-type: none"> <li>See above</li> </ul>
<p>4.3 Ensure that progress of the GfCI is reported to the New Opportunities Fund as required by the contract.</p>	<ul style="list-style-type: none"> <li>Quarterly report to BLF through Fresh Futures Management Group (National Strategy)</li> </ul>	<p>✓</p>	<ul style="list-style-type: none"> <li>Quarterly reports provided to BLF as required</li> </ul>

4.4 Ensure funding relationships between SNH and local greenspace partnerships enable delivery, monitoring and reporting of progress to both Greenspace Scotland and SNH.	<ul style="list-style-type: none"> <li>Develop an overview of funding relationships with local partnerships by March 2004 (CGG/Areas)</li> </ul>	✓	<ul style="list-style-type: none"> <li>Review of funding relationships and recommendations for their future development completed in March 2005.</li> </ul>
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Key Areas and Actions	Targets (who)	Progress	
5. Evaluating and reviewing performance		Completed	Comments
5.1 Work with Greenspace Scotland to develop a comprehensive monitoring and evaluation framework, including 10-year targets against which the progress of the GfCI can be measured.	<ul style="list-style-type: none"> <li>Monitoring and evaluation framework agreed with partners by March 2004 (CGG)</li> </ul>	x	<ul style="list-style-type: none"> <li>Scottish Community Development Centre commissioned to develop Framework by Greenspace Scotland in May 2003</li> <li>Framework pilot completed an Jan 2005, and final Framework produced for roll-out during 2005</li> </ul>
5.2 Assess the performance and achievements of Greenspace Scotland and local partnerships against agreed targets (see annex 6).	<ul style="list-style-type: none"> <li>Assessment against agreed targets included in annual report on the GfCI (GfCI steering group)</li> </ul>	✓	<ul style="list-style-type: none"> <li>Report against targets included in GfCI progress report</li> </ul>
5.3 Monitor action to improve greenspaces in and around settlements across Scotland.	<ul style="list-style-type: none"> <li>Annually report on SNH grant to greenspace projects across Scotland (CGG)</li> </ul>	x	<ul style="list-style-type: none"> <li>Now that the review of funding relationships is completed a mechanism to report SNH funding for all local partnerships can be developed during 2005</li> </ul>
5.4 Review performance of Greenspace Scotland and GCVGT in consultation with Trust members.	<ul style="list-style-type: none"> <li>Performance reviews by September 2004 and March 2005 (PPDG/CGG)</li> </ul>	✓	<ul style="list-style-type: none"> <li>Performance reviews completed as planned</li> </ul>

Key Areas and Actions	Targets (who)	Year	
6. Developing sustainability		Completed	Comments
6.1 Assess factors affecting the ability of SNH and partners to meet their commitments to the GfCI and identify actions to ensure their probability and impact are minimised.	<ul style="list-style-type: none"> <li>Prepare a risk assessment for the GfCI by March 2004, and review annually (PPDG/CGG)</li> </ul>	✓	<ul style="list-style-type: none"> <li>GfCI risk assessment completed in October 2004.</li> </ul>
6.3 Seek to mainstream the GfCI, and the work of Greenspace Scotland and local greenspace partnerships into the work of other agencies and organisations through their inclusion in Community Plans and other relevant corporate strategies/plans.	<ul style="list-style-type: none"> <li>GfCI priorities are reflected in the Community Plans of partner authorities; half by March 2005, all by March 2007 (CGG)</li> <li>GfCI priorities are reflected in the Corporate Strategies of partner agencies; half by March 2005, all by March 2007 (CGG)</li> </ul>	<p>x</p> <p>x</p>	<ul style="list-style-type: none"> <li>An assessment of Community plans and partner's strategies has not been complete to date.</li> <li>SNH and Greenspace Scotland are looking at how these targets can be established as performance measures for the future development of local greenspace partnerships</li> </ul>

## **Annexe 2 – Role and membership of SNH GfCI Steering Group**

The SNH Greenspace for Communities Initiative Steering Group will support the development and delivery of the GfCI by:

- Providing a corporate overview of operations aimed at delivering the Mission of the Initiative and steering SNH's activities in the planning and delivery of the Initiative;
- Advising on the management of resources;
- Ensuring consistent monitoring and reporting on the Initiative, both internally and to external partners;
- Advising on the management of relationships with partners and specific partnership arrangements which are integral to the Initiative;
- Acting as a channel of communication for all contributing Units Membership at March 2005.

### **Full members**

Andrew Bachell, East Areas Director (Chair)  
 Ian Angus, Communities and Greenspace  
 Roddy Fairley, West Areas  
 Karen Morrison, East Areas  
 Ben Leyshon, North Areas  
 Bruce Brown, Finance

Bill Band, National Strategy  
 Rebecca Hughes, Advisory Services  
 Kat Golden, Operational Support Unit  
 Scott Ferguson, Communities and Greenspace  
 Alistair Whyte, Communities and Greenspace

### **Corresponding members**

David Mitchell, Tayside  
 Steve North, East Highland  
 Stuart Davies, Dumfries and Galloway  
 Niall Corbett, Forth and Borders

Sue Lawrence, Grampian  
 Jimmy Hyslop, Strathclyde and Ayrshire  
 Lisa Duggan, Forth and Borders  
 Caroline Crawford, Argyll and Stirling

