

ANNUAL REVIEW 2000

<looking back on a year of looking forward>

# FORWARD SCOTLAND MISSION STATEMENT >

“To promote sustainable development in Scotland through innovative practical projects and influencing policy”

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### Forward Scotland Board of Directors

Anne Mearns, Chairperson, Business Advisor. Ken Collins, Chairman of SEPA. Dr John Markland CBE, Chairman of Scottish Natural Heritage. Cllr Julia Sturrock, Leader of Dundee City Council. John Moorhouse, Company Director. Raymond Young OBE, Housing Consultant, Member of UK Round Table on Sustainable Development. Dr Jim Beveridge, Technical Specialist, United Distillers & Vintners. Cllr Corrie McChord, OBE Leader of Stirling Council.

### Forward Scotland Staff Members

Dr Andrew Lyon, Acting Chief Executive/Partnership Projects Manager. Zoe Laird, Sustainable Communities Manager. Judith Leggat, Corporate Services Manager. David Airlie, Corporate Services Officer. Kirsten Brittan, Personal Assistant. Iris Kirkpatrick, Research, Communications & IT Officer. Lesley Morran, Administration Officer. Sandra Renicks, Development Officer, Small Project Grant Scheme. Frazer Scott, National Landfill Tax Officer

December 2000



## BATON HANDLING>

Sustainable development is all about handing the world we have inherited on to the next generation - improving it on the way. The Brundtland report called this ***"development that meets the needs of the present without compromising the ability of future generations to meet their own needs"***.

Fundamentally we have to make the best of our time here and leave the world in a fit state for the next generation. We are trying to hand on the baton of progress, without faltering or losing momentum.

Forward Scotland has seen its fair share of handing on the baton this year - a new Chairperson, new Board members, and new staff - taking over from the previous runners in a smooth process. The first team all made the best of their time with Forward Scotland and gave the new folk a fast start. We are grateful for their efforts.

Baton-handling in the orchestra is a different matter. In the conductor's hands the stick can draw a strong performance from many different players. This year Forward Scotland has assembled a grand band. Over 50 community-based projects have been supported through the small project grant scheme making a

start on a grass-roots network for action on sustainable development. Working with Shell has maximised the benefits from the Landfill Tax Credit Scheme: 8 trusts; 200 projects; £15 million improving the Scottish environment. And there is more of this on the way. Another big partnership performance comes from the East of Scotland Waste Minimisation Project, which delivered almost £4 million of savings for business as well as good news for the environment. These experiences can be transferred to other parts of Scotland. Bringing so many people together for the common purpose of sustainable development is a major task and one in which Forward Scotland is often in the lead.

Delivering real outputs when an organisation is going through significant transitions is always difficult and I commend everyone involved at Forward Scotland for their achievement. It is this kind of performance that fully justifies some celebration. Forward Scotland receives £500,000 of support from the Scottish Executive to underpin this effort and I look forward to getting out to see some of these projects in action.

The Scottish Executive is determined to make progress on resource management - using less material and producing less waste. We are making renewable energy a regular feature of our energy programme (and using less energy all round) and thinking hard about how we organise our communities, through planning and transport. These are key components of our approach to sustainable development but ones which are not easy to translate into everyday actions. That is the purpose of Forward Scotland as one of the many teams we need to carry the baton of sustainable development. Forward Scotland is making a reality of the rhetoric, delivering real improvements to our lives now and showing us what we can and must hand over to the next generation.

A handwritten signature in black ink, appearing to read 'Sam Galbraith'.

SAM GALBRAITH MSP  
Minister for Environment,  
Sport & Culture  
November 2000

# CHAIRPERSON'S REPORT >

I feel honoured as I write my first annual review for Forward Scotland, having in April succeeded Dr John Markland CBE as Chairperson of the august body that is the Board of Forward Scotland. An enormous debt of gratitude is owed to John and to all who worked with him on the Board to bring Forward Scotland to where it is today. Successes reported in this Year 2000 Review reflect their foresight and guidance as well as the dedication of an enthusiastic cadre of staff.

Forward Scotland came of age this year. Of many achievements, one of the proudest is becoming an Award Partner, along with Scottish Natural Heritage, for the New Opportunities Fund "Green Spaces and Sustainable Communities Programme" in Scotland.

A Board meeting is an inspiring gathering. Each member is a key player at the most influential of levels in different aspects of sustainability in Scotland or the UK. They come together at Forward Scotland. This enables Forward Scotland to play a unique role in an arena that is characterised by fragmentation yet so badly needs holistic solutions.

To those members of the Board who demitted office in the last year, I express gratitude for their contributions and appreciation for giving of their time, skills, and experience. We welcomed two new members: Councillor Corrie McChord OBE and Dr Jim Beveridge.

To all members of the Board, I am enormously grateful for their enthusiasm, commitment, forthrightness and creativity, all voluntarily given.

Thanks are due to the Scottish Executive. First to Sarah Boyack, who as Minister for Transport and the Environment, took a keen interest in developing the role of Forward Scotland and supporting our activities and later to Sam Galbraith whose appointment as Minister for Environment, Sport and Culture in October was closely followed by his active participation in promoting Forward Scotland's ventures.

To the Scottish Executive Sustainable Development Team, thanks are due this year not only for their continued guidance and assistance but also for contributing to our 'looking forward' activities and providing special support in many ways. Thanks are due to Stephen Hampson, former Head of Group, who has championed our cause over many years.

Our public, private, and voluntary sector partners continue to enable Forward Scotland to grow in strength. We have got a variety of innovative projects off the ground, tested out good practice for others to follow, and created opportunities for pulling out potential just a little bit further along the road to sustainability. Many thanks to our hundred-plus partners this year.

Much of Forward Scotland's growing reputation is due to the know-how of staff and to their special set of skills developed from a variety of disciplines and honed through finding ways of delivering, or supporting the delivery of, a variety of challenging projects across widely disparate communities within Scotland.



Also challenging for staff has been life within the organisation this year. Their response has been impressive and my admiration unceasing. The programme of organisational development started under John Markland's stewardship culminated in our assessment for Investors in People in December. I am confident that recognition will be awarded and this whilst also achieving target outputs set for the year, as Andrew Lyon reports.

Thanks go to all current staff and to those who have left due to promotion or to pursue opportunities elsewhere. George Chalmers, chief executive, who has led staff of Forward Scotland since its beginning moved on in November to pastures new. I wish George well in his new venture and pay tribute to his great zeal for, and ability to get people on board with, new ideas. Andrew Lyon and Judith Leggat have ably assumed interim responsibilities respectively as chief executive and company secretary.

