

The Historic Douglas Support Estate 'Our Glen'

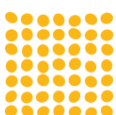
Business Plan
Viewpark Conservation Group

March 2019



Contents

1. Where we are now	3
1.1 Background and Context	3
1.2 The Organisation	3
1.3 What we have done so far.....	4
2. Demonstrating Need	5
2.1 Research Findings	5
2.2 Demographic Profile of Viewpark.....	7
3. What people told us about ‘Our Glen’	9
3.1 What people like about ‘Our Glen’	9
3.2 What difference will it make?.....	9
3.3 What people don’t like about ‘Our Glen’	10
3.4 What people want to see in ‘Our Glen’ (infrastructure).....	10
3.5 Suggestions for Community Benefit Projects.....	11
3.6 Income generation ideas.....	11
4. Developing our vision	12
4.1 Strategic Aims and Objectives.....	12
4.2 Outcomes	12
5. Developing ‘Our Glen’	14
5.1 Infrastructure and Maintenance	14
5.2 Environmental Learning and Leisure Activities.....	15
5.3 Health, Wellbeing and Community Growing.....	16
5.4 Heritage	17
5.5 Events	17
5.6 Sports activities.....	18
5.7 Commercial activity.....	18
6. How we will do this	19
6.1 The Organisation	19
6.2 Staffing	19
6.3 Volunteers	20
6.4 Governance and Building our Capacity	20
6.5 Steering/Advisory Groups.....	21
6.6 Policies and Procedures	21
6.7 Marketing	21
6.8 Funding Strategy	27
6.9 The project without grant funding.....	28
6.10 Finance and Sustainability.....	28
6.11 Monitoring and Evaluation	30
Appendices	31
Appendix 1 Title Ownership Plan	31
Appendix 2 National and local policy	32
Appendix 3 Staffing	42
Appendix 4 Partners	44
Appendix 5 Financial Cash flows	46
Appendix 6 Action plan and KPIs.....	52



1. Where we are now

1.1 Background and Context

The Historic Douglas Support Estate locally known as ‘The Glen’ or ‘Our Glen’ comprises approximately 170 acres of woodland surrounded by A8, M74, A721, A726 and the new M8 extension. This is shown in Appendix 1. The main settlements around The Historic Douglas Support Estate are Viewpark including Tannochside and Birkenshaw, Bellshill and Uddingston. The areas immediately surrounding the Glen (Viewpark, Tannochside and Birkenshaw) have a population of approximately 15,500. Viewpark Conservation Group (VCG) was set up to look after the glen and encourage local people to use this outdoor space right on the doorstep.

In 2000, a North Lanarkshire Council led development plan set out a strategy for the glen to be developed as a business park but the value of ‘Our Glen’ to local people was such that a campaign arose to “save The Glen” which was (and continues to be) a highly valued community space for walkers, children playing and informal uses.

It is seen as the community’s “green lung” and although it was acknowledged that economic development and jobs were important, creating a business park would remove a key green belt and would change the nature of the community. It was further noted that this is a very old site which has been used by the public for hundreds of years with significant heritage and environmental impact.

The campaign was active for a number of years, responding to each proposed re-zoning of the land for development. Symbolising the strong sense of community in Viewpark, the campaign attracted wide support, including a children’s protest that took place in 2014.



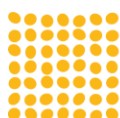
As a result of the campaign, the local authority dropped its plans and there has been a slow trajectory towards community control ever since. VCG is now in a position to acquire the glen from its current owners, The 1969 Blythswood Trust.

Together with the community, VCG has explored the feasibility of taking on community ownership of the glen through research carried out in 2018. Based on the findings and recommendations of this research report, this business plan sets out proposals for the first five years of ownership and management.

1.2 The Organisation

Viewpark Conservation Group is a Scottish Charitable Incorporated Organisation (SCIO) officially established in May 2014 although it has been working in the community on many different projects for over 10 years. The organisation’s purposes are;

- To preserve and regenerate The Historic Douglas Support Estate (also known as ‘The Glen’ and ‘Our Glen’) and its’ surrounding woodlands.
- To promote and raise awareness of The Historic Douglas Support Estate and its surrounding woodlands, in particular, the historical and recreational value.
- To promote and encourage public interest in the conservation, history and recreational benefits of The Historic Douglas Support Estate.



Given the location of the glen, surrounded by motorway and busy commuter roads, the organisation's core aim is to have open space accessible initially by the local community, and in future by the wider public, for recreational use.

As noted above, the glen is known by a number of names, from its correct title of the Historic Douglas Support Estate to its affectionate name 'Our Glen'. For the purposes of consistency, we will use 'Our Glen' throughout this business plan.

1.3 What we have done so far

While the overarching aim of VCG has been to save the glen and much of our time has been taken up with winning that battle, at the same time we are actively working towards our objective of

'the community actively managing the woodland in a manner that maintains, enhances, and perpetuates the existing diverse environment and to develop its value to the community as an educational and recreational resource' ¹

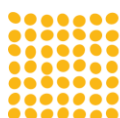
We have a committed group of volunteers who support our vision and offer a range of skills and experience to our group. Some have a particular interest in history and heritage and we have gathered a significant collection of historical material, both in relation to the Douglas family and their tenure of the estate and also the more recent social history of 'Our Glen'. We have a group member who has trained as a walk leader allowing us to increase understanding of the history, flora and fauna of 'Our Glen'. The table opposite highlights some of the activities that we have carried out and which we will build on when we have community ownership of the glen.

Some examples of what we have done
<ul style="list-style-type: none"> We have organised Halloween Walks since 2014 reaching out to 500- 700 people each year. These are organised by the local community and involve a guided walk, including costumed and professionally made up 'jumper-ooters' along the way. The walk is followed by a buffet and children's games in the local community hall. Through volunteers and sponsorship, it is priced in a way that makes it accessible to all members of the community.
<ul style="list-style-type: none"> We have taken children from local nurseries and primary schools on Beastie Walks in the glen
<ul style="list-style-type: none"> We have a group of enthusiastic volunteers who keep a monitoring watch on the glen, highlighting fly tipping to the local authority and addressing litter problems with the community.
<ul style="list-style-type: none"> We have organised exhibitions of historical maps, resources and artefacts to help the community understand the historical importance of the glen.
<ul style="list-style-type: none"> We have held fishing competitions in the rivers that run through the glen

Over the last six months we have undertaken independent research, commissioning Community Enterprise to speak to people in our community, local stakeholders and partners, to determine the future for 'Our Glen'. We consulted with the community through:

- Focus groups at a youth club and primary school
- Open meetings and speaking to residents attending our annual Halloween Event
- Community survey

¹ Aim and future use – Green Lung report. <http://www.viewpark.org.uk/media/7520/Proposal-The-Douglas-Support-Estate-GAC-V4-Redacted.pdf>



- Stakeholder meeting and individual conversations

We supported this consultation with desktop research looking at demographics of our community demonstrating key needs that ‘Our Glen’ might be able to address. We also carried out an analysis of previous research covering community impact, bio-diversity and heritage.

2. Demonstrating Need

2.1 Research Findings

As an organisation rooted in our community, it is crucial we understand what residents want to see happening with ‘Our Glen’.

The findings from our consultations shows the following:

Assets in Our Glen

- From stakeholders to local people, there were consistent messages about the importance of the glen - ***“The Glen is fantastic, good walks, natural history and wonderful wildlife”***
- The site itself, (although not a formal site of special scientific interest or listed heritage) has well evidenced importance in relation to bio-diversity and the environment (with otters, kingfishers, a river system and other elements) and heritage (with 8 sites of interest going back to Neolithic times as well as coal mining).
- These physical elements are highly important in terms of community identity and self-esteem.

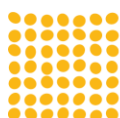
Assets in the Wider Area

- The area has a population of approximately 15,500 people in the immediate area
- Being just off the M8, and near the M74, there is potentially a wider regional customer population of over 1m within reasonable travel distance. Although not viewed as a destination site, this still adds potential additional customers for commercial projects and events.
- Local research has indicated consistently strong community spirit, this being a friendly place where people coming together in adversity is a core value. From the survey, we heard ***“People are good/Great People”***.

Challenges the Area Faces

- We are faced with poor health, high unemployment rates, poor educational attainment and diminishing opportunities for young people. There are high levels of relative deprivation according to the Scottish Indices of Multiple Deprivation, particularly in Viewpark itself, much of which is within the 5% worst datazones in Scotland.
- Health is a key issue in the area which emerged during stakeholder consultation as well as through engagement with residents. Viewpark and Fallside have over double the hospital admissions rate for asthma than the rest of North Lanarkshire. Viewpark has also the highest level of coronary heart disease (638.10 v Scottish average 44.30²) and also for Chronic Obstructive Pulmonary Disease- 4 datazones in Viewpark are in the bottom 5% for health scores which is confirmed by the experience of stakeholders.

² Source ScotPHO Health & Wellbeing Profiles – age-sex standardised rate per 100,000



- There are slightly more people aged 0-15 in the area compared to the Scottish average (17.2 % v 16.9%). 17.1% of households are pensioners which is less than the Scottish average figure of 20.9%. As a result there is a need to ensure families and children are catered for.
- A higher percentage of the working age adult population (4.5%) claim mental health related benefits compared with 3.8% for Scotland as a whole.

Challenges in Our Glen

- There were multiple comments on the inability to use 'Our Glen' due to vandalism, anti-social behaviour, drinking, drugs and litter.
- It was noted by some professionals that the issue of drinking and drugs may be more about perception than reality, and that a new openness may change that perception.
- The key barrier to accessing 'Our Glen' was identified as the poor condition of the paths (61%). Other reasons were lack of car parking space (23%), poor wheelchair access (33%) and lack of signage (23%)

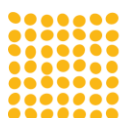
Local and National Support

- There was a very good level of engagement at the open event and a high return on the survey. People were overwhelmingly in favour and supportive of the asset transfer of The Glen. The community survey indicated 90% support for taking The Glen into community ownership and many people interested in helping with over 100 leaving their contact details.
- There is a strong policy fit both nationally and locally. These include with Community Empowerment; the National Performance Framework; Scottish Government Vision – A More Active Scotland; A Healthier Future: Scotland's diet and healthy weight delivery plan; Mental Health Strategy; A Connected Scotland – our strategy for tackling social isolation and loneliness; Scotland's Social Enterprise Strategy; Scotland's Environment Strategy; CSGN, which is a National Planning Framework 3 priority, North Lanarkshire Council – Single Outcome Agreement Community Plan 2013-18; Local Outcome Improvement Plan. Further detail of national and local policy fit is in Appendix 2
- There is significant support for projected benefits. 81% agreed or strongly agreed that "***It's somewhere I can relax and unwind***". 77% agreed or strongly agreed that "***It's a safe place for physical activity – such as walking, cycling and sports***". 71% agreed or strongly agreed that "***It's an attractive place***". 67% agree or strongly agree that "***It's a good place for children to play***"
- 61% know a little and 22% know a lot about the plans which is a relatively high proportion of the community.
- Case studies indicated that involving the local community as much as possible was vital to success and sustainability so these figures are encouraging.

Capacity

- The Board members are capable and bring a wealth of diverse experience to the Board.
- There are close and experienced partners including Central Scotland Green Network and the local authority
- As well as the potential 105 new volunteers identified in the survey, 81% want to be kept up to date with developments, 37% would help with particular projects, 32% would help with promotion, 25% would help with fundraising and 20% would be willing to serve on the board

Project Priorities



- There were multiple suggestions of projects during the research period and these are consolidated into the graphics in Section 5.

Commercial Opportunities

- Although there was an acceptance that some things would need to be paid for by users (such as hire of sport space), it was also acknowledged that much would need to be free for local people. This recognition that community benefit has to be balanced with the need to generate income is reflected in this business plan.
- Income generating ideas are set out in Section 5 and full and detailed cash flow projections are included in Appendix 5.

Partnership Opportunities

- A partnership approach is essential and this emerged in learning from case studies
- A substantial list of partners emerged during the research and can be seen in Appendix 4.

Funding

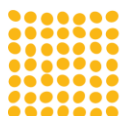
- The fundability test showed that in a time of funding austerity, there are multiple opportunities for this development, not only as it is an area of need and priority, but because there are many entry points from asset development and ownership, heritage, environment, learning, youth and health and wellbeing.

