
Falkirk Environment Trust

BUSINESS PLAN



February 2009





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Since its establishment in 1998, FET has developed a successful track record in promoting and funding projects over the whole of the Falkirk area. This reviewed Business Plan will guide the future growth of FET over the 2009-14 period. It will support the activities of the Development Manager and Directors in generating a broad range of sustainable and well integrated environmental projects.

FET has evolved as a strong partnership of local and national agencies that pools its resources and expertise to improve the environment of the Falkirk area, enhancing the quality of life for residents and visitors.

The Trust secures funds from a variety of sources, managing them and allocating them to projects that contribute to the sustainable development of the Falkirk area. It can provide a service to groups/businesses seeking to invest or become involved in local projects, by managing funds and identifying appropriate projects. In addition, FET can provide the link between those with project ideas and the sources of expertise and resources to make projects happen.

The Trust reviewed and revised its operational format and systems and now has the capability to manage a greater amount and variety of funding types, and aims to offer all applicants and funding partners an efficient, fair and transparent service.

FET is determined to maintain its reputation as an approachable funder, keen to provide solutions to local problems. In all of its actions it aims to meet the needs of all sizes of groups, from smaller community groups up to regional branches of national organisations.

Since its inception, FET has made over £2 million available for local projects from both Landfill Tax and other sources. It is estimated that, in future around £450 thousand per annum can be made available to further promote FET activities. This will allow FET to work with a wider range of funding partners, to widen the scope of the project portfolio and to increase the proportion of non Landfill Tax funds used.

FET aims to invite other groups and agencies to join the partnership, either in promoting new projects or entering into an arrangement to fund projects.





2. Background and Introduction



This Business Plan was compiled following feedback from a series of Directors' workshop, held in early 2008. The purpose of this document is to define the goals, objectives and action plans of the Trust. This will be used by the Directors, Advisors and the Development Manager to further define the day-to-day activities and priorities of the Trust.

2.1 Background and Introduction

FET was established in August 1998 as a charitable company limited by guarantee. The original vision was to become a recognised and respected contributor to a wide range of environmental and 'sustainable development' projects in the Falkirk area for the benefit of the local community.

The Trust was established to take advantage of the Landfill Tax Credit Scheme to provide funding for appropriate projects. The Trust always had ambitions to seek funding from a wide range of sources and this has been achieved to an extent but the scale of 'other' funding is still relatively modest. To draw down Landfill Tax Credits FET must first raise 10% of project costs.

From the start, emphasis was placed on establishing FET as a partnership of local agencies which would create a pool of expertise and resources to identify and add value to a range of projects.

The Trust is supported by a full time Development Manager who assumes responsibility for most operations. Partners continue to contribute expertise, advice and assistance to the operations of the Trust.



2. Background and Introduction

2.2 How FET Operates

FET works in close association with a number of organisations, agencies, groups and other individuals. As a partnership organisation, it exists around a Board of Directors and draws on the skills and experience of a pool of funding and project assessors. A full list of Directors is provided at Appendix A. The post of Development Manager is funded through fee income and Falkirk Council. Appendix B shows an Organogram of the relationship of the Development Manager with the Board.

The primary focus of the Trust is the **Main Grants Scheme**, where projects can apply for funds typically ranging from £4,500 to £50,000, generated from Landfill Tax. This scheme involves a number of partners whose roles are as follows:

- ❖ **EB Scotland**, fund holder:
EB Scotland holds the Avondale Environmental Ltd. landfill tax funds and is responsible to the Landfill Tax regulator, Entrust, for the appropriate use of the funds. EB Scotland acts as the banker but works in partnership with local trusts such as FET to solicit, develop and monitor projects. EB Scotland and FET have an arrangement which ensures that all Landfill Tax Credits arising from the Falkirk Council waste contract and other waste contracts, are directed to FET approved projects.
- ❖ **Falkirk Council**, local authority:
has entered into a waste disposal contract with a private company with the provision in the contract that all Landfill Tax Credits arising are used to the benefit of the Falkirk area. The Council pays the Landfill Tax to the waste company.
- ❖ **Avondale Environmental Ltd.**, private company:
operates a landfill site and holds the operating licence. Avondale Environmental Ltd. provide all their Landfill tax funds to EB Scotland, as their preferred environmental body. Avondale Environmental Ltd. then receive tax relief from Customs & Excise in return for completed projects, under the terms of the Landfill Tax Credit Scheme.