Visiting projects and participating in events celebrating sustainable development has inspired me. I have represented Forward Scotland on numerous occasions ranging from multi-agency seminars to presentations by young people or ethnic minority groups. My thanks to the many who showed me how Forward Scotland grants have helped towards realising within communities the range of characteristics expected of a sustainable Scotland.

Feeling that we had come of age and with one year of the Scottish Parliament behind us, it seemed timely to take stock and look forward to our next threshold. And so we have undertaken a strategic review. All Board members and staff have participated in various ways, contributing constructive critical comments and creative thinking. We are identifying ideas and new opportunities for furthering our work, to the benefit of people in Scotland.

In determining future strategy, the Board will consider the results of the strategic review. A corporate plan will then be prepared to manage the implementation of strategy for the year (April 2001 to March 2002). It will set out targets which will be reviewed and rolled forward annually.

Further information will be made available in the first three months of 2001 on Forward Scotland's new website. You can access our website at:

[www.forward-scotland.org.uk](http://www.forward-scotland.org.uk)

Forward Scotland is looking forward to a year of further growth in stature, influence and impact upon communities across Scotland.

We shall be taking to the road, launching the New Opportunities Fund Programme for the Green Spaces and Sustainable Communities. We shall build upon this and other opportunities for increasing our portfolio of partners and projects, helping communities across Scotland to work towards a sustainable future.

*Anne Mearns*

ANNE MEARNS  
Chairperson, Forward Scotland  
December 2000

# EXECUTIVE REPORT >

This has been an interesting and productive year for Forward Scotland. A new maturity has crept into the organisation's methods, signaled by a more systematic approach to our work, which has enabled the Company to meet targets - despite a significant amount of change. Changes in personnel have been handled smoothly, a tribute to the hard work and skill of all those involved.

Forward Scotland welcomes the appointment of a new Chairperson, Anne Mearns - who is wholly committed to meeting the challenges the Company faces in working towards sustainable development in Scotland.

The outgoing Chairman had set a number of challenges for 2000. I am happy to say they have been met. For the **Partnership Programme**, Forward Scotland was to develop a further six projects in key areas of sustainable development. New projects have been developed in the fields of energy efficiency, waste management, community development, agricultural diversification and rural

sustainability, travel and transport, business & the environment and land remediation.

The Company's work on the **Landfill Tax Credit Scheme** continues to be highly valued. Forward Scotland aimed to establish four new Trusts and increase the amount going into the scheme by 10%. The Company, in partnership with local agencies, has established new Trusts in Aberdeen, Perth & Kinross, Edinburgh and South Ayrshire. The value of the Trust portfolio has increased by approximately £1 million. A network for Trusts distributing landfill tax money has also been established. The Company has continued to work with private sector operators to release additional funds to support local community projects. All this has been made possible through Forward Scotland's continuing partnership with Shell in the UK, and their enthusiastic participation in the development of the programme. Landfill Tax Credits are also an important component in the Derelict Land Strategy partnership with Scottish Enterprise Lanarkshire,

which has sourced funds for three site renovations during the year - success which I hope can be repeated in other areas.

The **Small Project Grant Fund** continues to provide valuable support to a range of community organisations which has resulted in almost fifty projects receiving financial assistance. Many others received advice and guidance on additional sources of funding and improvement of their projects from a sustainable development perspective. A survey questionnaire was circulated this year to investigate the potential for the development of a network. There has been overwhelming support for this and work will begin early in the New Year.

The Company's selection as an Award Partner, with Scottish Natural Heritage, by the New Opportunities Fund to operate its '**Green Spaces and Sustainable Communities programme**' in Scotland will enhance work on sustainable communities and present an opportunity to promote and demonstrate the value of sustainable development to Scotland's communities.



The Scheme, which is in development, will be launched in Spring 2001.

Our partnership with Going for Green will ensure that eight communities will be supported in their efforts to become more sustainable this year. Working closely with local residents, service providers and others, Forward Scotland aims to increase the potential impact of existing resources. Work has already begun in North Lanarkshire and will be replicated throughout Scotland over the next two years.

Partnerships with the private sector have also increased during 2000 - a trend set to continue in the coming year. The Company has contributed to and learned from the *policy community networks* it participated in during the last year. Forward Scotland has been active in policy development and debate across a whole range of issues, bringing a sustainable development perspective where there were none before.

Forward Scotland recognises, however, that there is no room for complacency. During the

course of the coming year, the Company will find improved ways to disseminate good practice in sustainable development.

This will take place in ways that can have a significant impact at a national level.

The Company believes that if policy is not linked to practice, if success is adrift from replication, and good ideas wither on the vine for want of dissemination, Forward Scotland will have failed in its aim of promoting sustainable development.

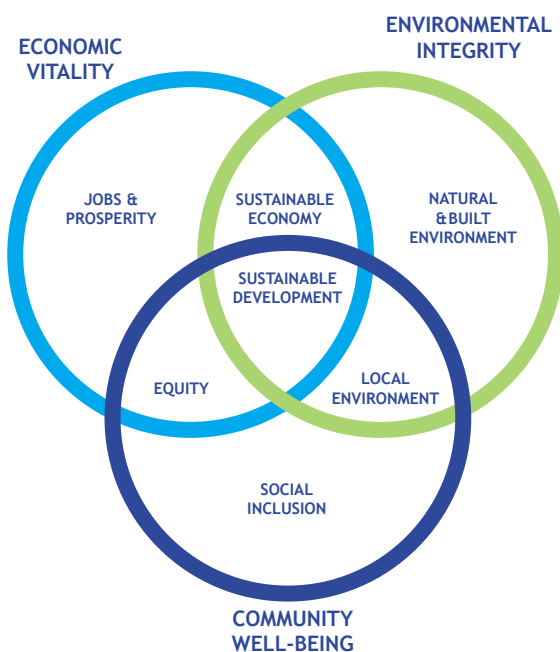
*The key to Forward Scotland's success will be to ensure that good practice becomes standard practice as a feature of everyday life in Scotland.*

ANDREW LYON  
Acting Chief Executive  
December 2000

# WHAT IS FORWARD SCOTLAND?

> Forward Scotland was launched in May 1996 as an independent company with charitable status. It has a Board of Directors drawn from a wide spectrum of Scottish interests and receives development funding principally from The Scottish Executive Sustainable Action Fund.