2.2 Demographic Profile of Viewpark

The area profile which was sourced using Community Insights and SIMD shows us that:

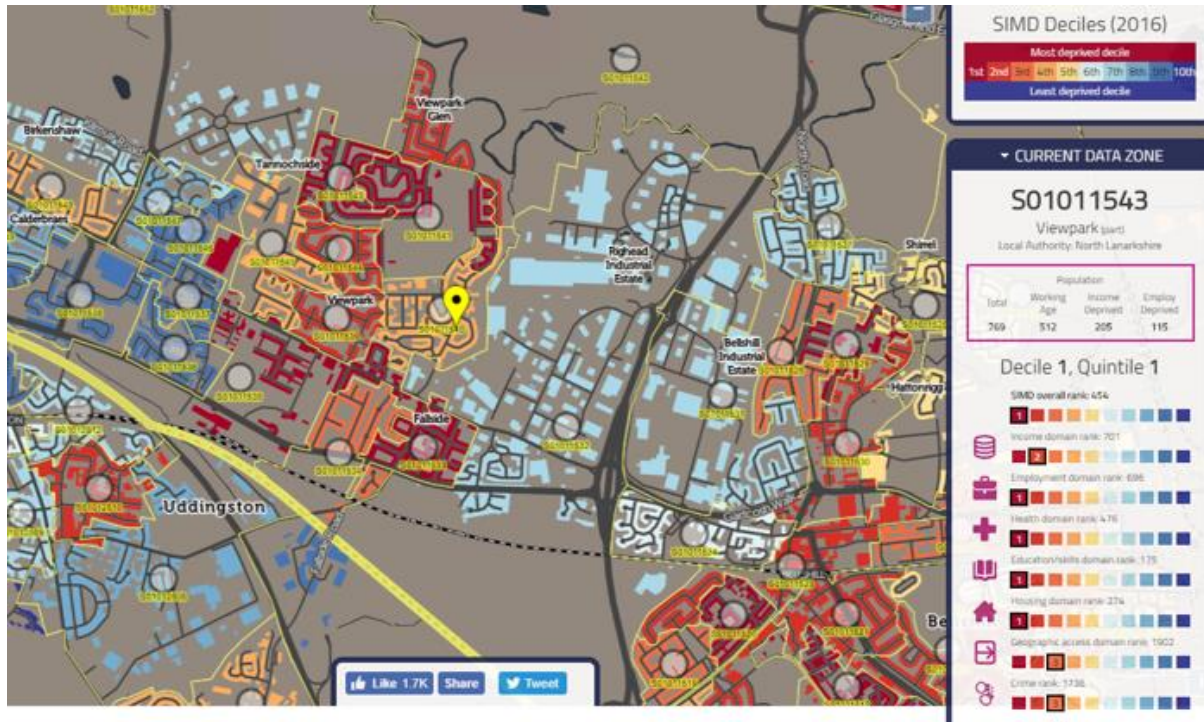
- The population profile does not vary greatly from either North Lanarkshire or Scotland's average figures with respect to young people, older people, and ethnicity
- There is a higher number of lone parent families at 37.3% compared to 32% for the Scottish average
- 18.6% of children live in out of work households (compared to Scotland's figure of 15.2%); 18.1% of children live in poverty (Scotland's figure of 16.5%)
- 9.3% of people claim Incapacity Benefit compared to a Scotland figure of 7.5%.
- 21.4% of pensioners are living in poverty compared to 15.9% across Scotland
- 41.3% of housing in Viewpark is terraced (Scottish average of 20.5%; in Viewpark this is 78.4%; 30.5% are socially rented homes; 15% of homes in Viewpark are "overcrowded" as compared with the Scottish average of 9%)
- In Viewpark 51% of houses belong in Council Tax Band A compared to 21.2% in Scotland as a whole
- 34.7% of working age people have no qualifications (Scotland average is 26.8%)
- 40.3% of people in Viewpark have no car; figure for Scotland is 30.5%
- Life expectancy figures³ (taken in 2011) shows that for Viewpark males it is 72 (Scotland = 77) whilst the figure for females is 78 (Scotland = 81).

³ NRS via Scotpho Online Profile Tool

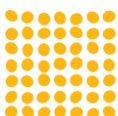


- 20.5% of people claim attendance allowance in Viewpark against 14.3% in Scotland. 21.4% of pensioners are living in poverty in Viewpark compared to 15.8% across Scotland

SIMD (Scottish Index of Multiple Deprivation) identifies the areas on the map shown in dark red which appear within the top 5% to 10% most deprived in Scotland, compared with those in dark blue which are the least deprived areas.



We understand that the levels of deprivation in Viewpark, including Tannochside and Birkenshaw, will lead our business plan to deliver services and activities that will impact on residents in these areas and who face different challenges particularly in terms of equality of opportunities through poverty, poor education levels and health and wellbeing.



3. What people told us about ‘Our Glen’

We have spoken to residents in the local community, as well as stakeholders and partners providing community services in the Viewpark area, through a series of open meetings, focus groups, stakeholder conversations and surveys.

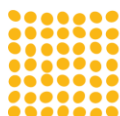
3.1 What people like about ‘Our Glen’

There were many views expressed about what people like about the glen. Children told us they liked the space to run and play in, that it was relaxing and calm and they liked to spend family time there. Adults told us that the glen has been part of the community for many years and there is a strong emotional attachment that has been passed from generation to generation. In particular, events like the Halloween walks bring the community together and many felt opening up the glen more would help maintain and strengthen the close community spirit that has long been a feature of Viewpark.

3.2 What difference will it make?

We know that local people feel strongly about ‘Our Glen’ and we heard of its importance to the community from across the generations. We asked what difference this project will make to local residents and people told us:

- It will boost the community’s confidence
- It will get more families out and about together, doing things together
- More children and young people would spend time outdoors, taking them “back to basics”
- The community will rally around the project
- Involving young people in the design and development of this project and ‘Our Glen’ in general will give young people more of a voice in Viewpark
- More local people will have access to opportunities to participate in activities (if the prices are kept low or free)
- Showcasing ‘Our Glen’ will bring visitors who will/may pay for activities (subsidising activities for locals)
- Involving local skilled volunteers and trades where possible in the development of the glen will encourage local buy in and a sense of ownership and achievement
- Involving the local community will generate more of a sense of ownership and belonging for local people
- It will help dispel feelings that the community has been left behind compared with other communities in terms of services and investment

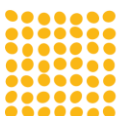


3.3 What people don't like about 'Our Glen'

Open Meetings	Focus Groups	Stakeholders – meeting and individual conversations	Survey
<ul style="list-style-type: none"> • Antisocial use of The Glen (drinking and drugs) • Not safe • Littering and fly tipping • Pollution; • Vandalism • Lack of paths • No place for kids to play 	<ul style="list-style-type: none"> • Needs to be more accessible • Not safe • Lack of footpaths and bridges; • Litter and antisocial behaviour with drinking and drugs 	<ul style="list-style-type: none"> • Lack of outdoor activities • Not enough places to go outdoors • Not much for kids to do; 	<ul style="list-style-type: none"> • Litter • Untidy

3.4 What people want to see in 'Our Glen' (infrastructure)

Open Meetings	Focus Groups	Stakeholders – meeting and individual conversations	Survey
<ul style="list-style-type: none"> • Picnic & play area • Nature trails 	<ul style="list-style-type: none"> • The glen tidied up • Made safe • Bike track • Forest schools • Community planting • Viewing platforms • Waymarkers • Tiered garden • Should be policed by local people 	<ul style="list-style-type: none"> • Community growing space • Waymarkers and benches • Outdoor learning – forest schools • Walking/biking tracks • Dog walking routes • Play area • Nature trails 	<ul style="list-style-type: none"> • Paths and better access • Seating • Separate tracks for walkers and bikes • Tea room and toilets • Dog exercising areas • Information on heritage • Upgrade bridges and paths • Better signage • Forest schools; clubs for kids • Sensory garden • Information boards • Play area for kids

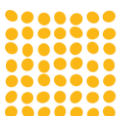


3.5 Suggestions for Community Benefit Projects

Open Meetings	Focus Groups	Stakeholders – meeting and individual conversations	Survey
<ul style="list-style-type: none"> • History walks • Education projects • Archaeology digs • Geocaching • Outdoor learning • Walking groups 	<ul style="list-style-type: none"> • Forest school • Range of outdoor activities including biking, zipline, treasure hunts and fishing • Themed events like the Halloween event • Intergenerational projects 	<ul style="list-style-type: none"> • Heritage • Pond dipping • Conservation • Bushcraft for school age children • Photography • Arts • Camping • Outdoors exercise groups • Memories project • Youth activities • Schools projects • Forest schools • Training opportunities • Community events Halloween events • Wellbeing events • Clubs • Camping • Fishing 	<ul style="list-style-type: none"> • Allotments • Encourage wildlife • Camping • Social and historical museum space • Forest schools; clubs for kids • Guided walks • Educational walks about nature and history • Educational projects • Volunteering opportunities • Community archaeology dig • Sensory garden

3.6 Income generation ideas

Open Meetings	Focus Groups	Stakeholders – meeting and individual conversations	Survey
<ul style="list-style-type: none"> • Mountain bike trails • Fishing • Hiring ground for events • Visitor centre 	<ul style="list-style-type: none"> • Outdoor education, including forest “nurseries” learning about risk taking and safe play • Sensory forest schools • Apprenticeships and trainee opportunities • Visitor centre • Timber harvesting • Making garden furniture out of windfall timber • Assault course • Mountain bike track – lease bikes • Heritage tours • Archery • Habitat/nature tours 	<ul style="list-style-type: none"> • Tough mudder courses • Fishing • Extreme combat • Universities accessing glen for research • Timber harvesting • Firewood; biomass; chips; coppicing • Visitor centre • Sponsorship • Photovoltaic solar panels • Archery • Training courses • Events • Corporate volunteering 	<ul style="list-style-type: none"> • Go Ape type facility • Picnic area • Fishing pond • Mountain bike trail • Animal farm • Pop up shop • Camping pod • Renting space out to forest schools/nurseries from Glasgow • All weather sports pitch • Paintball • Event hire for tough mudder or music festival type events



4. Developing our vision

4.1 Strategic Aims and Objectives

Our overall vision is:

Viewpark will become re-energised by having somewhere green to go, somewhere fun to go and somewhere quiet to go

Our objectives for the next 5 years are to:

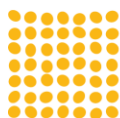
- Secure funding to acquire the Historic Douglas Support Estate ('Our Glen') through a community buy-out by mid-2019
- Secure revenue funding for key staff including a Project Co-ordinator and Forest Ranger by the end of 2019
- Develop partnerships with the organisations identified in Appendix 4 to help us take forward our vision from 2019
- Recruit volunteers with key skills to enhance our Board, particularly to support marketing, financial management and operational management throughout 2019/20
- Support the setting up of a Youth Advisory Group who will be represented on the Board to ensure that the development of 'Our Glen' reflects the needs and wishes of future generations
- Recruit a local team of trades and skilled volunteers from our community in mid-2019 to help with the refurbishment of the house and clearing and making safe the grounds in The Glen
- Open 'Our Glen' up in phases, from Autumn 2019 onwards
- Deliver the programme of activities outlined in Section 5 below from 2019

4.2 Outcomes

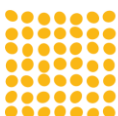
Through meeting the above objectives, we will contribute towards addressing the following challenges that are faced by the local community:

- Health inequalities
- Issues with homelessness and drugs
- Unemployment
- Poor mental health
- Antisocial behaviour, particularly drinking and drug taking

We also know that there is a strong feeling that Viewpark has been left behind in comparison with other communities in terms of investment and community involvement in ownership of 'Our Glen' will help to address this.



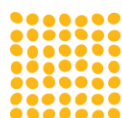
Outcomes	Indicators
People (including young people) will feel more engaged with their local community	<p>Facilities are well used and feedback is positive</p> <p>Reduction in antisocial behaviour (drink and drug taking)</p> <p>Young people will have taken up opportunities to have their voices heard through involvement with Youth Advisory group</p>
The community will be healthier	<p>Reduction in hospital admissions for asthma and other chest and lung diseases.</p> <p>Reduction in numbers claiming disability and mental health related benefits</p> <p>Reduction in levels of obesity</p> <p>Children will be more active</p>
The community will have a sense of ownership and pride in the glen	<p>The glen will be tidier, there will be less litter, vandalism, anti-social behaviour.</p> <p>People will feel more positive about the area they live in</p>
Local people will have new opportunities for volunteering and skills development	<p>Increased numbers of people volunteering and taking part in training activities</p> <p>Increased numbers of people moving into employment</p>



5. Developing 'Our Glen'

5.1 Infrastructure and Maintenance

What	Year 1	Year 2	Year 3	Year 4	Year 5
Essential Works - Day 1 H&S	Carry out health and safety works				
Farmhouse	Complete restoration – new windows, cladding, roughcasting, heating				
	Farmhouse to be used as exhibition space, learning room, information point, café			Farmhouse to be used as rental accommodation (income generating)	
Scandi- style building to be used as exhibition space, learning room, information point, café			Building identified, costed, funding sought, all necessary permissions received	Building completed and in use	
Yurt to provide covered space for outdoor learning			Funding sought , any necessary groundworks completed	Yurt in use	
Composting toilet for outdoor learning space				Toilet in use	
Caravan/campervan hook-ups		Planning permission sought. Hard standing and electrics installed	Caravan/campervan hook-ups available for rent		
BBQ/ Picnic area	Clear space for outdoor learning, BBQ and picnic area. BBQ pits/picnic furniture purchased/made?				
Allotments		Create allotment space	Allotments available for rent		
		Ground works for fishing pond	Fishing pond in operation		
Waymarkers, signage, Interpretation panels	Ongoing programme of works				
Maintenance	Path works				
Maintenance	Fencing for grazing	25 – 50 acres available for grass lets			
Improve ecology and landscape	Tree planting programme				
	Plant and maintain flower meadow				
Maintenance	Glen maintenance works				



The table above outlines the programme of work we will carry out following acquisition of the site. Our priorities for our first five years are to make the site safe, carry out ongoing maintenance and develop the infrastructure to deliver the range of activities that we have identified below

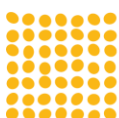


5.2 Environmental Learning and Leisure Activities



We want 'Our Glen' to be a place where everyone, but particularly children, can learn in a clean healthy environment. We know that children already love the glen and we want to build on this by creating an infrastructure and activities that will substantially add value to their experiences. Initially we will clear a space suitable for school children accompanied by a qualified forest school teacher to use the glen. Over time we will develop an outdoor learning site containing a yurt for cover and with composting toilet facilities that we will hire to nurseries, schools and other out of school groups. We want to offer a range of bush craft activities and will also provide facilities for camping, mountain biking, orienteering

and geocaching. Over time we will extend this to include activities such as archery and canoeing. We will pilot a range of approaches to this, offering half day, full day and weekend bushcraft courses for families and the corporate market. We will create BBQ pits that can be hired out for parties and events.