**Annexe 3 – Summary of new capacity projects**

<b>Inverness</b>	Contribution towards developing stakeholder consultation to identify key priorities for greenspace in Inverness and year 1 costs to employ a Partnership Development Officer.
<b>Solway Heritage</b>	Support for development of GIS dataset of sites and a software toolkit linked to the 'Planning for Real' approach to community engagement/participation.
<b>Dundee</b>	Contribution to employment of an officer to: <ul style="list-style-type: none"> <li>• support partnership and business plan development;</li> <li>• update Open Space Strategy and action plan;</li> <li>• coordinate Community Planning Partners' activities relating to greenspace.</li> </ul>
<b>Stirling</b>	Development and support of community-led greenspace activity in Cornton and Culterhove as pilots for further development of greenspace action in these and other communities.
<b>Edinburgh</b>	Contribution towards strategic partnership development and year one costs of a Greenspace Officer for North Edinburgh.
<b>Fife</b>	Support for the development of a strategic greenspace partnership in Fife linked to the Community Planning Partnership and for initial greenspace audit work and strategy development.

## **Annexe 4 – Summary of research activity**

### **1. The Greenspace and Quality of Life partnership.**

In January 2003 SNH and Greenspace Scotland approached Communities Scotland and NHS Health Scotland about a proposed research project to review current evidence on the impact of greenspace on people's quality of life. Since then the Greenspace and Quality of Life partnership has developed and commissioned a number of research projects, and has produced publications and organised events to disseminate the results of this work across Scotland.

The first project - 'Making the links; greenspace and quality of life' - aimed to examine evidence from research and practice on the impacts greenspace has on peoples' quality of life; and identify links between greenspace and Scottish policy. It found that while there is evidence that greenspace can make a positive contribution to people, their health, their environment and the economy, further research was needed to investigate these links in a Scottish context, and to identify what works in practice.

Following publication of the research report in September 2004, the partnership has produced a number of targeted, high impact publications to communicate the research findings to key audiences:

- Making the Links – Greenspace and the Partnership Agreement.
- Making the links Briefing Note series.

The partnership has continued to develop its research activity. A new project – 'Demonstrating the Links' – launched in May 2005, will strengthen the evidence base on the impacts of greenspace on quality of life by supporting and co-ordinating community-led action research into the ways in which greenspace regeneration can help 'close the opportunity gap' and address health inequalities.

### **2. Increasing knowledge and information on Scotland's greenspace**

On major issues identified during the development of the GfCI was the lack of information on Scotland's greenspace. In 2003 a 'Baseline study of Greenspace for Communities' was commissioned in partnership with Greenspace Scotland. This study aimed to identify data sets on the quality of Scotland's greenspaces, and on community views and aspirations regarding its use and management. The study concluded that data on urban greenspace in Scotland was not sufficiently comprehensive or consistent to establish a clear baseline on its quantity or quality.

In 2003 SNH carried out pilot project to map land use in Glasgow. This used aerial photograph interpretation to examine land use based upon the National Land Use Database classes. The study confirmed the potential of aerial photograph interpretation in mapping urban areas, but highlighted a need for a more detailed classification of open land.

The publication of Planning Advice Note 65 - Planning and Open Space (PAN 65) in 2003 supported this by encouraging councils to carry out audits of open space based on a typology incorporating 6 greenspace types. In December 2004 SNH established a partnership with the Glasgow and Clyde Valley Structure Plan Team and Forestry Commission Scotland to develop a project to use aerial photography interpretation to map the green network across the Clyde Valley. A land use map, which incorporates 22 greenspace types based on an expanded PAN 65 greenspace typology, will be completed by August 2005.

**Annexe 5 – GfCI financial profile, April 2002 – March 2005 (all figures in £000's)**

(Setup)	02/03	03/04	04/05	Total	5 year target
<b>Greenspace Scotland</b>					
<b>Running costs</b>					
SNH	162.8	205.5	213	<b>581.3</b>	702.8
Others	1.2	42.9	111.2	<b>155.3</b>	394
Total	164	248.4	324.2	<b>736.6</b>	1096.8
<b>Capacity building</b>					
SNH	-	77	23	<b>100</b>	302
Others	-	101.6	13	<b>114.6</b>	368
Total	-	178.6	36	<b>214.6</b>	670
<b>National Programmes</b>					
Scottish Executive	-	371	-	<b>371</b>	-
Others	-	650.1	-	<b>650.1</b>	-
Total	-	1021.1	-	<b>1021.1</b>	-
<b>Glasgow and Clyde Valley Greenspace Trust</b>					
<b>Core costs</b>					
SNH (70)	172.5	184.1	65.3	<b>491.9</b>	959.7
Others	21.6	21.6	7.2	<b>50.4</b>	67.7
Total (70)	194.1	205.7	72.5	<b>542.3</b>	1027.4
<b>Area Team Costs</b>					
SNH	214.5	238.3	261.4	<b>714.2</b>	1111.9
Others	214.5	245.5	261.4	<b>721.4</b>	1284
Total	429	483.8	522.8	<b>1435.6</b>	2395.9
<b>Capital programme</b>					
SNH	115.4	94	204.3	<b>413.7</b>	608
Others	1485.9	658	1072	<b>3215.9</b>	5183
Total	1601.3	752	1276.3	<b>3629.6</b>	5791
<b>North Lanarkshire capital programme</b>					
SNH	-	-	12.2	<b>12.2</b>	22
Others	-	-	8.9	<b>8.9</b>	-
Total	-	-	21.1	<b>21.1</b>	22