## Sustainable Development Model



### Forward Scotland's Mission is:

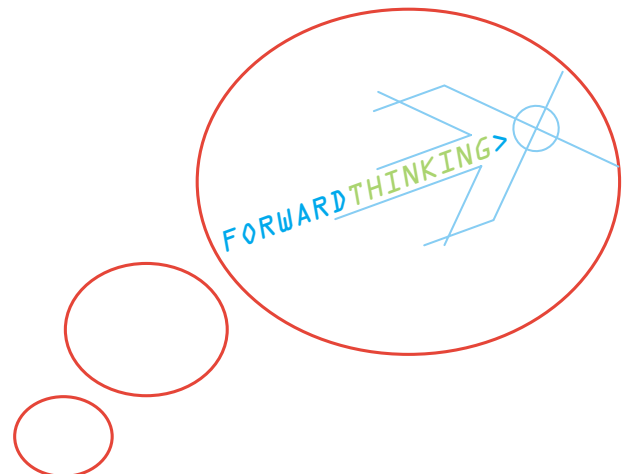
"To promote sustainable development in Scotland through innovative practical projects and influencing policy" which is supported by the following objectives:

- > To develop practical programmes, in partnership with others, which demonstrate the benefits of sustainable development
- > To influence the mainstream policies and programmes of other organisations which have a role in the promotion of sustainable development
- > To promote an awareness, understanding and widespread adoption of best practice in sustainable development

### Forward Scotland Guiding Principles

*Forward Scotland is committed to:*

- > Working in partnership as the most effective and sustainable way to get things done
- > Increasing the capacity of communities to take an active part in processes and decisions which affect their lives
- > Developing an integrated approach to multiple problems
- > Ensuring a fair distribution of resources towards excluded groups
- > Being flexible in our approach and open to new opportunities





**Critical Success Factors**

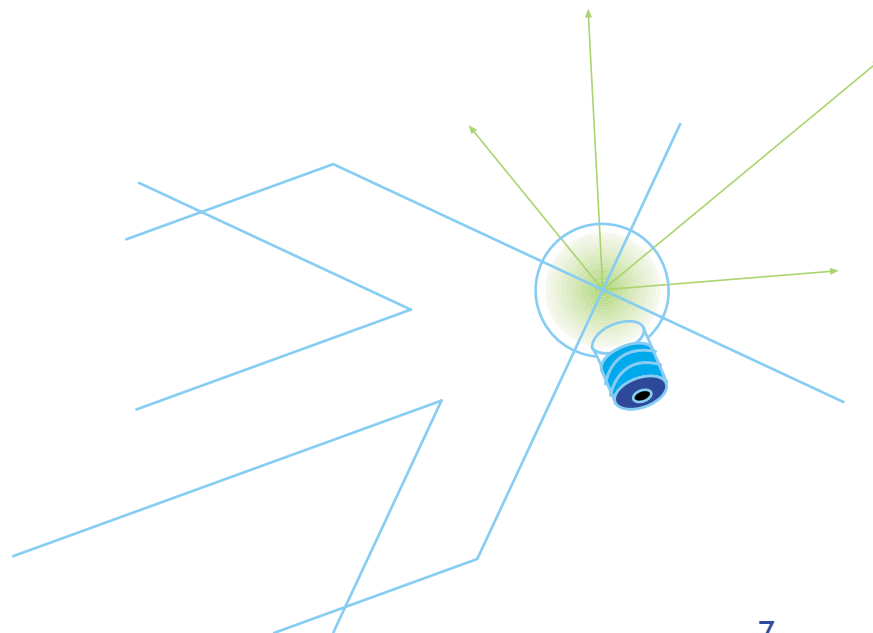
Forward Scotland has gained a reputation for its integrated approach to sustainable development. The Company’s approach emphasises that sustainable development is not simply an environmental initiative, but rather one that integrates action in the social, economic and environmental spheres. Decisions made and actions taken in one sphere are not sustainable if they have a negative effect on any other sphere.

*This is illustrated in the Sustainable Development Model shown opposite.*

Forward Scotland is an organisation with clear purpose, objectives, strategy and values, reflected in the clusters of project activity supported by the Company through its **Partnership Programme, Sustainable Communities Programme and Policy & Research networks.**



Forward Scotland’s role is to develop this conceptual approach into practical action. This means working with a range of partners on demonstration programmes and projects, which improve the quality of life for people in Scotland’s communities. Innovation and replication are a key part of this process.





# PARTNERSHIP PROGRAMMES >

No organisation, professional group or individual can achieve sustainable development on their own. It is essential in the pursuit of sustainable development to take a partnership approach to take a partnership approach to the range of challenges which face Scotland as we move further into the next millennium.

Partnership is a key feature of all Forward Scotland output and the Partnership Programme is designed to demonstrate what can be achieved by working with a diverse range of organisations to achieve common objectives. This includes the Company's development work on *Sustainable Development Projects*, the *Landfill Tax Credit Scheme*, its *Small Project Grant Scheme* and its *Policy and Research Programme*.

As Forward Scotland has grown, so too has the range and complexity of the projects in which it is involved. This section of the Report provides an update on projects which started in 1999 and have continued this year.

## Project Demonstration

### The Borders Forum for Rural Sustainability (BFRS)

The objectives of this project, which began in 1998, are to:

- > identify land-based factors other than food and timber production, which contribute to the Region's rural economy and environment
- > identify viable options for alternative land-uses, which have an environmental benefit
- > provide a source of information to inform policy makers

The project builds on primary research relating to the current status and prospects for farm diversification. BFRS is publishing findings in a series of papers which will describe key economic, social and environmental features of the Borders area. The project's first report (launched on 15 May 2000) highlights opportunities for diversification of farm based activity.

A research paper 'Sustainability and the pursuit of new jobs and revenues' suggests that over 300 full-time equivalent jobs could be developed around Countryside Management in the Borders.

Research revealed a surprising amount and range of current and potential diversification activity and it further highlighted some of the difficulties which farmers and their families have experienced.



The Borders Forum for Rural Sustainability



**East of Scotland Waste Minimisation Project**

The first phase (1997-2000) of the project came to an end this summer. A final report was produced and an accompanying CD-ROM describes the project outcomes and case studies in detail.

A conference - attended by over 100 delegates - was held at the Edinburgh International Conference Centre in June, Chaired by Anne Mearns of Forward Scotland. Delegates were made aware of the potential that saving waste could have, through the experience of participant companies involved in the project, and of how others could identify similar opportunities. A summary of savings is tabled below. Software development and waste minimisation training for companies, provided by East of Scotland Water and SEPA, is a key feature of the project.

It has been demonstrated that a wide range of businesses can benefit both themselves and the environment by waste minimisation activities. Paper processing companies achieved the largest savings, and many small to medium sized businesses in the project achieved significant savings without major capital investment.

Phase 2 of the project is underway with the original partners, joined by the Royal Bank of Scotland. It is expected that the experience gained will be used to help and encourage similar benefits in other areas of Scotland.