What	Year 1	Year 2	Year 3	Year 4	Year 5
Outdoor learning	Space available for schools to bring groups into glen for forest school activities				
				outdoor learning facilities available for schools and nurseries to rent	
Bush-craft activities	Glen available for rent to external groups				
				Weekend/holiday bush-craft activity courses	
Camping	Glen available for youth groups to rent for camping weekends				
Picnic/BBQ area	Barbeque and picnic area available for hire				

5.3 Health, Wellbeing and Community Growing

We know that there are many physical and mental health and wellbeing advantages that come from being more active and being outdoors. We will offer a range of activities, including gentle memory walks and intergenerational guided walks that will cover a variety of topics. In helping to tackle the poor mental health of our community, we will work with health professionals and others to make therapeutic use of the glen. We will consider offering Branching Out⁴ courses in future. We plan to create allotment space to meet a growing need in the area and we will also offer guided wild walks and foraging walks as we develop our biodiversity in the woodland.



What	Year 1	Year 2	Year 3	Year 4	Year 5
Walking Groups	Guided walks – in partnership with local health and wellbeing providers				
Foraging and Wild Walks	Guided walks with foragers				
Allotments				50 allotments available for rent	
Memory Walks	Guided walks – intergenerational activities				

⁴ <https://scotland.forestry.gov.uk/supporting/strategy-policy-guidance/health-strategy/branching-out>



5.4 Heritage

'Our Glen' is full of history and heritage. We will create interpretation boards and carry out guided walks exploring centuries of history. We will work with Archaeology Scotland to explore whether we can restore the tombs through the 'Adopt a Monument scheme'



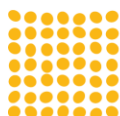
What	Year 1	Year 2	Year 3	Year 4	Year 5
History, heritage and archaeology of the Douglas Support Glen	Guided walks for community groups, schools				
Conservation work in tomb field		Archaeological work carried out to restore tombs in field			
Research projects	Opportunity for universities to use glen for research projects				

5.5 Events



We will build on our very successful events programme by continuing our Halloween walks which we have delivered to between 500-700 people each year since 2014. We plan to extend these events to other seasons and to attract a wider audience. We will also explore how we might expand theatre and light events to enhance our overall event offering.

What	Year 1	Year 2	Year 3	Year 4	Year 5
Halloween family walks	Low priced community event based on existing model				
Halloween scary adult walks	Higher priced targeted at single people with higher disposable income				
Easter Egg hunts (x4 annually)	Low priced community event plus wider audience				
Midsummer BBQ	Low priced community event				
Christmas - Santa and craft fair	Low priced community event				



5.6 Sports activities

In our first five years we will develop the infrastructure to support a number of sporting activities. This will include creating a mountain biking track, trails for 5K and 10K events, a fishing pond and exploring the potential for canoeing on the river.

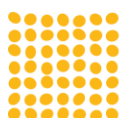


What	Year 1	Year 2	Year 3	Year 4	Year 5
Mountain Biking	Area allocated to mountain biking trail				
5K and 10K trails		Use of glen for events			
Fishing			Stocked fishing pond		
Canoeing	Pilot canoeing activity with Focus Youth Group		May become commercial activity depending on results of pilot		

5.7 Commercial activity

We recognise that we need to carry out some commercial activity to sustain what we want to do in 'Our Glen'. We have identified the activities below as those that will create an income for 'Our Glen'. These will be used to support our on-going maintenance costs and will create sustainability by allowing us to move away from dependence on grant funding.

What	Year 1	Year 2	Year 3	Year 4	Year 5
Caravan/campervan hook-ups			Hook up spaces for 10 caravans/campervans		
Boot sales/pop-up markets	Allowed to run 4 before planning is required				
Grazing Lets		25 acres of grazing land available for let			
Alpaca Franchise	Still to be further researched and key milestones agreed				
Dog agility/dog training field	Still to be further researched and milestones agreed				
Café	Home baking, snacks, packed lunches (limited until Year 4)				



6. How we will do this

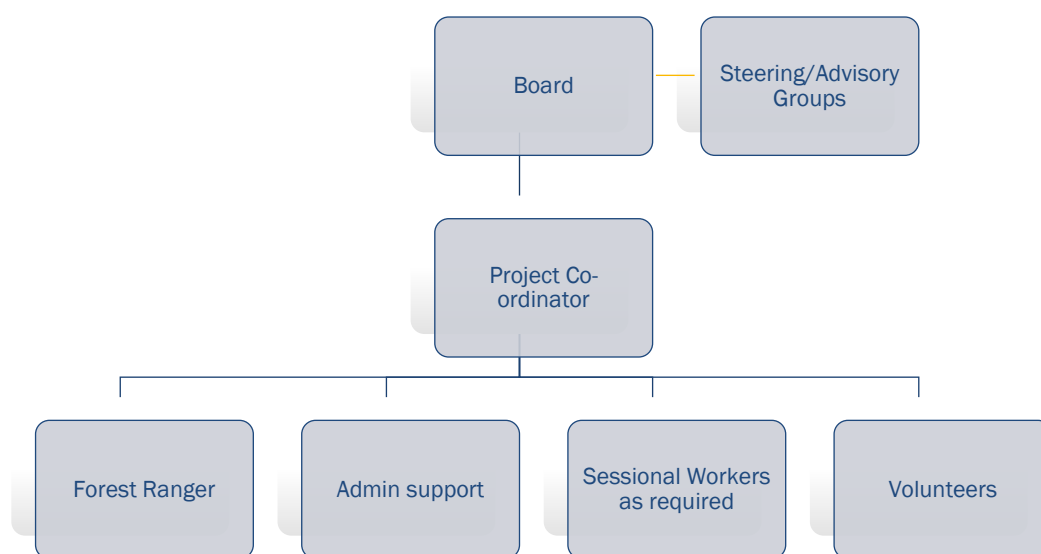
6.1 The Organisation

VCG is constituted as a SCIO with five trustees and an additional four people making up the management group. As of 2018, 155 community members were eligible to vote in board matters.

The management group brings a wealth of skills and experience from a diverse range of backgrounds and has been strengthened by the active participation of The Central Scotland Green Network. The group can also draw on a pool of skilled trades' people, several of whom already volunteer their time and services.

Formal meetings are held every two weeks, with informal meetings taking place as and when required.

Our proposed organisation chart for the next stage of our development is shown below:

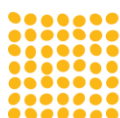


6.2 Staffing

In order to meet our objectives, we will seek funding for the following posts:

- Project Co-ordinator – this will be a full time post, whose role will be to manage the development of the glen, overseeing the work of other staff and volunteers and ensuring the appropriate resources are in place to implement the business plan. This person will report to the Board.
- Forest Ranger – The Ranger will be responsible for security and maintenance of ‘Our Glen’ (this will require flexible working hours including evening and weekends). Helping to implement the business plan, they will play a key role in the development of the glen, working with the Project Co-ordinator and volunteers to devise and co-ordinate outdoor activities, groups and projects.
- Administrative support - this will be a part time post that will provide support to the Project Co-ordinator and Forest Ranger and will be responsible for communicating and marketing the programmes of activity. While funding will be sought for this post, it is possible that it could be filled by a volunteer. To support this person, we will also target volunteers who have skills in social media to build local awareness and support for what we’re doing in ‘Our Glen’, encouraging people to get involved.

Role descriptions and person specifications are available in Appendix 3 of this Business Plan.



6.3 Volunteers

Volunteers have a critical role in helping us achieve our objectives. We already have a group of volunteers from the local community who help us to deliver our Halloween and other community events and have also helped to remove rubbish from the glen and restore the fabric of some of the buildings. We will add to these as and when required.

From our research we know that many more people would like to help in a variety of roles including those below:

- Promotion
- Ground clearing or woodland restoration
- Administration
- Developing projects

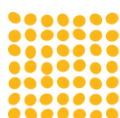
We will develop a volunteer policy within which volunteer roles will be clearly defined. This will include:

- A training plan that will cover induction training for new volunteers, taking them through an introduction to VCG, walk through the glen, overview of projects being undertaken, health and safety, who's who.
- Monthly meetings with the steering group to report on key milestones and with volunteers to go over tasks to do and progress with projects to keep people informed of our progress.

6.4 Governance and Building our Capacity

We will strengthen our current Board and improve and streamline processes as we grow into a larger organisation with responsibility for this valuable asset. We will do this through:

- Recruitment drive – 20% of survey respondents said they would like to serve on the board; there is huge potential in our community to involve people with new skills to add to our existing board and to the wider volunteering team. The key skills or experience needed will include management; forest/woodland management; trades; third sector management; legal; financial management; and marketing skills.
- We will also actively encourage young people from the Viewpark community to become involved on the Board to represent the views and needs of young people and children so that we co-shape the Glen going forward with the needs of our whole community being met.
- We will work with VANL (Voluntary Action North Lanarkshire) to help to promote these opportunities (to join the board or volunteer) and to help us develop policies and procedures to strengthen our governance.
- We will develop a Succession Plan to ensure we don't rely on key people to do all of the work as this will leave us vulnerable if board members are ill or decide to leave the board. This plan will encourage revolving board roles, training and induction, and shadowing of board members so that all board members can cover for others in the event of one person being unavailable or stepping down.
- We will build our knowledge of other successful groups in Scotland who have bought community woodland and see the impact this has had on their communities. We will arrange study visits to these groups to find out how they have generated interest, funding and footfall in their woodlands.



6.5 Steering/Advisory Groups

Working with our staff, we will form a number of steering/advisory groups to support the Board:

- **Restoration and Health and Safety** A steering group representing members of our Board as well as volunteers will work directly with the Project Coordinator to ensure our woodland restoration programme is kept to deadlines and key milestones are met. This will include overseeing and taking part in the cleaning up of the glen, erecting and maintaining path waymarkers, general improvements and community health and safety.
- **Marketing** – this will include people who will support the staff team and will be responsible for designing flyers, newsletters and for social media posts and communicating with the local community, e.g. schools, youth groups.
- **Youth Advisory Group** - this group will represent the views of young people in the community encouraging their peers to use the facilities in the Glen. They will nominate a member to represent their views on the Board to ensure that their priorities are fed into the overall strategy.
- **Finance and Fundraising** – this group will be responsible for advising the Board on fundraising opportunities and will have an oversight of the financial position of VCG.

6.6 Policies and Procedures

During our first year of operation, we will develop policies to cover the following areas:

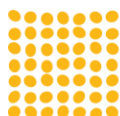
- Data Protection (complying with GDPR Regulations 2018)
- Privacy Policy (complying with GDPR Regulations 2018)
- Grievance Policy
- Staffing Policy
- Volunteering Policy
- Recruitment and Training Policy
- Environmental Policy
- Health & Safety Policy
- Equalities Policy

6.7 Marketing

We will build a marketing strategy to ensure people are aware of progress in ‘Our Glen’, feel welcome and safe to walk and go there. We will also build relationships with key partners to bring groups to participate in activities in the glen which could develop into contracts with bodies such as NHS Lanarkshire and the local authority. We will also encourage people from further away to visit The Glen through our marketing efforts.

Our marketing communications will include:

- Partnership working – we will work with key partners including, but not restricted to, Focus Youth Group, Forest Enterprise, CLD North Lanarkshire Council, Social Work teams, Community Planning Partnership in North Lanarkshire, North Lanarkshire Council Greenspace team, local police, Central Scotland Green Network, Paths for All, Community Forum, local councillors, Health Improvement Team based in Bellshill, Tannochside Advice and Information Centre and Bellshill YMCA

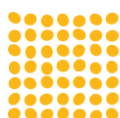


- We will join organisations such as Community Land Scotland to help us to link to other communities that manage and own woodland
- Impact statement – we will develop an impact statement which we can take with us when we visit groups or attend networking sessions to tell people about progress, how the glen is being used and the difference people feel when they are encouraged to get outdoors and enjoy our green spaces. We will arrange occasional guided walks so that people can see progress and get an update on what is happening in ‘Our Glen’.
- Newsletter – understanding the age group of people in our community will help us to ensure that we don’t focus all marketing efforts on social media. We will include a six monthly or quarterly newsletter which we will print and put into community buildings, churches and distribute in schools and other community or sports clubs.
- Social media – we will develop our Facebook page and add Twitter and Instagram to ensure we reach all age groups within the area as well as connecting with our partners. We will use Hootsuite or a similar tool to manage posts and will post on a weekly basis, updating people about progress being made and inviting people to come to ‘Our Glen’.

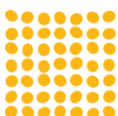
Corporate Social Responsibility

There are several large employers located close to ‘Our Glen’ who may have “corporate social responsibility” policies meaning they are likely to be keen to support development of ‘Our Glen’ by providing us with “in kind” support (people to do things, tidy things up, build things as well as a range of other support such as printing, copying and perhaps helping us with design). We will make best use of these organisations as follows:

Organisation	CSR Approach
Lidl - Eurocentral	National charity partner from May 17 for 3 years is NSPCC; work with STV Children’s Appeal.
NVT	Active re CSR – make donations to charity partners, assist with local community projects; charity partner is Enable.
Albert Bartlett Aldrie	Focus on healthy living and protecting the environment; range of initiatives at local and national level; worked with Cyrenians, donating produce and tractor to their family projects and farm work. Also interested in educational activities, the arts and sports.
Tunnocks Uddingston	Philanthropic local business – donates and supports local community groups – approach must be by letter to Mr A B Tunnock
Inver House Distillers Airdrie	Committed to supporting local causes, events and organisations wherever business operates in the world, in order to make a positive impact on the communities; partnership with Children’s Safety Education Foundation.
Amey - Eurocentral	Member of the Buy Social Corporate Challenge; gave almost £1m to Social Enterprises in ’17 forming partnerships with Belu, Wild Hearts and Recycling Lives. Hope to increase amount during 2018.
Wood Group	Endorse values and social responsibility; fundraises globally, children’s cancer charities in particular in Aberdeen



Virgin Media	Growing responsibly and sustainably; Digital for Good; partner with charities ie Scope - helping disabled people move towards employment
N G Bailey	Commitment to reduce carbon footprint; employee giving scheme – received over 400 charitable giving applications from across business, totalling over £170k last year
Macquarie Bank	Major sites have engagement strategies with local stakeholders and communities
Veolia	We will get in touch with these organisations to discuss ways in which they can support our development plans for The Glen
Quarry	



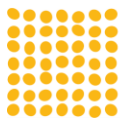
2019/20	2020/22	2022/24
<p>Planning Phase</p> <p>Secure development funding</p> <p>Woodland restoration</p> <p>Raising awareness</p> <p>Build up Community events calendar</p> <p>Improve path networks</p> <p>Research grass lets/grazing potential</p> <p>Form marketing steering group</p> <p>Hold monthly meetings with marketing group and Board</p> <p>Agree marketing objectives – income/funding targets, footfall, events,</p> <p>Begin woodland restoration work</p> <p>Devise programme of ongoing market research – define what type of activity groups, site map, type of community events, pricing for events</p> <p>Research to define customer needs as well as to inform marketing communications strategy</p> <p>Start to work with groups including schools as soon as possible; they are keen to get into the glen now</p> <p>Agree Action Plan</p>	<p>Increasing community events</p> <p>Start to hire space</p> <p>Development work for Outdoor Learning</p> <p>Develop heritage and archaeology offering</p> <p>Negotiate contracts with NHS/Council CPP</p> <p>Develop path networks</p> <p>Conduct research locally to see how people are using ‘Our Glen’ and how they feel about it – outcomes?</p> <p>Research what people want to see in ‘Our Glen’</p> <p>Research needs or wants for outdoor learning– costs, skills, site requirements, demand, pricing</p> <p>Outdoor nursery – Refer to https://secretgardenoutdoor-nursery.co.uk/ as source of information for ideas on infrastructure</p> <p>Start research into water activities</p> <p>Research need for Visitor Centre or Café; needs, options, costs, benefits, income?</p> <p>Increase number of volunteers working with VCG (to scope out new project ideas – Outdoor learning, NHS contracts and archaeology or heritage)</p>	<p>Develop contracts with NHS/Council CPP</p> <p>Develop water activities</p> <p>Build up all other activities</p> <p>Increase trading income</p> <p>Agree marketing objectives and income targets for each activity</p> <p>Review all customer feedback and reviews on TripAdvisor</p> <p>Develop communications strategy</p> <p>Develop social media plan</p> <p>Quarterly newsletters via MailChimp</p> <p>Weekly blogs, posts on Facebook, Twitter and Instagram</p> <p>Conduct visitor satisfaction survey</p> <p>Tender for contracts with NHS/Council CPP (will depend on discussions in previous period around what is needed and budget availability)</p>



<p>Agree vision and mission statements for 'Our Glen'</p> <p>Brief for website – online payments for ticketed events (using Eventbrite); information; events programme; activity programme</p> <p>Agree pricing; booking structure</p> <p>Devise communications strategy (updates on build/ progress for locals, partners and stakeholders)</p> <p>Hold branding workshop; develop brand values and logo</p> <p>Design template e-newsletters</p> <p>Start database of residents and partners – GDPR compliant</p> <p>Develop website – funding, brief, developer, functionality, features, test - including online availability, bookings and payments</p> <p>Agree social media campaign – Twitter, Facebook, Instagram</p> <p>Agree date for launch event – plan, invitation list, format, communications plan for event – council, NHS, CPP and reps from all partner groups;</p> <p>Hold separate launch event for trade press and local press</p> <p>Open site for BBQ and picnic area for hires</p> <p>Gather feedback from visitors – what difference is the glen having on their health and wellbeing?</p>	<p>Contact TripAdvisor making 'Our Glen' a destination; encourage reviews</p> <p>Agree marketing objectives and income targets</p> <p>Finalise Marketing Communications Strategy</p> <p>Agree go-live date for website</p> <p>Review impact statement</p> <p>Agree meetings for board and marketing group</p> <p>Identify key contacts in CPP/NHS/Council for contract discussions</p> <p>Define what service/activities could be offered through a contract with North Lanarkshire CPP or Integration Joint Board (Council and NHS)</p> <p>Roll out social media strategy</p> <p>Build brand awareness</p> <p>Consider whether to go for accreditation with VisitScotland, Green Tourism</p> <p>Advertising in newsletters and local media (advertorial or editorial, not paid for adverts)</p> <p>Develop prospect database</p> <p>Research what archaeological or heritage learning opportunities people would participate in - schools</p> <p>Review all customer feedback and reviews on TripAdvisor</p> <p>Increase social media posts/ shares – general</p>	<p>Gather feedback from visitors – what difference is 'Our Glen' having on their health and wellbeing?</p> <p>Review impact statement</p> <p>Review vision and mission statements</p> <p>Attend funding workshops</p>
---	--	---



<p>Attend funding workshops</p> <p>Continue Halloween Event; Offer additional adult event in 2019</p> <p>Research woodland lighting for events – costs, content, duration, and theme?</p> <p>Attend funding workshops</p>	<p>Weekly blogs, posts on Facebook and/or Twitter</p> <p>Conduct visitor surveys</p> <p>Increase community events</p> <p>Send Quarterly newsletters via MailChimp (GDPR compliant)</p> <p>Review marketing budget</p> <p>Gather feedback from visitors – what difference is ‘Our Glen’ having on their health and wellbeing?</p> <p>Research potential demand for camping; desktop research of local camping options; visit local sites to look at facilities and pricing</p> <p>Go on more study visits to other woodland groups; find out about innovative projects, funding opportunities</p> <p>Attend funding workshops</p> <p>Review vision and mission statements</p>	
---	--	--



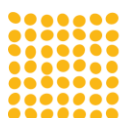
6.8 Funding Strategy

Post-acquisition funding is required over a 5 year period as new elements of the site come on stream. There is a phased approach to ensure that the progression of the project does not depend on a large up-front capital injection.

We will need funding to purchase the land, restore and make safe the woodlands, and to then employ skilled expertise to help us to move this project forward so that we can open The Glen up to local residents, community groups and visitors from the wider community.

A full list of potential funders have already been identified in our Feasibility Study showing that this is an eminently fundable project because of the multiple benefit (heritage, social, environmental, health, asset development and so on) in an area of relative deprivation. The current funding strategy is shown below:

Item	Amount	Source of Funding	Amount
Purchase			
Site Acquisition	£375,000	Scottish Land Fund Sponsorship from Tunnocks, a supportive local business. Meetings have taken place w/c 18 th March and a decision is expected by the 22 nd March	£394,725 £20,775
Essential Works (Day 1 Health and Safety)	£35,000		
Legal fees (estimate)	£3,600		
Vat Assessment (estimate)	£1,900		
Full renovation			
Capital Costs phased over 5 years so this is not for a one off single capital investment	£164,900	Robertson Trust – £20,000 minimum but we have had early contact with the Trust and believe that this will fit well with their strategic plan so there may be an enhanced offer	£50,000
		Garfield Weston support the development of local assets and projects rooted in communities with multiple need.	£40,000
		National Lottery Community Fund. We plan to approach the Community Led medium grant fund to support some of the revenue funding. An early conversation indicated that, though the maximum is £150,000, pressure on the funding is such that we will apply for nearer £80,000 with only 1/3 related to capital costs that will allow the revenue project to proceed.	£20,000
		Postcode Green Trust, Paths for All, Landfill funding and other funds that focus on environmental upgrade	£54,900
Revenue Costs			
Total	£207,000	SLF – Years 1 and 2 Contribution to Project Co-ordinator and Forest Ranger salary costs (1.5 in year 1, 1.0 in Year 2) Contribution to professional fees and insurance	£75,661



Item	Amount	Source of Funding	Amount
		Sponsorship/Corporate	£3,982
		Henry Smith Foundation	£22,357
		Robertson trust (up to £15,000 each year for three years)	£45,000
		NLCF Community Led Medium (see above)	£60,000
		NB: We have a range of back up funders if these are not successful.	
Additional funding			
Website, brand and marketing materials	£5,000	Awards for All	£5,000

6.9 The project without grant funding

Due to the nature of the area and the excellent fit with a range of funders, we are confident that the targets above are very conservative estimates of what can be secured in a phased way over a 5 year project with multiple smaller focussed projects.

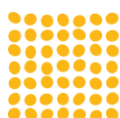
Worst case scenario, if the funding is not secured, the Glen can still revert to a valuable informal space for the community to benefit from and enjoy. The cash flow shows a trajectory towards financial independence in terms of day to day running costs.

6.10 Finance and Sustainability

In order to stay sustainable, 'Our Glen' will operate both socially and commercially, applying for grants to delivery social impact initiatives within this area of relative deprivation (where grants will be possible and affordability will be low) and securing income from sales. The objective is to generate income from core charitable purpose undertaking activity in the glen – achieving a true triple bottom line of environmental impact, social impact and financial sustainability.

Diversity is the key. A range of income generating activity will work together rather than there being one major income generator. That includes the following which are embedded within the cash flow projection;

- Outdoor space for forest schools
- Outdoor nursery facilities for rent - school term
- Outdoor facilities - after school/ weekends/holidays
- Wild Camping
- Bushcraft activities - run by 'Our Glen' staff
- Picnic BBQ area – for a small rent
- Foraging and Wild Walks charged sessions
- Allotments – small rental
- Events



- Halloween- family walks for a small fee or suggested donations
- Halloween - scary adult walks
- Easter Egg hunts
- Midsummer BBQ
- Christmas - Santa and craft fair
- Hook up spaces for caravans
- Boot sales/pop up markets (only year one)
- Grazing lets
- Rent of stables
- Pop up Café and lunches
- Rental of farmhouse

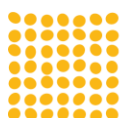
Key to this will be strong marketing and branding, strong partnerships with other local providers, and a highly capable central member of staff. Our full financial projections are shown in Appendix 5 in this Business Plan. We have shown 5 years altogether.

The initial period of the development cover the early phases with Viewpark Conservation Group occupying the space and the main building as well as additional modular buildings in the glen. In the initial years, enterprise growth is low and new initiatives start incrementally over the first 5 years to allow for planning and consolidated growth. As a result there is a high but achievable and planned grant dependence in the early years – with a clear funding strategy to back that up.

We will grow trading significantly in years three and four as all trading elements start to kick in with a fully renovated and developed site.