**East of Scotland Waste Minimisation Project:  
Annual Financial and Environmental Savings**

MEMBER TYPE	FINANCIAL SAVINGS	WATER USE	EFFLUENT DISCHARGE	SOLID WASTE	EMISSIONS TO AIR	ENERGY USE
FULL (7)	+ £2.3m	- 20.3%	- 10.6%	- 22.3%	- 31.3%	- 23.9%
ASSOCIATE (24)	+ £1.3m	- 21.3%	- 14.3%	- 11.4%	- 25.0%	- 22.9%

## PROGRAMME PROJECTS >

### **The Status Quo is not Sustainable**

Forward Scotland has been a partner in this travel study in Edinburgh since it began in 1998, with BOC Foundation for the Environment and City of Edinburgh Council. The project has continuously monitored travel patterns and associated air quality conditions in the city.

A computer model has been developed to assist in planning more sustainable systems of travel and a new interactive version of the model will be produced to encourage the general public to experiment with these parameters on screen. This will be promoted at the Environment and Science festivals in Edinburgh during 2001.

It is hoped through this project, Edinburgh can meet air quality standard targets before adoption of the European Air Quality Directive in 2005.

### **Kingdom Housing Association Turner Crescent**

This project led by Kingdom Housing Association involved the design and construction of 15 sustainable houses. Forward Scotland, as a registered environmental body is now assisting in securing resources from Fife Environment Trust to fund an evaluation of social, economic and environmental impacts resulting from the innovative building design specification.

A comprehensive study of these homes is underway and covers a wide range of physical and social factors. The study is not yet complete, but early indications suggest that space-heating costs are less than £1 a week. It is interesting to note that total energy costs are estimated to be £7 per week.

Teaching and learning packs have been produced which enable children to learn about these issues from examples right on their doorstep. Local primary school children are regular visitors to the project as part of their science and environmental lessons.

*Status Quo is Not Sustainable: Edinburgh.*



*Turner Crescent, Methil, Fife.*



### South West Environmental Action Project

SWEAP, a strategic local partnership formed in December 1998, which covers the Dumfries and Galloway Area, now has a list of achievements which include:

- > the delivery of information, training and education on sustainable development
- > support for community action plans
- > co-ordinating community participation in local policies and plans including waste management and social inclusion initiatives
- > the successful development of a small grants scheme

Over the next three years, the partnership plans to develop its work with disadvantaged communities, small to medium sized enterprises and young people.

Partners include Dumfries & Galloway Council for Voluntary Service, Scottish Enterprise - Dumfries & Galloway, Solway Heritage, Scottish Natural Heritage, Dumfries & Galloway Council, and representatives of the local community.

### Sustainable Development in Higher and Further Education

The Partnership Programme also encourages and supports sustainable development activity within the Further and Higher Education sector. Forward Scotland is working with the University of Strathclyde on a study to assess the extent of sustainable development teaching, research, and services within Scotland's Further and Higher Education institutions. All of Scotland's Further and Higher Education institutions were invited to take part in the study, which includes a number of case studies. A Report has now been produced and a seminar will be held to determine appropriate mechanisms to take this work forward. Partners in this project include The Scottish Higher Education Funding Council, The Scottish Qualifications Authority, Scottish Enterprise and the Scottish Council Foundation.

### Sustainable Use of Scottish Hardwoods

Forward Scotland contributed to an initiative undertaken by the Forestry Commission to promote the sustainable use of Scottish hardwoods. A design competition encouraged students from Scotland's art schools to design a product made from Scottish wood. This, in conjunction with seminars for competitors and their teachers, and a conference for growers and users of timber, highlighted the potential use of Scottish hardwoods.



# PROGRAMME PROJECTS >



Vermitech Systems

## Project Innovation Vermiculture with Centre for Organic Resource Recovery (CORR)

This project combines new technologies in Vermiculture which result in worms eating their equivalent body weight in organic waste every day. Mimicking the natural processes of the forest floor, a variety of organic wastes are fed to worms, which when digested, manufacture a high quality product known as 'cast'. This material can form the basis of high quality composts.

Forward Scotland has been assisting CORR in making connections to other organisations with an interest in this type of technology. The partnership's aim is to establish and operate a national demonstration project, which transforms several thousand tons of organic waste into valuable compost to prove the viability of the process. The technology can be operated at many different levels which could make it a valuable component of waste management in urban, rural and island communities.





### **Derelict Land Strategy Partnership (DLS)**

During the course of 2000, Forward Scotland has been working with Scottish Enterprise Lanarkshire and North Lanarkshire Forward on the improvement of derelict and vacant land in the Lanarkshire area. Lanarkshire contains a high proportion - approximately 30% - of all land designated as derelict in Scotland. The DLS partnership seeks to provide sustainable solutions to land remediation and contribute to an overall strategy which includes almost 400 sites. The Lanarkshire Derelict Land Strategy has been registered as an eligible project under the landfill tax credit scheme and Forward Scotland, with others, has attracted funding in excess of £1 million for projects in three sites.

### **Highlands and Islands Business Environment Service**

This project will develop a range of environmental services for businesses in the Highlands and Islands of Scotland. A web-based service will provide both online support and information across the area. Training for staff, specific waste initiatives and academic links in combination will make a significant contribution to Area Waste Plans and the National Waste Strategy for Scotland. The initiative will encourage 50 small & medium sized enterprises to adopt environmental management systems which demonstrate financial and environmental benefits.

### **Monitoring, Evaluation and Dissemination**

During 2000, a new system for monitoring and evaluating the Company's partnership project activity has been agreed and new explicit mechanisms for project selection have been introduced. The adoption of this system streamlines project development at an important stage in the Company's growth and improves Forward Scotland's ability to recognise and respond to new project opportunities.

Dissemination of good practice is a key aim of Forward Scotland's operations and this new system will serve as the basis for increased dissemination of experience during the course of the coming year.





## THE LANDFILL TAX CREDIT SCHEME >



Forward Scotland is working with the support of Shell in the UK to raise awareness of the Landfill Tax and encourage participation in the Landfill Tax Credit Scheme.

The partnership was officially launched in March 1999 and runs until January 2001.

Forward Scotland has moved from a narrow focus approach which determines "How do I get my hands on some of this money for environmental projects?" towards a more strategic focus of "How can I work with others to maximise the benefits from this scheme for as many people as possible"?

Rather than raise money for its own projects, the company is promoting a mechanism which ensures that Landfill Tax Credits have the maximum beneficial effect locally through the development of strategic partnerships to achieve social, economic and environmental objectives.

This Partnership approach spanning the public, private and community sectors enables funds to be disbursed to meet existing local priorities, as well as national initiatives to reduce long term unemployment and promote social inclusion, within the scope of the prescribed purposes contained in the Landfill Tax legislation.