The projections show that turnover increases gradually and consistently from £80,517 in year one to only £110,886 in year 5. Grant funding amounts to only £207,000 over 5 years with the trading element increasing from 29% in year one to 86% in year 5. There is an opportunity to reach financial sustainability more quickly but it is viewed that small grants are likely to a part of the financial model for this organisation over the long term

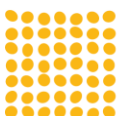
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Income						
Trading	£23,517	£42,547	£52,561	£90,531	£95,886	
Grants, fundraising and SLF	£57,000	£55,000	£55,000	£25,000	£15,000	£207,000
Total	£80,517	£97,547	£107,561	£115,531	£110,886	
% sustainable	29%	44%	49%	78%	86%	
Expenditure	£76,243	£87,825	£90,461	£96,108	£98,855	
Surplus / Deficit	£4,274	£9,722	£17,100	£19,423	£12,031	
Accumulated reserve	£4,274	£13,997	£31,096	£50,519	£62,549	



6.11 Monitoring and Evaluation

We will monitor key milestones reporting these, as appropriate and agreed with funders, at monthly board meetings. We will set and monitor targets against a range of (KPIs) which are shown in Appendix 6. These will include:

- Number of people attending organised ticketed events in 'Our Glen'
- Breakdown of income streams – funding, tickets, hire, sponsorship, donations, fundraising
- Number of community events increasing in 'Our Glen'
- Number of community groups using 'Our Glen' for activities
- Number and value of hires– picnic; BBQ site; caravan/campervans; outdoor learning; grazing/grass lets
- Number of partners including schools and youth groups we are working with to encourage people into The Glen
- Number of volunteers



Appendix 2 National and local policy

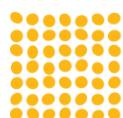
The following is a summary of relevant national and local policies and legislation that align with potential activities and projects to be developed by Viewpark Conservation Group as they seek to utilise the Glen for their community and tackle local economic, social, environmental and cultural needs. Activities may have a variety of themes including community engagement, addressing local disadvantage, health and wellbeing, sport and physical activities for all ages, protection of greenspace and ecology, growing and environmental focus, improving mental health, reduction of social isolation as well as protection of heritage and woodlands sites.

National

Policy / Strategy / Response	Content
Land Reform Act 2016 ⁵	<p>The Land Reform Act 2016 aims to give communities an opportunity to rebalance local land ownership. When Part 3 of the Community Empowerment Act on 'Participation Requests' came into effect it enabled community groups to set the agenda and deliver services in partnership with local authorities.</p> <p>For community groups such as the VCG, this means in effect a much bigger say on local services through community planning, more control over local assets (buildings and land) by easing the process through which they can take them over and a right to request to work alongside public sector bodies to improve local outcomes.</p>
<p>In recent years, there has been a movement towards Community Empowerment: "a process where people work together to make change happen in their communities by having more power and influence over what matters to them."⁶ Essentially, the aim is for communities to have more control, to be supported to do things for themselves and for people to have their voices heard.</p> <p>This represents an important shift of power from State to citizen, from centralism to localism, and has been enshrined in the Community Empowerment (Scotland) Act 2015. The Act has three main areas of focus: strengthening community planning to give communities more say in how public services are planned and provided; the extension of the community right to buy, or otherwise have greater control</p>	<p>Research has shown that when communities feel empowered, there is:</p> <ul style="list-style-type: none"> greater participation in local democracy increased confidence and skills among local people more people volunteering in their communities greater satisfaction with quality of life in the neighbourhood <p>Better community engagement and participation leads to the delivery of better, more responsive services and better outcomes for communities.</p> <p>The Community Empowerment (Scotland) Act 2015 will help to empower community bodies through the ownership or control of land and buildings, and by strengthening their voices in decisions about public services.</p> <p>To empower communities in Scotland, the Scottish Government is:</p> <ul style="list-style-type: none"> funding community-led regeneration through the Empowering Communities Fund funding participatory budgeting through the £1.5 million Community Choices Fund, giving people more power to make decisions on spending in their local areas making it easier for communities to take over land and buildings in public ownership through asset transfer supporting community councils to represent communities' opinions and needs to public bodies

⁵ <https://www.webarchive.org.uk/wayback/archive/20180129140056/http://www.gov.scot/Topics/Environment/land-reform/LandReformBill>

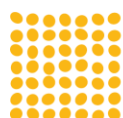
⁶ COSLA



<p>over assets (buildings and land) and rights enabling communities to identify needs and issues and request action to be taken on these.</p>	<p>giving communities the ability to request to participate in decisions and processes which are aimed at improving outcomes through participation requests</p> <p>setting out best practise for public bodies to engage with communities via the National Standards for Community Engagement</p> <p>providing guidance on common good property</p> <p>launching the Local Governance Review, a comprehensive review of how local decisions are made and how local democracy is working</p> <p>supporting public service providers to work together and with local communities via community planning to shape and deliver better services</p>
<p>Scottish Government, National Performance Framework⁷</p>	<p>There are 16 key outcomes, listed below are those which are most relevant to the Glen:-</p> <p>Our <u>young people</u> are successful learners, confident individuals, effective contributors and responsible citizens</p> <p>We live longer, <u>healthier lives</u>.</p> <p>We have strong, resilient and supportive <u>communities</u> where people take responsibility for their own actions and how they affect others.</p> <p>We value and enjoy our built and natural <u>environment</u> and protect it and enhance it for future generations.</p> <p>We reduce the local and global <u>environmental impact</u> of our consumption and production.</p> <p>The Glen will work with partners to deliver initiatives (such as forestry schools, bushcraft classes, orienteering courses) that will help young people develop improved levels of confidence and transferable skills; there will be a strong focus on physical activity helping all age groups get more active and participate in activities; these will be developed and determined by community members and volunteers.</p> <p>The Glen is a valuable local green asset for this highly urbanised area and VCG will work with a range of specialist partners (CSGN, FES, CWA) to upkeep, maintain and preserve the natural environment. Key funders may include CCF who support carbon reduction growing schemes (green compost) and this will be one consideration for the group as they develop their delivery plan. Initiatives could include gardening, allotments, vegetables patches, linking with food banks etc., helping to bring benefit to the whole community.</p>
<p>National indicator for greenspace⁸</p>	<p>Improve access to greenspace - measured by % of adults within 5 minutes walking distance of their nearest local greenspace.</p> <p>In 2016, 65.4% of adults lived within a 5 minute walk of their nearest greenspace, compared to 67.2% in 2015.</p> <p>Greenspace has substantial environmental and health impacts, but also links to community aspects such as community cohesion, social connectedness and community resilience. Being able to access high</p>

⁷ <https://nationalperformance.gov.scot/>

⁸ <https://www2.gov.scot/About/Performance/scotPerforms/indicator/greenspace>



	<p>quality greenspace can improve the health, wellbeing and confidence of people and communities</p> <p>Community ownership of the glen will contribute towards the Scottish Government's ambitions for quality greenspace helping to:</p> <p>Increase our physical activity levels, strengthen our mental health, combat isolation and loneliness and create a sense of purpose by providing opportunities for volunteering</p> <p>Link houses, workplaces, services and other public spaces to create joined-up spaces and connected neighbourhoods and provide safe, pleasant corridors for active travel</p> <p>provide opportunities for government, business and communities to come together to create places that attract investment and business development, support the health, wellbeing and morale of the workforce and where people of all ages can find training and work opportunities</p> <p>support creative, stimulating learning to develop skills and confidence</p> <p>sustain places, bring people and nature together, support local production and consumption as well as creating a 'sense of place' and cultural identity</p>
<p>National Planning Framework⁹</p>	<p>A natural, resilient place</p> <p>Scotland's environmental agenda is not only about playing to our strengths. In the coming years, we want to see a step change in environmental quality, especially in places with long-standing disadvantages arising from a legacy of past industrial activity. Vacant and derelict land is a continuing challenge. We are committed to reversing the decline of some habitats and species and regulating environmental pollution. Environmental quality is central to our health and well-being. Green infrastructure and improved access and education have a key role to play in building stronger communities. Our spatial strategy identifies where development needs to be balanced with a strategic approach to environmental enhancement.</p> <p>Quality of life and resilience in city regions will be supported by green infrastructure</p> <p>Natural and cultural assets in and around urban areas have a key role to play in supporting sustainable growth, maintaining distinctiveness and promoting quality of life. We expect development plans to identify green networks in all of the city regions. But for the next five years, our strategy continues to prioritise environmental improvements in the Central Belt, with the Central Scotland Green Network (CSGN) now helping to make this area more attractive to investors and residents. It remains a national development with a broad purpose and scope to achieve multiple benefits as it increasingly delivers transformational projects on the ground. Remediation of derelict land, prioritised action in disadvantaged</p>

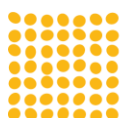
⁹ <https://www.gov.scot/publications/national-planning-framework-3/pages/5/>



	<p>communities and active travel (walking and cycling) should be the priorities for the CSGN Trust and others during the lifetime of NPF3.</p>
<p>Scottish Government Vision - A More Active Scotland¹⁰</p>	<p>Vision is underpinned by delivery plan based on 6 desired outcomes, relating to physical activity:-</p> <ul style="list-style-type: none"> encourage & enable the inactive to be more active encourage & enable the active to stay active develop physical competence & confidence at young age improve active infrastructure – people & place we support wellbeing & resilience in communities through physical activity & sport we support opportunities to participate, progress & improve in sport <p>The Scottish Government is keen to encourage and support clubs and communities to retain participants through community sport hubs, Sports Governing Body regional development posts, and Direct Club Investment (sportsotland). There are numerous programmes that are part of that policy, from the National Daily Mile to Cycling without Age, from Women and Girls in Sport Week to Care About Physical Activity programme. There is a significant policy and programme momentum towards sport and health that this project can benefit from and link into.</p> <p>Physical activity is about getting people moving, daily walking, and playing in the park and so on. It doesn't matter how that is accomplished, just that it is done. Being physically active contributes to personal, community and national wellbeing.</p> <p>The Glen will enable a range of outdoor activities for all ages; this could be as simple as walking the dog, or children playing; activities could include organised fun runs, triathlon courses, squad biking, cycling and all sorts of outdoor based physical activities, woodcrafts, horticulture, fishing, organised health walks etc. Partners will include schools, guides and scouts groups, early years and older people groups – all of whom will be encouraged to get out and about in the Glen, doing the choice of activity that suits them best.</p> <p>This Vision also has synergy with the SG's Active Nation priority – whereby significant investment has been put into walking and cycling supports. VCG could partner with Sustrans and Paths for All to develop improved pathways and cycling routes.</p>
<p>A Healthier Future: Scotland's diet and healthy weight delivery plan¹¹</p>	<p>The Scottish Government recognises that the negative impacts of being overweight are profound and that these problems tend to start early. The recent SG Report Growing Up in Scotland (authored by ScotCen Social Research) highlights that by the age of 10, 34% of children are overweight, included within this figure are 19% categorised as obese. Experts warn that the true rate may be even higher with over 100,000 Scots children obese. Risk factors include spending longer on screens and not eating breakfast regularly.</p> <p>The Active Healthy Kids Global Alliance (assessing childhood physical activity levels) ranks Scotland in the lower half of their</p>

¹⁰ <https://www.gov.scot/publications/active-scotland-delivery-plan/pages/5/>

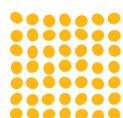
¹¹ <https://www.gov.scot/publications/healthier-future-scotlands-diet-healthy-weight-delivery-plan/>



	<p>ratings (D+), while high levels of sedentary behaviour amongst children was rated a F.</p> <p>The Scottish Government aims to halve childhood obesity levels by 2030 through a range of measures designed to help people make healthier choices; two thirds of primary schools engage in the daily mile, schools are also supported to deliver at least 2 hrs of PE weekly. Viewpark has some of the highest levels of childhood obesity, comparing badly with other areas in the Bellshill locality.</p> <p>VCG will have the opportunity to link up with schools and Forestry Commission rangers to offer bush craft and forestry schools (highly popular amongst school children) as well as a range of other outdoor pursuits designed to encourage children to spend time in the outdoors.</p> <p>This theme of engaging children in outdoor pursuits also links well with the SG's Curriculum for Excellence – education strategy.</p>
<p>Scottish Government, Mental Health Strategy 2017 – 2027¹²</p>	<p>A key priority of the SG, priorities are:-</p> <ul style="list-style-type: none"> Prevention and early intervention Access to treatment and joined up accessible services The physical wellbeing of people with mental health problems Rights, information use, and planning Mental Health and Wellbeing Strategy <p>Regular physical activity is proven to help prevent and treat non-communicable diseases (NCDs) such as heart disease, stroke, diabetes and breast and colon cancer. It also helps prevent hypertension, overweight and obesity and can improve mental health, quality of life and well-being. The Scottish Government has committed to the World Health Organisation's target to reduce the prevalence of physical inactivity in adults and adolescents by 15% by 2030.</p> <p>Many community groups managing greenspace work in partnership with NHS Boards and the Forestry Commission to deliver Branching Out - people with mental health issues benefit from weekly woodlands activities (around 3 hrs) over a 12 week period. Activities can include walks and tai chi, conservation work, bushcraft and environmental art. Courses can be certificated and can link into the John Muir Award, at completion, clients can then be signposted into other community based leisure, volunteer and training opportunities.</p> <p>The benefits of horticulture and gardening and environmental work on mental health are well documented. Trellis could be another potential partner for VCG to link into. Viewpark, as detailed in the 2016 locality plan has the highest level of mental health prescribing amongst the 8 Bellshill intermediate zones.</p>
<p>Scottish Government – Position on Social Isolation¹³</p>	<p>In 2016-17 the Scottish Government provided funding of over £535,000 to older people's organisations and third sector organisations to tackle barriers to independent living experienced by older people and to promote older people's rights.</p>