Forward Scotland is currently a Landfill Tax Trust Partner in Aberdeen, Edinburgh, Fife, Perth & Kinross, North Lanarkshire, Renfrewshire, South Ayrshire and Stirling, maximising resources from both public and private sectors. **In these areas, Partnerships have been established which have secured funds and manage in excess of £1.75 million per annum. Since the Credit Scheme began, Forward Scotland Partnership Trusts have supported over 180 projects with a total value of £15 million.**

**Partnership activity has also been developed with a number of Landfill Site Operators, which has resulted in over 40 projects receiving funding of over £1 million.**

In addition, Forward Scotland has provided information and advice to a range of organisations to develop their own projects for Landfill Tax Credit funding.

### Trusts in the year 2000

During 2000, a number of new Trust Partnerships developed by securing funding, increasing the breadth of partners involved, supporting a growing portfolio of local projects and attracting additional new sources of funding.

#### Aberdeen Forward Ltd

Aberdeen Forward Ltd was established in October 1999 and is a partnership between Forward Scotland, Aberdeen City Council, Shell UK, Friends of the Earth (Aberdeen), A<sup>2</sup> + B (Accountants) and Ledingham Chalmers (Solicitors). The Trust supports the development of more sustainable waste management projects that benefit the people of Aberdeen. Projects that have been funded include the *Instant Neighbour Furniture Recycling Initiative* and research investigating a range of products from recycled plastics.



### **Perth & Kinross Quality of Life Trust**

Perth & Kinross Quality of Life Trust was established in December 1999 as a partnership between Perth & Kinross Council, two local Community Councils, CGU (now Norwich Union), United Distillers & Vintners, waste management company SITA, The Common Good Fund and Forward Scotland. Contributions have been received from SITA Environment Trust to support local environmental initiatives which have included support for children's play areas, sites of local historical importance and local habitat creation.

The Trust received an award of £265,000 in November 2000 from the Millennium Commission. A local Millennium Award Programme aims to support young people who undertake environmental initiatives which benefit their local communities.

### **EEP Grants Scheme Ltd**

EEP Grants Scheme Ltd operates in Edinburgh and in September 2000, a Partnership was established between the City of Edinburgh Council, Edinburgh Chamber of Commerce, The Cockburn Association, The University of Edinburgh, Lothian and Edinburgh Environment Partnership, Business Environment Network (Scotland), Hanson Waste Management and Forward Scotland. The Trust aims to distribute £140,000 per annum to support a range of projects in waste management and local environmental improvements across Edinburgh. Funds have been contributed to the Trust from Hanson Environment Fund through the Landfill Tax Credit Scheme.

### **South Ayrshire Waste & Environment Trust**

South Ayrshire Waste & Environment Trust is a partnership between South Ayrshire Council, Scottish Enterprise Ayrshire, Barr Environmental, The Council for Voluntary Organisations in Kyle & Carrick and Forward Scotland.

Contributions of £140,000 from landfill site operators Barr Environmental have enabled the Trust to support a number of initiatives in South Ayrshire, including Ballantrae in Bloom, Maidens Harbour Trust and the National Trust for Scotland's improvements at Croy Beach.





## THE LANDFILL TAX CREDIT SCHEME >

### Developing a Trusts Network

13 Trusts have met on a number of occasions to informally discuss issues of common interest. These have ranged from the development of project management systems to concerns of VAT & Corporation Tax through to the operation of the Scheme in general.

These Trusts have expressed a desire to draw together their experiences and share good practices to ensure that funds are distributed in an open and transparent manner; providing the maximum social, economic and environmental benefits possible.

It is hoped that a formal Trusts Network can be established, with a membership open to Environmental Bodies who distribute contributions received through the Landfill Tax Credit Scheme in support of local initiatives.

A co-ordinated approach, through a Network, has the potential to improve the profile of the Trusts and of the Landfill Tax Credit Scheme locally and nationally.

### Waste Management Company Partnership

#### Patersons of Greenoakhill

A partnership was established in 1997 between Forward Scotland and Patersons of Greenoakhill to support project activity to benefit local communities with contributions made through the Landfill Tax Credit Scheme. All projects require to be eligible for funding as described in the Landfill Tax Regulations 1996, having received approval from ENTRUST prior to funding being released.

Forward Scotland has enabled over £750,000 of Landfill Tax Credits from Patersons of Greenoakhill to support 37 projects approved by ENTRUST. In 2000, over £300,000 was committed to 22 projects across central Scotland with a number of partners.



Funding has been committed to a range of local projects, including:

- > the improvement of derelict and contaminated land
- > the provision of amenities including road traffic calming measures, parks and recreation areas
- > support for waste management initiatives including furniture recycling
- > waste management education projects including conferences and seminars for young people

### Project Feature

#### Dry POW Park Multi Sports Pitch

A much needed new multi sports facility in Fallin near Stirling has been provided with a contribution of £60,000 from Patersons of Greenoakhill, in partnership with Forward Scotland.



Fallin's Future, a community organisation, conducted research into the type of local improvements that its community wanted developed. Young people expressed their desire for a new sports facility to provide a place for them to meet and socialise.

Stirling Council agreed to manage the project and in November, a new purpose built facility was opened. The multi-sports pitch regularly attracts large numbers of local young people and it is hoped that this approach may be replicated in other communities in the area.

### **Celebrating Youth Environment Conference**

A hugely successful conference was held in May 2000 which aimed to raise awareness amongst young people of environmental issues in the South Lanarkshire area. The conference was held over three days and over 400 young people attended. A travelling exhibition and video were also developed to ensure that the views of local young people reached a wide audience.

The conference featured exhibitions, presentations and workshops on a range of issues including local habitat, litter and waste management. Through practical presentations and expressive arts, young people from throughout South Lanarkshire demonstrated the positive contribution that they can make.

The conference attracted keynote speakers - Dr John Markland, Chairman of Scottish Natural Heritage and Board Member of Forward Scotland, Professor Stan Dagg representing Scottish Environment Protection Agency, and Louise Batchelor, the Environment Correspondent for BBC SCOTLAND, who launched the event.

Funding was provided by a number of organisations including Scottish Natural Heritage, South Lanarkshire Council, the Millennium Commission and a contribution through the Landfill Tax Credit Scheme from Patersons of Greenoakhill in partnership with Forward Scotland.

### **Future Development**

Forward Scotland aims to develop its approach to the Landfill Tax Credit Scheme by:

- > working with a growing range of partners to maximise the level of funding available
- > building new partnerships with organisations involved in waste management
- > promoting participation in the Credit Scheme and to direct this support to locally beneficial projects
- > promoting good practice through its Landfill Tax partnerships and support for local Trusts
- > providing a greater opportunity for the sharing of information and advice through formal and informal networks

## SMALL PROJECT GRANT SCHEME >

The Small Project Grant Scheme (SPGS) has had a productive year. In 2000, 43 projects have been assisted bringing the total to almost 200 since the scheme began in May 1997.

The groups undertaking projects represent a cross section of interests. These include Community Enterprises, Community Councils, Forums and School Associations. Other groups serve specific sections within their community, for example ethnic interests, people with disabilities, young and older people, and refugees.

The projects have been varied, including:

- > 7 physical environmental improvement projects including conservation, general improvements and the protection of indigenous wildlife
- > 8 projects supporting costs for seminars, conferences and exhibitions to support community networking including websites, newsletters and other publications

- > 10 projects have developed new or improved local amenities
- > 9 projects sought to improve health, well being or social welfare
- > 9 projects have helped to fund training for volunteers, feasibility studies, education or general start up costs

To be eligible for a Small Project Grant, groups and their projects must meet the scheme's criteria. They must demonstrate an integrated and sustainable approach to a problem or issue within their community. Successful projects combine social, economic and environmental benefits in ways that promote community participation and partnership. Projects must also demonstrate consideration for long-term maintenance and development.

Groups have indicated that support from the SPGS has proved to be a significant resource. The SPGS fund can help lever other funding into a project, but more often it represents the final piece in the

funding package and therefore, marks the point where a project idea turns into reality.

Forward Scotland continues to stress the Scheme is not just about money. The Company has accumulated substantial information and knowledge about sustainable development in communities.

The Small Projects Grant Scheme plans to expand on this experience by setting up a support network for groups interested in local sustainable development.

Forward Scotland considered it important for groups to have a media for sharing ideas and experiences with others, as well as having a focus for discussion on sustainable development issues as they affect Scotland.

"Thank you for your generous support. The project has been a great success and is so important for the asylum seekers who have very little to brighten their lives. Everyone involved is very grateful".

"One of the photographs I was unable to send you shows a man smiling. This is a real milestone. He is a survivor of some of the worst excesses of human cruelty, and has spent many hours in our reception area just staring at the wall. This project helps him to see that there may be light at the end of the tunnel".

Source: Scottish Refugee Council



Volunteers learn how to save a whale in Banff



Training for Community Businesses in Edinburgh



A garden for parents and carers in Coatbridge

To progress this, Forward Scotland circulated a questionnaire to all groups who had received a small project grant, to gauge their interest in development of a network. The level of response to the survey was very positive:

- > there was a 58% response rate
- > the majority of groups were in favour of a network

Of those responding, groups indicated that further services may include:

- > information on additional funding
- > links to other groups who may be carrying out similar projects
- > contacts with organisations and support agencies who can provide specialist assistance

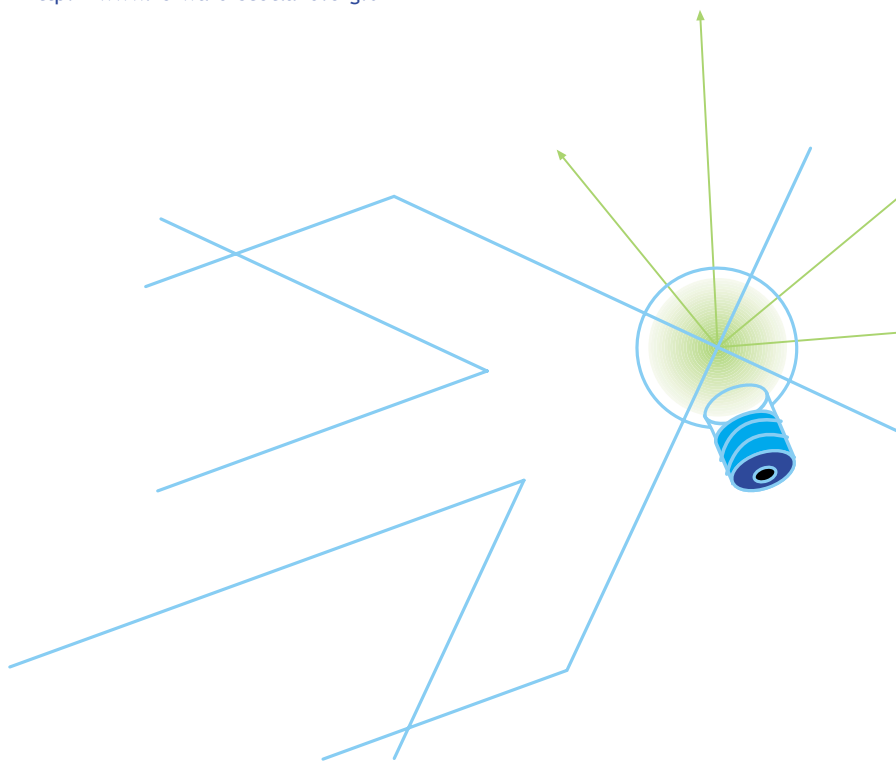
A Report, detailing the results of the survey will be produced and copies will be made available to all SPGS recipients. A series of regional conferences will be held in spring and summer of 2001 as part of network activities.

For further information, or to download an SPGS application form, please access Forward Scotland's website at:

<http://www.forward-scotland.org.uk>



Ethnic minority environmental art project



Simshill Primary School, Glasgow



## SUSTAINABLE COMMUNITIES >

Forward Scotland's Sustainable Communities programme, in partnership with Going for Green, began its first Phase in 1997. Phase 1 of the programme is now complete. An evaluation report has since been prepared by Professor Michael Carley (of Heriot Watt University) and will be available on Forward Scotland's website. The report provides valuable insight which has helped form Phase 2 of the programme.

### Phase 1

Five Sustainable Community Projects were established in 8 communities across central Scotland. In Renfrewshire and Stirling, projects have continued beyond the period of support offered by Forward Scotland and also expanded in size. In Stirling, the project now covers the local authority area and in Renfrewshire, the project has extended to 8 communities. In Girvan, South Ayrshire, the project continued with the support of the Local Enterprise Trust until October 2000.

### Phase 2

The Sustainable Communities Programme will continue in partnership between Forward

Scotland and Going for Green. The programme will work in four local authority areas, two communities in each, across Scotland. Six of the 8 communities selected will be in communities in areas of deprivation.

The United Kingdom programme will work in 60 communities, and a range of materials is being developed to support them. These include a sustainability toolkit, community eco-cal and community survey software. Once developed, tested and refined, these materials will be available to a wider range of communities.