¹² <https://www.gov.scot/publications/mental-health-strategy-2017-2027/>

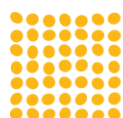
¹³ <https://www.gov.scot/publications/analysing-responses-connected-scotland-scottish-governments-draft-strategy-tackle-social-isolation-loneliness/pages/4/>



	<p>Significant resources have also been provided to tackle loneliness and social isolation, including the £500,000 Social Isolation and Loneliness Fund (2016-17), which focused on support for community-based projects tackling social isolation. Thirty-six organisations were successful in receiving grants from this fund. In addition, the concessionary travel scheme for older and disabled people provides health and wellbeing benefits and is a major contributor to tackling loneliness and isolation.</p> <p>Currently a National Social Isolation Strategy “A Connected Scotland” is being developed to ensure a holistic approach across government to problems of loneliness and isolation.</p> <p>VCG will have the opportunity to build a volunteer base (some of whom will be retired) as it seeks to build capacity and utilise the Glen. Helping older people integrate better and potentially improve health outcomes could be a theme for the group as they develop initiatives such as healthy walks, fishing and social events. A partnership approach with local community groups supporting older people (combating isolation) could be explored (ie Orbiston Neighbourhood Centre).</p>
<p>Scotland’s Social Enterprise Strategy 2016 – 2026¹⁴</p>	<p>This ten-year, national social enterprise strategy sets out shared ambitions for social enterprise in Scotland, jointly developed with the sector. It provides a framework for action over the next decade.</p> <p>Social enterprise models inclusive growth and this strategy will support our aim of sustainable economic growth, tackling inequalities and building a fairer Scotland.</p> <p>This strategy will build on the supportive ecosystem, developed over the previous decade, and will cement Scotland’s reputation as world-leading and the best place to start and grow a social enterprise.</p> <p>The strategy focuses on three main priorities:</p> <ol style="list-style-type: none"> 1) Stimulating social enterprise 2) Developing stronger organisations 3) Realising market opportunities <p>These will be developed into a series of action plans spanning the decade, the first of which was published in 2017.</p> <p>VCG will examine trading and income generation opportunities as they grow. This could involve contracts with local partners such as schools, site hires within the Glen for fundraising, race fees etc., charges for orienteering, potential growing opportunities, sales of Christmas trees etc.</p>
<p>Developing an Environment Strategy for Scotland¹⁵</p>	<p>Consultation is being undertaken to take forward the commitment in the 2017/18 Programme for Government to develop a strategic approach on environmental policy to protect and enhance our environment, safeguard natural capital and continue Scotland’s leading role in addressing environmental challenges. The Strategy will set out a shared vision of what the SG are collectively working to achieve through Scotland's environment and climate change policies</p>

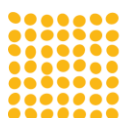
¹⁴ <https://www.gov.scot/publications/scotlands-social-enterprise-strategy-2016-2026/>

¹⁵ <https://consult.gov.scot/environment-forestry/environment-strategy/>



	<p>and their contribution to social wellbeing and inclusive, sustainable economic growth. And it will set out the outcomes that will enable the SG to deliver this shared vision.</p>
<p>Fit with Central Scotland Green Network (CSGN) policies¹⁶</p>	<p>CSGN is a supporting partner of Viewpark Conservation Group and the proposals being presented to restore the glen for community use will directly contribute to their aims, which in turn will contribute to Scottish Government priorities.</p> <p>A Stronger and Fairer Scotland</p> <p>The CSGN programme will prioritise improvements in the most disadvantaged communities. Through physical repairs to the natural environment the CSGN will raise quality of life and reduce social and health inequalities across Central Scotland with a focus on communities ranked in the bottom 15% of the Scottish Index of Multiple Deprivation.</p> <p>A Strong, Sustainable Economy.</p> <p>At the heart of the CSGN programme is the goal of transforming central Scotland into a place for growth by building on its physical assets to create high-quality environments that retain and attract businesses to Central Scotland. By bringing vacant and derelict land into beneficial use and increasing employment and training in land based, 'green' and low carbon industries Scotland the CSGN will directly contribute to this theme.</p> <p>Strengthening our Communities</p> <p>The CSGN programme will help to empower community groups and improve the quality of the land in their area. The CSGN Trust will assist community groups in both the development and implementation of projects by co-ordinating activity, providing technical advice, highlighting funding opportunities and administrating the CSGN Development Fund and CSGN Community Fund.</p>

¹⁶ <file:///C:/Users/Wilma/Downloads/CSGN%20Programme%20Plan%202016-17.pdf>



Physical activity for children and young people (5-18 Years)

- BUILDS CONFIDENCE & SOCIAL SKILLS
- DEVELOPS CO-ORDINATION
- IMPROVES CONCENTRATION & LEARNING
- STRENGTHENS MUSCLES & BONES
- IMPROVES HEALTH & FITNESS
- MAINTAINS HEALTHY WEIGHT
- IMPROVES SLEEP
- MAKES YOU FEEL GOOD

Be physically active

Spread activity throughout the day

Aim for at least 60 minutes everyday

All activities should make you breathe faster & feel warmer

Include muscle and bone strengthening activities **3 TIMES PER WEEK**

Sit less (LOUNGING)

Move more

Find ways to help all children and young people accumulate at least 60 minutes of physical activity everyday

UK Chief Medical Officers' Guidelines 2011 Start Active, Stay Active: www.bit.ly/startactive

Physical activity benefits for adults and older adults

- BENEFITS HEALTH
- IMPROVES SLEEP
- MAINTAINS HEALTHY WEIGHT
- MANAGES STRESS
- IMPROVES QUALITY OF LIFE

REDUCES YOUR CHANCE OF:

- Type II Diabetes **-40%**
- Cardiovascular Disease **-35%**
- Falls, Depression and Dementia **-30%**
- Joint and Back Pain **-25%**
- Cancers (Colon and Breast) **-20%**

What should you do?

For a healthy heart and mind: **Be Active**

To keep your muscles, bones and joints strong: **Sit Less**

To reduce your chance of falls: **Build Strength** and **Improve Balance**

MINUTES PER WEEK

75 OR 150

VIGOROUS INTENSITY (BREATHING FAST, DIFFICULTY TALKING) OR MODERATE INTENSITY (INCREASED BREATHING, ABLE TO TALK)

OR A COMBINATION OF BOTH

BREAK UP SITTING TIME

2 DAYS PER WEEK

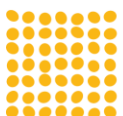
Something is better than nothing. Start small and build up gradually: just 10 minutes at a time provides benefit. **MAKE A START TODAY: it's never too late!**

UK Chief Medical Officers' Guidelines 2011 Start Active, Stay Active: <http://bit.ly/startactive>

Local Policy

Policy / Strategy / Response	Content
<p>North Lanarkshire Council – Single Outcome Agreement Community Plan 2013 - 2018¹⁷</p>	<p>Local strategic planning framework which links into national outcomes. North Lanarkshire themed outcomes which the Glen has synergy with include:-</p> <p>Health & Wellbeing</p> <ul style="list-style-type: none"> • Reduce impact of smoking • Reduce impact of alcohol & substance abuse • Improve mental health & wellbeing • Increase the number of people making healthier choices for diet & nutrition & achieving a healthy weight. <p>Lifelong Learning</p> <ul style="list-style-type: none"> • Ensure more people are in education, training & volunteering and engage more adults in a variety of personal learning and development experiences.

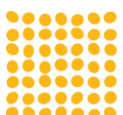
¹⁷ <https://www.northlanarkshire.gov.uk/index.aspx?articleid=16842>



	<ul style="list-style-type: none"> Strengthen communities to provide and manage services to meet community needs and improve the capacity of community-based organisations to become sustainable. <p>Regeneration</p> <ul style="list-style-type: none"> Create strong, sustainable town centres and communities that are attractive places to live in, work in, and visit Enhanced network of greenspace and woodland for local communities and wildlife
<p>Local Outcome Improvement Plan¹⁸</p>	<p>One of the four main partnership priorities is Community Resilience with objectives themed around promoting empowerment and reducing inequalities. Key principals include:-</p> <ul style="list-style-type: none"> Targeting of partnership resource to areas and groups suffering from most disadvantage Dialogue with communities to help them to contribute to developing approaches relevant to them Identifying and supporting use of community assets Promoting and addressing community safety as a key factor in building community resilience Empowering local communities to participate in and act on decisions of relevance to them Empowering and promoting a culture of service delivery and decision making that is tailored to the needs of communities Building on relationships between the public, the third sector partners and their networks to ensure that those supporting delivery are best placed to do so dependent on the particular priorities identified <p>There is clear overlap of local policy objectives and the stated aims of VCG as they seek to improve the quality of life for their community. This tight fit with local government aims should assist the group as they build partnerships and funding arrangements with NLC.</p>
<p>North Lanarkshire Council¹⁹</p> <p>North Lanarkshire Council's local development plan outlines its policies towards achieving a more successful and sustainable</p>	<p>The Community Plan and Land Use</p> <p>The Council works in partnership in the community interest through the North Lanarkshire Community Plan. Scottish Planning Policy states planning's role in this is to be the main means of delivering those aspects of community planning that impact on the development and use of land. The Local Plan is, therefore, to promote land use change in the community interest for a North Lanarkshire that is a more successful and a better place to live.</p> <p>The Community Plan Vision The Community Plan (2011-2014) sets out the North Lanarkshire Partnership's vision for the area as a place where:</p> <ul style="list-style-type: none"> people want to live because of the range, quality, and affordability of housing; the safety of communities; the quality and accessibility of the natural environment; and the quality of amenities and services in the area people live well because health, well-being, and life chances are as good as those elsewhere in Scotland

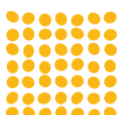
¹⁸ <http://www.nhslanarkshire.org.uk/boards/2017-board-papers/Documents/August/North-Lanarkshire-Partnership-Local-Outcome-Improvement-Plan--August-2017-Board.pdf>

¹⁹ <https://www.northlanarkshire.gov.uk/CHttpHandler.ashx?id=8411&p=0>



North Lanarkshire.	<ul style="list-style-type: none"> • people choose to do business because support for new and existing businesses, business sites, the transport network, and the quality of workforce are second to none in Scotland • people participate in learning at all ages and stages of life to achieve their full potential • people have a fair chance in life and where factors that limit opportunities are overcome • particularly our children and young people are safe, nurtured, healthy, achieving, active, respected, responsible, and included
Greenspace development ²⁰	<p>North Lanarkshire Council's Greenspace development service aims to protect and enhance both urban greenspaces and countryside throughout North Lanarkshire. Those of its services particularly relevant to this project are highlighted in bold.</p> <ul style="list-style-type: none"> • Consult with the local community on improvements to local greenspaces. • Implement habitat improvement projects, such as woodland improvement, peat bog restoration, and pond creation. • Maintain a Core Path Plan for North Lanarkshire and create new and improved paths. • Cooperate with partners in the Local Biodiversity Action Plan for the needs of wildlife, conservation of habitats, and enjoyment of people. • Provide help to community groups and schools with environmental projects including Eco-Schools, Forest Schools and Community Parks. • Promote environmental education, wildlife monitoring and site protection through the work of the Countryside Ranger Service. • Deliver initiatives to improve health and wellbeing through access to greenspace, including the Branching Out and Get Walking Lanarkshire projects. • Provide an arboriculture service to maintain trees on council land.

²⁰ <https://www.northlanarkshire.gov.uk/index.aspx?articleid=6408>



Appendix 3 Staffing

Project Co-ordinator

Salary - £28,000

Main responsibilities will be to:

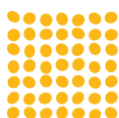
- Work with the VCG Board to develop the Business Plan to deliver the community objectives.
- Deliver the key projects prioritised in the Business Plan
- Assist the Board in securing funding for the priority projects
- Lead on consultation and engagement with the community in identifying projects and agreeing management and operation of projects
- Lead on communications, marketing and ongoing promotion post-acquisition to encourage people to regularly visit The Glen
- Provide a first point of contact with contractors and volunteers involved in the woodland restoration projects;
- Line manage Forest Ranger

Job Description of Forest Ranger

Salary Package: £18,000

Main duties and responsibilities will include:

- Inspect all open spaces on an agreed schedule to be confirmed and ensure all the necessary inspection documentation is maintained.
- Take the necessary action to isolate and report where any necessary repair damaged/worn equipment in open spaces.
- Remove litter/glass where practicable, if area is heavily littered, report to North Lanarkshire Council Environmental Services.
- To support and work with the Board of Viewpark Conservation Group to develop in the long term, enhancement of the public spaces and play areas and open spaces.
- To assist with the planning and delivery of special/community events.
- To assist the Project Co-ordinator and/or the Board of the Viewpark Preservation Group, both directly and through the co-ordination of volunteer activities.
- To lead the volunteer groups on a number of operational duties including litter picking, coppicing, path maintenance and other maintenance operations.
- To ensure all tools and equipment, including first aid kits are maintained, kept clean, used and stored safely.