Initially, a community visioning exercise will lead to the development of a community led action plan. The plan will identify a number of key priority actions, which if achieved, will contribute towards a more sustainable community. The Council and other local service providers will be active partners in this process and it is anticipated that a community management group will evolve to steer the project.

One area, North Lanarkshire, has 2 communities already selected

for development work in Phase 2. These communities are Newmains and Salsburgh. There is a high level of commitment from North Lanarkshire Council in support of these two communities and additional funding has been secured from North Lanarkshire Forward. Action Plans are currently being drafted to drive forward this project. Further projects and communities will be selected early in 2001.

### Islay

A separate activity of the Sustainable Communities Programme is underway through the Islay Development Company (IDC) which was initiated in 1998 as part of Forward Scotland's Partnership Programme. IDC is a partnership of public, private and voluntary sector interests on the island.

Current activities include the preparation of a three year business plan. Key objectives have been identified, including:

- > a prototype commercial wave energy machine (construction completed during 2000)
- > additional renewable energy projects



- > improvements to Bowmore Harbour to increase its commercial and recreational potential
- > a website (Connect Islay) to improve access to information on Islay and Jura supporting an online business directory
- > the development of a Gaelic Language and Cultural Centre (project officer appointed)

The Islay Development Company has also been involved in the development of the Nadair programmes which consists of 38 individual heritage projects in Argyll and the Islands. Current projects include Islay Local Heritage Education Project, Islay Woollen Mill Renovation and Workshop, Discover Islay and Jura Leaflet and Islay Community Access Development.

**New Opportunities Fund (NOF) 'Green Spaces and Sustainable Communities' Programme**

In March 2000, Forward Scotland, in partnership with Scottish Natural Heritage (SNH) bid to deliver the New Opportunities Fund's first environment programme on green spaces and sustainable communities. In October 2000, it was announced that the bid was successful.

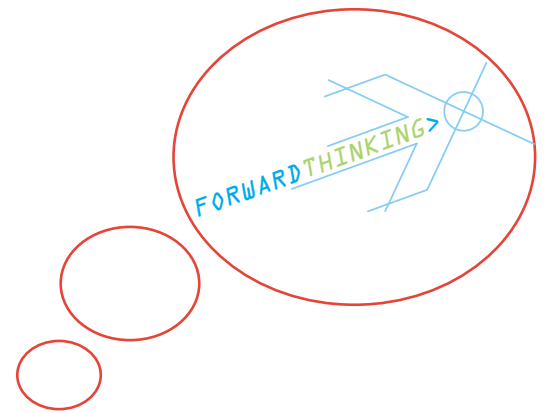
NOF has made an additional £3.3 million in lottery money available for communities in Scotland to improve their local environment. Grants will be made available to encourage groups to take a caring approach towards their environment. Funds will also be set aside to assist community led projects in Scotland's areas of deprivation, supporting project development and promoting new skills and experiences.

The partnership will operate three separate schemes:

1. An open grant programme to make funding available for projects giving access to green spaces, and projects which contribute to sustainable development in social, economic and environmental terms
2. A 'Sustainable Communities' umbrella scheme, which will deliver a series of projects that demonstrate sustainable development in action. Projects will focus on energy, waste and travel, and will demonstrate a high degree of community involvement and will build partnerships between communities, voluntary organisations and agencies
3. A 'Greenspace for Communities' Umbrella scheme, working with communities and agencies to improve awareness of and access to green spaces near urban areas. Particular areas of interest for this scheme include community woodland and safer green spaces for children.

The launch of the Programme will take place in early 2001 when full details will be available.





## POLICY AND RESEARCH NETWORKS >

The Board of Directors, assisted by staff, decide the main policy and strategic direction of Forward Scotland. During 2000, Forward Scotland has contributed to various policy networks and groups, including:

- > Scottish Council Foundation (on healthy public policy)
- > The CoSLA Sustainability Group
- > Dundee Community Planning Forum
- > Dundee Local Agenda 21 Officers Group
- > Scottish Local Agenda 21 Officers Group
- > The Better Communities Group
- > Listening to Communities
- > The Edinburgh Environment Partnership
- > Scottish Enterprise Futures Group
- > Scottish Consumer Council Sustainable Development Group
- > Scottish Urban Regeneration Forum, and
- > The Scottish Landfill Tax Credit Scheme Forum

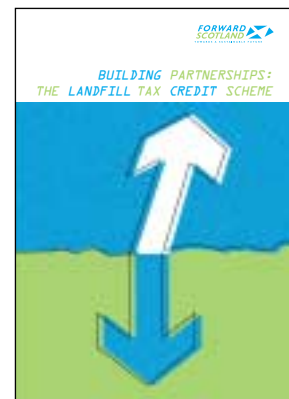
In addition to this, Forward Scotland Board and staff members have delivered over 50 presentations on sustainable development and the work of Forward Scotland. These have ranged from keynote presentations at national conferences and seminars to talks for local groups on the operation of the Small Project Grant Scheme.

The Company has responded to a number of Government consultation exercises in key policy areas, including the Enterprise Networks Review, the Climate Change Levy, Sustainable Development Indicators for Scotland, and the Sustainability Fund associated with the Aggregates Levy.

In 1998, Forward Scotland produced a document 'Understanding the Landfill Tax'. This year, a follow-up publication '*Building Partnerships: The Landfill Tax Credit Scheme*' has been produced in response to demand for further information. This document highlights the benefits of increased local ownership in addressing local priorities in communities. It illustrates good practice in relation to partnership working

through Trusts and waste management companies to maximise local benefits.

This year, Forward Scotland has been commissioned by the Scottish Energy Efficiency Office (with the Scottish Trades Union Congress and others) to produce a consultation document to evaluate potential interest in accredited workplace energy efficiency training for employees. Consultation responses will assist the development of academic qualifications in 2001.



*Building Partnerships:  
The Landfill Tax Credit Scheme'  
Publication*

## ORGANISATIONAL DEVELOPMENT >

This year, Forward Scotland has undertaken a substantial programme of work on organisational development which began in 1999. Forward Scotland's new structure is designed to enable the Company to anticipate and meet future challenges. Staff have been recruited into new posts and the organisation is able to meet new opportunities as they arise.

### Corporate Planning

The corporate planning process is clearly defined and has progressed towards the development of a new corporate plan. Strategic planning meetings involving the Board of Directors and staff have been held to identify organisational strengths and weaknesses. The outcomes from these sessions will help shape the future direction of the Company.

### Staff Development and Training

Forward Scotland recognises the value of a well-trained and motivated workforce in achieving its aims and objectives.

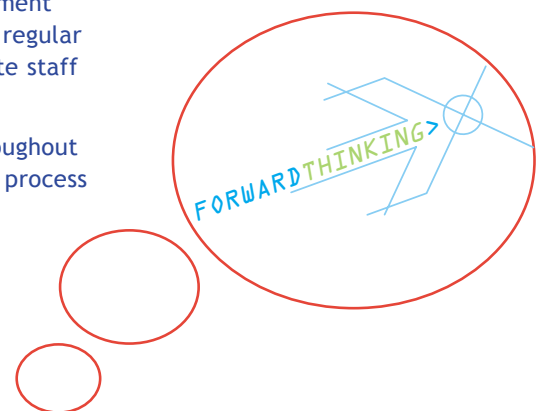
The Company has been working towards the Investors in People standard. The IIP assessment took place in December 2000 and Forward Scotland anticipates being one of the first organisations in Scotland to achieve accreditation under the new standard.

The Company has introduced a number of new and improved internal systems:

- > policies and procedures to identify staff training needs
- > a personal development system leading to clearly defined organisational training plans
- > all inclusive induction for new members of staff
- > clearer channels of communication, including frequent team meetings, circulation of management team information and regular policy forums to update staff on current issues
- > staff consultation throughout the strategic planning process

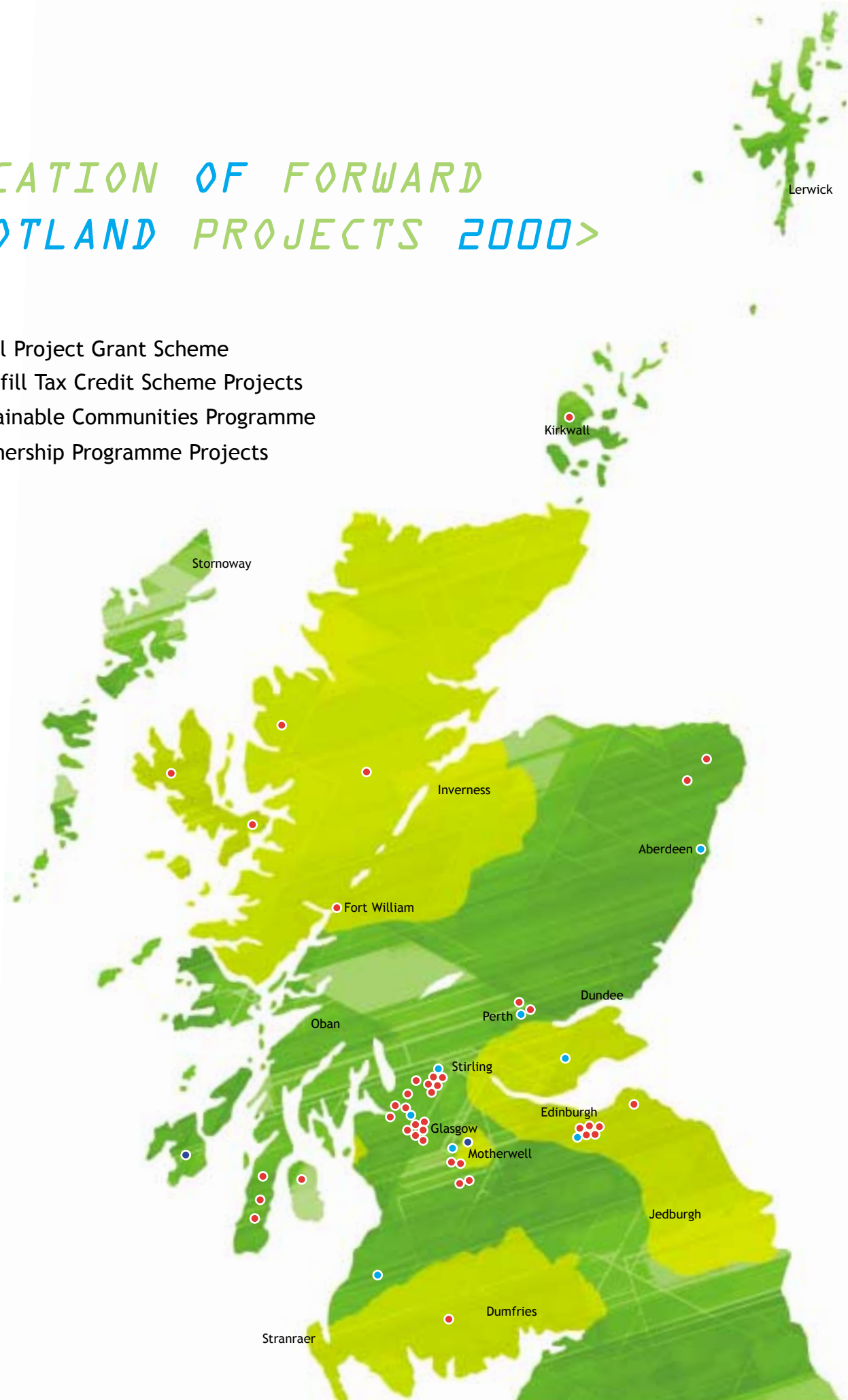
Members of staff have benefited from a range of external training courses and events, work shadowing, and in-house training & development sessions.

Forward Scotland is continually developing to meet changing needs. A number of policies and procedures have been introduced to clarify staff roles and responsibilities which provide a clearer framework for policy-making and decision-taking in the Company. Forward Scotland will continue to build on these achievements by continually seeking to improve its policies and procedures to meet the new challenges and future opportunities.



# LOCATION OF FORWARD SCOTLAND PROJECTS 2000>

- Small Project Grant Scheme
- Landfill Tax Credit Scheme Projects
- Sustainable Communities Programme
- Partnership Programme Projects

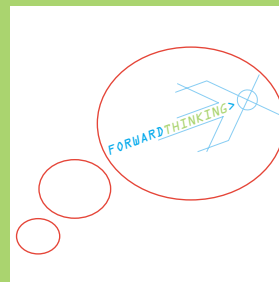
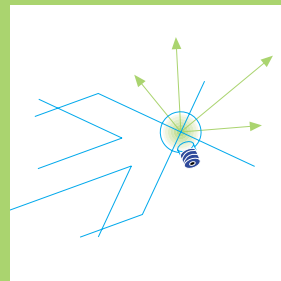


## Website

Forward Scotland has recently launched its new website. For further information on sustainable development, or the activities of Forward Scotland, please access:

[www.forward-scotland.org.uk](http://www.forward-scotland.org.uk)

Visitors to the site can complete a small project grant application on-line and keep up-to-date with Forward Scotland publications and news releases. We will continue to expand the range of services available in the coming year, including the provision of an on-line community network.



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