- To ensure safety and security of members of the public and volunteers using and working within the parks, woodlands and open spaces.
- To ensure all buildings are inspected on a regular basis set out by the Line Manager

Job description of Administrative Assistant (0.4)

Salary £18,000 (pro rata)

Purpose

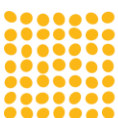
To provide administration and marketing support to the Project Co-ordinator in developing 'Our Glen' The post holder will maintain and develop systems to ensure the smooth running of the Project. They will have responsibility for maintaining documentation, information and records that will be used to report to trustees and funders. The post holder will provide a central point of contact for enquiries about 'Our Glen'

Administration

- Develop administrative systems that will provide information required by trustees and for reporting to funders
- Act as first point of contact for enquiries about the glen
- Support Project Co-ordinator and Forest Ranger to organise events and activities - using tools such as Eventbrite - including arranging volunteers, equipment, consumables and refreshments.
- Maintain database of volunteers, arrange PVG checks where necessary and assist with allocation of volunteers to tasks
- Deal with all telephone and email enquiries.
- Manage administrative supplies

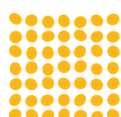
Marketing

- Maintain a customer database of users and community groups, ensuring that all information held is GDPR compliant
- Maintain and update the website
- Produce regular newsletters, social media updates and e-bulletins regarding forthcoming events etc. and ensure their circulation in the local community and in the wider Central Scotland area.
- Support the Project Co-ordinator in marketing 'Our Glen'.

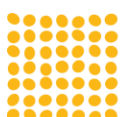


Appendix 4 Partners

Partners		Advice/support/ Opportunities for 'Our Glen'
North Lanarkshire Council	Elected members	Work with community to successfully develop the glen and provide liaison with NLC officials
	Green Spaces - Forest Ranger Service	Developing and enhancing access and biodiversity
		forest schools including provide forest school leader training
	Community Learning and Development	Advice and support to develop organisation and support Board
	Health Improvement Team	Placements for clients/volunteers
	Education Department -Schools and Nurseries	Users of glen facilities/outdoor learning
	Active Schools	User of facilities
	Local Area Partnership	Opportunity to feed into local plans and funder of small projects
NHS/Integration Joint Board	Users of glen and potential for contracts/service level agreements	
Police Scotland	Community support and engagement	
Voluntary Action – North Lanarkshire (VANL)	Organisational support Advertise volunteering opportunities to support work in glen	
Forest Enterprise	Branching Out	User of facilities and potential to seek contract to deliver Branching Out
Central Scotland Green Network	Support community to develop land, provide technical and funding advice; Potential for project funding	
Focus Youth Group	Conduit to ensure plans represent views of young people. Advise on development of outdoor facilities. User of glen facilities	
Routes to Work	Support unemployed people into further education, training and/or sustained employment.	Placement opportunities
Local churches	User of facilities	



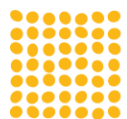
Tannochside Advice and Information Centre	User of facilities	
Bellshill YMCA	User of facilities	
New College Lanarkshire	Potential placements for programmes. Environment/ Make-up/theatre/land based and construction	
Archaeology Scotland	Adopt a Monument	Advise on archaeology and heritage in glen. Restoration of tombs through 'Adopt a Monument'
The Conservation Volunteers (TCV)	Run a number of programmes engaging volunteers in community based activity	
Corporate supporters	Sponsorship, corporate volunteering programmes	
Community Land Scotland	Membership organisation providing support by sharing experience through links to other woodland owners	



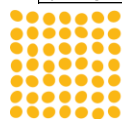
Appendix 5 – Financial Cash flows



Viewpark Glen Cash Flow : Year one	2020												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals
Environmental Learning and Leisure													
Outdoor space for forest schools	£40	£80			£100	£100	£120	£240	£120	£240	£240	£240	£240
Outdoor nursery facilities for rent - school term													
Outdoor facilities - after school/ weekends/holidays													
Wild Camping		£200		£300	£400	£200							
Bushcraft activities - run by Glen staff													
Picnic bbq area - rent	£150	£150	£150	£150	£150	£150	£75						
Health Wellbeing and Growing													
Foraging and Wild Walks	£720						£720						
Allotments													
Events (all from year one)													
Halloween- family walks							£1,600						
Halloween - scary adult walks							£800						
Easter Egg hunts	£1,000												
Midsummer bbq				£600	£600								
Christmas - Santa and craft fair									£800				
Commercial activity													
Hook up spaces for caravans		£1,250	£2,500	£2,500									
Boot sales/pop up markets (only year one)	£500	£500			£500	£500							
Grazing lets	£104	£104	£104	£104	£104	£104	£104	£104					
Rent of stables	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250
Pop up Café and lunches	£200	£200	£200	£200	£200								
Rental of farmhouse													
Income													
Environmental Learning and Leisure	£190	£430	£150	£450	£650	£450	£195	£240	£120	£240	£240	£240	£3,595
Health Wellbeing and Growing	£720	£0	£0	£0	£0	£0	£720	£0	£0	£0	£0	£0	£1,440
Events	£1,000	£0	£0	£600	£600	£0	£2,400	£0	£800	£0	£0	£0	£5,400
Commercial activity	£1,054	£2,304	£3,054	£3,054	£1,054	£854	£354	£354	£250	£250	£250	£250	£13,082
Total trading income	£2,964	£2,734	£3,204	£4,104	£2,304	£1,304	£3,669	£594	£1,170	£490	£490	£490	£23,517
Grants and Fundraising													
Grants	£25,000						£25,000						£50,000
Corporate donations and fundraising	£5,000						£2,000						£7,000
Contracts and Service Level Agreements													
Total Grants and subsidy	£30,000						£27,000						£57,000
Total Income	£32,964	£2,734	£3,204	£4,104	£2,304	£1,304	£30,669	£594	£1,170	£490	£490	£490	£80,517
Expenditure													
Direct costs													
Forager and expenses	£360	£0	£0	£0	£0	£0	£360	£0	£0	£0	£0	£0	720
Events materials, lighting etc	£300	£0	£0	£180	£180	£0	£720	£0	£240	£0	£0	£0	1,620
Core Costs													
Core staffing	£4,284	£4,284	£4,284	£4,284	£4,284	£4,284	£4,284	£4,284	£4,284	£4,284	£4,284	£4,284	£51,403
Advertising and marketing	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Heat & Light etc on portacabin/farmhouse/new building	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Insurance	£3,000												£3,000
Stationery, postage & Printing	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Volunteer expenses	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£900
Equipment maintenance	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Professional and accountancy fees													£1,500
Site Maintenance (labour, materials)	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£12,000
Contingency and misc	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Total Expenditure	£9,444	£5,784	£5,784	£5,964	£5,964	£5,784	£6,864	£5,784	£6,024	£5,784	£5,784	£7,284	£76,243
Operating Profit	£23,520	-£3,050	-£2,580	-£1,860	-£3,660	-£4,480	£23,805	-£5,190	-£4,854	-£5,294	-£5,294	-£6,794	£4,274



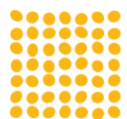
Viewpark Glen Cash Flow : Year two	2021												Totals
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Environmental Learning and Leisure													
Outdoor space for forest schools	£240	£240				£240	£240	£240	£240	£240	£240	£240	£240
Outdoor nursery facilities for rent - school term													
Outdoor facilities - after school/ weekends/holidays													
Wild Camping		£200		£300	£400	£200							
Bushcraft activities - run by Glen staff	£900	£1,100	£1,100	£1,200	£1,200	£1,300	£1,700						
Picnic bbq area - rent	£200	£200	£200	£300	£200	£200	£75						
Health Wellbeing and Growing													
Foraging and Wild Walks	£720						£720						
Allotments													
Events (all from year one)													
Halloween- family walks							£1,600						
Halloween - scary adult walks							£800						
Easter Egg hunts	£1,000												
Midsummer bbq				£600	£600								
Christmas - Santa and craft fair									£800				
Commercial activity													
Hook up spaces for caravans		£2,500	£5,000	£5,000	£5,000								
Boot sales/pop up markets (only year one)													
Grazing lets	£104	£104	£104	£104	£104	£104	£104	£104					
Rent of stables	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250
Pop up Café and lunches	£200	£200	£200	£200	£200								
Rental of farmhouse													
Income													
Environmental Learning and Leisure	£1,340	£1,740	£1,300	£1,800	£2,040	£1,940	£2,015	£240	£240	£240	£240	£240	£13,375
Health Wellbeing and Growing	£720	£0	£0	£0	£0	£0	£720	£0	£0	£0	£0	£0	£1,440
Events	£1,000	£0	£0	£600	£600	£0	£2,400	£0	£800	£0	£0	£0	£5,400
Commercial activity	£554	£3,054	£5,554	£5,554	£5,554	£354	£354	£250	£250	£250	£250	£250	£22,332
Total trading income	£3,614	£4,794	£6,854	£7,954	£8,194	£2,294	£5,489	£594	£1,290	£490	£490	£490	£42,547
Grants and Fundraising													£0
Grants	£25,000							£25,000					£50,000
Corporate donations and fundraising	£5,000												£5,000
Contracts and Service Level Agreements													£0
Total Grants and subsidy	£30,000							£25,000					£55,000
													£0
Total Income	£33,614	£4,794	£6,854	£7,954	£8,194	£2,294	£30,489	£594	£1,290	£490	£490	£490	£97,547
Expenditure													
Direct costs													
Forager and expenses	£360	£0	£0	£0	£0	£0	£360	£0	£0	£0	£0	£0	720
Events materials, lighting etc	£300	£0	£0	£180	£180	£0	£720	£0	£240	£0	£0	£0	1,620
Sessional workers for bushcraft	£200	£250	£250	£300	£300	£300	£400						2,000
Core Costs													
Core staffing	£5,045	£5,045	£5,045	£5,045	£5,045	£5,045	£5,045	£5,045	£5,045	£5,045	£5,045	£5,045	£60,535
Advertising and marketing	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Heat & Light etc on portacabin/farmhouse/new building	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Insurance	£3,000												£3,000
Stationery, postage & Printing	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Volunteer expenses	£113	£113	£113	£113	£113	£113	£113	£113	£113	£113	£113	£113	£1,350
Equipment maintenance	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Professional and accountancy fees												£1,500	£1,500
Site Maintenance (labour, materials)	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£12,000
Contingency and misc	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Total Expenditure	£10,442	£6,832	£6,832	£7,062	£7,062	£6,882	£8,062	£6,582	£6,822	£6,582	£6,582	£8,082	£87,825
Operating Profit	£23,172	-£2,038	£22	£892	£1,132	-£4,588	£22,427	-£5,988	-£5,532	-£6,092	-£6,092	-£7,592	£9,722



Viewpark Glen Cash Flow : Year three	2022												Totals
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Environmental Learning and Leisure													
Outdoor space for forest schools	£240	£240			£240	£240	£240	£240	£240	£240	£240	£240	£240
Outdoor nursery facilities for rent - school term													
Outdoor facilities - after school/ weekends/holidays													
Wild Camping		£200		£300	£400	£200							
Bushcraft activities - run by Glen staff	£1,800	£1,600	£1,600	£2,100	£2,100	£1,800	£2,200						
Picnic bbq area - rent	£200	£250	£250	£300	£250	£200	£75						
Health Wellbeing and Growing													
Foraging and Wild Walks	£720						£720						
Allotments	£222	£222	£222	£222	£222	£222	£222	£222	£222	£222	£222	£222	£222
Events (all from year one)													
Halloween- family walks							£1,600						
Halloween - scary adult walks							£800						
Easter Egg hunts	£1,000												
Midsummer bbq				£600	£600								
Christmas - Santa and craft fair									£800				
Commercial activity													
Hook up spaces for caravans		£2,500	£5,000	£5,000	£5,000	£2,500							
Boot sales/pop up markets (only year one)													
Grazing lets	£104	£104	£104	£104	£104	£104	£104	£104					
Rent of stables	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250
Pop up Café and lunches	£200	£200	£200	£200	£200								
Rental of farmhouse													
Income													
Environmental Learning and Leisure	£2,240	£2,290	£1,850	£2,700	£2,990	£2,440	£2,515	£240	£240	£240	£240	£240	£240
Health Wellbeing and Growing	£942	£222	£222	£222	£222	£222	£942	£222	£222	£222	£222	£222	£222
Events	£1,000	£0	£0	£600	£600	£0	£2,400	£0	£800	£0	£0	£0	£0
Commercial activity	£554	£3,054	£5,554	£5,554	£5,554	£2,854	£354	£250	£250	£250	£250	£250	£250
Total trading income	£4,736	£5,566	£7,626	£9,076	£9,366	£5,516	£6,211	£816	£1,512	£712	£712	£712	£712
Grants and Fundraising													£0
Grants	£25,000						£25,000						£50,000
Corporate donations and fundraising	£5,000												£5,000
Contracts and Service Level Agreements													
Total Grants and subsidy	£30,000						£25,000						£55,000
Total Income	£34,736	£5,566	£7,626	£9,076	£9,366	£5,516	£31,211	£816	£1,512	£712	£712	£712	£107,561
Expenditure													
Direct costs													
Forager and expenses	£360	£0	£0	£0	£0	£0	£360	£0	£0	£0	£0	£0	£720
Events materials, lighting etc	£300	£0	£0	£180	£180	£0	£720	£0	£240	£0	£0	£0	£1,620
Sessional workers for bushcraft	£400	£350	£350	£500	£500	£400	£500						£3,000
Core Costs													
Core staffing	£5,143	£5,143	£5,143	£5,143	£5,143	£5,143	£5,143	£5,143	£5,143	£5,143	£5,143	£5,143	£61,721
Advertising and marketing	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Heat & Light etc on portacabin/farmhouse/new building	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Insurance	£3,000												£3,000
Stationery, postage & Printing	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Volunteer expenses	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£1,800
Equipment maintenance	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Professional and accountancy fees													£1,500
Site Maintenance (labour, materials)	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£12,000
Contingency and misc	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Total Expenditure	£10,778	£7,068	£7,068	£7,398	£7,398	£7,118	£8,298	£6,718	£6,958	£6,718	£6,718	£8,218	£90,461
Operating Profit	£23,958	-£1,502	£558	£1,678	£1,968	-£1,602	£22,913	-£5,902	-£5,446	-£6,006	-£6,006	-£7,506	£17,100



Viewpark Glen Cash Flow : Year four	2023												Totals
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals
Environmental Learning and Leisure													
Outdoor space for forest schools	£240	£240			£240	£240	£240	£240	£240	£240	£240	£240	£240
Outdoor nursery facilities for rent - school term	£600	£1,500	£1,200			£1,200	£900	£1,200	£900	£1,500	£1,200	£1,200	£1,200
Outdoor facilities - after school/ weekends/holidays	£240	£780	£780	£300	£300	£480	£600	£480	£240	£600	£480	£480	£480
Wild Camping		£200			£300	£400	£200						
Bushcraft activities - run by Glen staff	£3,150	£1,680	£1,680	£7,245	£7,245	£1,890	£3,570						
Picnic bbq area - rent	£200	£300	£300	£350	£350	£200	£75						
Health Wellbeing and Growing													
Foraging and Wild Walks	£720						£720						
Allotments	£222	£222	£222	£222	£222	£222	£222	£222	£222	£222	£222	£222	£222
Events (all from year one)													
Halloween - family walks							£1,600						
Halloween - scary adult walks							£800						
Easter Egg hunts	£1,000												
Midsummer bbq				£600	£600								
Christmas - Santa and craft fair									£800				
Commercial activity													
Hook up spaces for caravans		£2,500	£5,000	£5,000	£5,000	£5,000							
Boot sales/pop up markets (only year one)													
Grazing lets	£104	£104	£104	£104	£104	£104	£104	£104					
Rent of stables	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250
Pop up Café and lunches	£200	£200	£200	£200	£200	£200							
Rental of farmhouse	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400
Income													
Environmental Learning and Leisure	£4,430	£4,700	£3,960	£8,195	£8,535	£4,210	£5,385	£1,920	£1,380	£2,340	£1,920	£1,920	£48,895
Health Wellbeing and Growing	£942	£222	£222	£222	£222	£222	£942	£222	£222	£222	£222	£222	£4,104
Events	£1,000	£0	£0	£600	£600	£0	£2,400	£0	£800	£0	£0	£0	£5,400
Commercial activity	£954	£3,454	£5,954	£5,954	£5,954	£5,754	£754	£754	£650	£650	£650	£650	£32,132
Total trading income	£7,326	£8,376	£10,136	£14,971	£15,311	£10,186	£9,481	£2,896	£3,052	£3,212	£2,792	£2,792	£90,531
Grants and Fundraising													£0
Grants	£10,000						£10,000						£20,000
Corporate donations and fundraising	£5,000												£5,000
Contracts and Service Level Agreements							£10,000						£10,000
Total Grants and subsidy	£15,000						£10,000						£25,000
													£0
Total Income	£22,326	£8,376	£10,136	£14,971	£15,311	£10,186	£19,481	£2,896	£3,052	£3,212	£2,792	£2,792	£115,531
Expenditure													
Direct costs													
Forager and expenses	£360	£0	£0	£0	£0	£0	£360	£0	£0	£0	£0	£0	720
Events materials, lighting etc	£300	£0	£0	£180	£180	£0	£720	£0	£240	£0	£0	£0	1,620
Sessional workers for bushcraft	£832	£364	£364	£2,184	£2,184	£416	£936						7,280
Core Costs													
Core staffing	£5,242	£5,242	£5,242	£5,242	£5,242	£5,242	£5,242	£5,242	£5,242	£5,242	£5,242	£5,242	£62,908
Advertising and marketing	£105	£105	£105	£105	£105	£105	£105	£105	£105	£105	£105	£105	£1,260
Heat & Light etc on portacabin/farmhouse/new building	£110	£110	£110	£110	£110	£110	£110	£110	£110	£110	£110	£110	£1,320
Insurance	£3,000												£3,000
Stationery, postage & Printing	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Volunteer expenses	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£1,800
Equipment maintenance	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Professional and accountancy fees												£1,500	£1,500
Site Maintenance (labour, materials)	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£12,000
Contingency and misc	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Total Expenditure	£11,324	£7,196	£7,196	£9,196	£9,196	£7,248	£8,848	£6,832	£7,072	£6,832	£6,832	£8,332	£96,108
Operating Profit	£11,002	£1,180	£2,940	£5,775	£6,115	£2,938	£10,633	£-3,936	£-4,020	£-3,620	£-4,040	£-5,540	£19,423

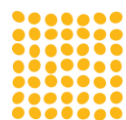


Viewpark Glen Cash Flow : Year five	2024												Totals
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Environmental Learning and Leisure													
Outdoor space for forest schools	£240	£240			£240		£240	£240	£240	£240	£240	£240	£240
Outdoor nursery facilities for rent - school term	£600	£1,500	£1,200				£1,200	£900	£1,200	£900	£1,500	£1,200	£1,200
Outdoor facilities - after school/ weekends/holidays	£240	£780	£780	£300	£300	£480	£600	£480	£240	£600	£480	£480	£480
Wild Camping		£200		£300	£400								
Bushcraft activities - run by Glen staff	£4,410	£2,205	£2,205	£9,765	£7,245	£2,415	£3,570						
Picnic bbq area - rent	£200	£300	£300	£350	£350	£200	£75						
Health Wellbeing and Growing													
Foraging and Wild Walks	£720						£720						
Allotments	£222	£222	£222	£222	£222	£222	£222	£222	£222	£222	£222	£222	£222
Events (all from year one)													
Halloween- family walks							£1,600						
Halloween - scary adult walks							£800						
Easter Egg hunts	£1,000												
Midsummer bbq				£600	£600								
Christmas - Santa and craft fair									£800				
Commercial activity													
Hook up spaces for caravans		£2,500	£5,000	£5,000	£5,000	£5,000							
Boot sales/pop up markets (only year one)													
Grazing lets	£104	£104	£104	£104	£104	£104	£104	£104					
Rent of stables	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250
Pop up Café and lunches	£200	£200	£200	£200	£200	£200							
Rental of farmhouse	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400	£400
Income													
Environmental Learning and Leisure	£5,690	£5,225	£4,485	£10,715	£8,535	£4,735	£5,385	£1,920	£1,380	£2,340	£1,920	£1,920	£54,250
Health Wellbeing and Growing	£942	£222	£222	£222	£222	£222	£942	£222	£222	£222	£222	£222	£4,104
Events	£1,000	£0	£0	£600	£600	£0	£2,400	£0	£800	£0	£0	£0	£5,400
Commercial activity	£954	£3,454	£5,954	£5,954	£5,954	£5,754	£754	£754	£650	£650	£650	£650	£32,132
Total trading income	£8,586	£8,901	£10,661	£17,491	£15,311	£10,711	£9,481	£2,896	£3,052	£3,212	£2,792	£2,792	£95,886
Grants and Fundraising													£0
Grants													£0
Corporate donations and fundraising	£5,000												£5,000
Contracts and Service Level Agreements	£10,000												£10,000
Total Grants and subsidy	£15,000							£0					£15,000
													£0
Total Income	£23,586	£8,901	£10,661	£17,491	£15,311	£10,711	£9,481	£2,896	£3,052	£3,212	£2,792	£2,792	£110,886
Expenditure													
Direct costs													
Forager and expenses	£360	£0	£0	£0	£0	£0	£360	£0	£0	£0	£0	£0	720
Events materials, lighting etc	£300	£0	£0	£180	£180	£0	£720	£0	£240	£0	£0	£0	1,620
Sessional workers for bushcraft	£1,248	£468	£468	£3,016	£2,184	£520	£936						8,840
Core Costs													
Core staffing	£5,341	£5,341	£5,341	£5,341	£5,341	£5,341	£5,341	£5,341	£5,341	£5,341	£5,341	£5,341	£64,095
Advertising and marketing	£105	£105	£105	£105	£105	£105	£105	£105	£105	£105	£105	£105	£1,260
Heat & Light etc on portacabin/farmhouse/new building	£110	£110	£110	£110	£110	£110	£110	£110	£110	£110	£110	£110	£1,320
Insurance	£3,000												£3,000
Stationery, postage & Printing	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Volunteer expenses	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£1,800
Equipment maintenance	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Professional and accountancy fees												£1,500	£1,500
Site Maintenance (labour, materials)	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£12,000
Contingency and misc	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Total Expenditure	£11,839	£7,399	£7,399	£10,127	£9,295	£7,451	£8,947	£6,931	£7,171	£6,931	£6,931	£8,431	£98,855
Operating Profit	£11,747	£1,502	£3,262	£7,364	£6,016	£3,260	£534	-£4,035	-£4,119	-£3,719	-£4,139	-£5,639	£12,031



Appendix 6 – Action plan and KPIs

Key Activity	Start date	Finish date	Who is responsible	
Pre-purchase				
Agree purchase price	Jan-19	Mar-19	Board members	
Prepare funding bids for purchase		Mar-19	Board members	
Prepare funding bids for staff	Feb-19	Mar 19 for SLF- May 19 for other funders	Board members	
Identify funding for essential H&S works	Feb-19	Mar 19 for SLF- May 19 for other funders	Board members	
Engage solicitor	Jun-19	Jun-19	Board members	
Arrange insurance	quotes in Jun 19	when asset transfer completes	Board members	
Post -purchase				
Carry out essential works	when asset transfer complete (assume works start Jan 20)			
Recruit Project Co-ordinator (PC)	Jun-19	Aug-19	Board members	
Recruit Forest Ranger	Oct-19	Dec-19	Board members and PC	
Recruit Admin Assistant	Oct-19	Dec-19	Board members and PC	
Secure funding	Mar-19	ongoing	Board members and PC when in post	
Carry out programme of capital works and maintenance	2020	2024	Board members and PC when in post	
Programmes of activities	phased over 5 years from 2020-2024			
Environmental Learning and Leisure				
Range of activities including forest school, bush-craft, bbq and picnic areas	2020	2024	Board, PC and Forest Ranger	all supported by admin assistant and volunteers
Health, Wellbeing and Community Growing				
Activities aimed at improving health and wellbeing, including creation of allotments, guided walks and intergenerational activity	2020	2024	Board, PC and Forest Ranger	
Heritage				
Activities including guided archaeology walks, restoration of tombs, and research opportunities	2020	2024	Board, PC and Forest Ranger	
Events				
Series of seasonal theatrical walks and events aimed at community engagement and means of income generation	2020	2024	Board, PC and Forest Ranger	
Sports				
Development of infrastructure to support sporting activities	2020	2024	Board, PC and Forest Ranger	
Commercial				
Commercial activity including development of campervan site, let of grazing, visitor centre, café	2020	2024	Board, PC and Forest Ranger	



KPI	Target	Actual
Numbers of people attending organised ticketed events		
Numbers participating in activities		
Numbers of community events		
Numbers of people using the glen		
from the local community		
from outside the local area		
by age		
by interest group		
by health status		
by employment status		
Numbers of active partnerships		
Numbers of contracts/service level agreements		
Numbers and value of commercial activity:		
Picnic site and BBQs		
Bushcraft courses		
Caravan/campervan lets		
Let of outdoor learning facilities		
Grazing/grass lets		
Other		
Numbers of volunteers recruited		
Numbers of new board members recruited		