2. Background and Introduction

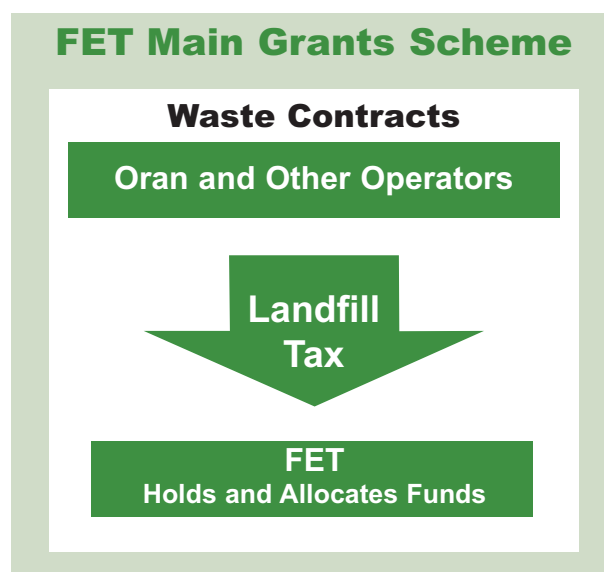


- ❖ **Falkirk Environment Trust, fund allocator:**
FET encourages and solicits applications, helping applicants to optimise their chances of funding and directing them to appropriate sources of match funding where appropriate. Funding applications are received by FET and the Board of Directors decides which applications to support. EB Scotland then endorses projects approved by FET, only exercising a right of veto when there is a direct conflict with the interests of Avondale Environmental Ltd. (Fig. 1a). EB Scotland then enters into a funding contract directly with the applicant. The FET Development Manager tracks progress of the project, triggering the release of funds by EB Scotland as the project reaches agreed targets. For projects arising from other landfill site operators e.g. Oran, FET holds the Landfill Tax funds and is responsible to the Landfill tax regulator, Entrust, for the appropriate use of funds. FET acts as the banker and enters into a funding contract directly with the applicant. With such projects the FET Development Manager releases funding as appropriate (Fig. 1b).

Figure 1a.



Figure 1b.



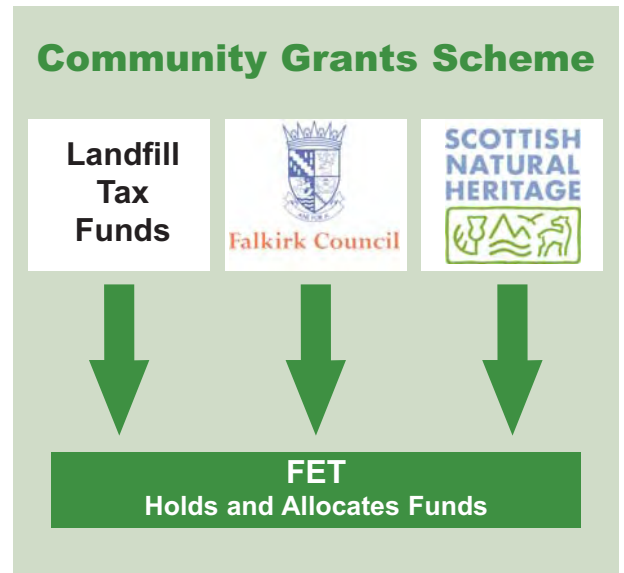
2. Background and Introduction

The benefits of the relationship with EB Scotland are that by their assuming financial responsibility for those Landfill Tax Credits, they also assume responsibility to the regulator, Entrust. This enables FET to focus on other funding sources and its core competency i.e. identifying and administering community level projects. In addition, this allows the Development Manager to proactively develop relationships with other potential funding partners.

In addition to this arrangement, FET holds a smaller amount of other funds that it uses in the 'fast track' **Community Grants Scheme**. The management of these funds is largely controlled by the Trust and they are primarily utilised for funding smaller applications from community groups or for projects that fall outwith the remit of the Landfill Tax Credit Scheme, currently to a maximum of £4,500. These funds are particularly well suited to supporting smaller, community led projects. Appendix C shows a funding application flow chart.

Figure 2 illustrates the dynamics of the Community Grants Scheme, which FET uses to fund smaller projects that often fall outwith the remit of the Landfill Tax regulations.

Figure 2.





2.3 Achievements to Date and Track Record

Over the past ten years, FET has awarded and administered funds in excess of £2 million to approximately 224 environmental projects in the Falkirk area, leveraging in a further £11.5 million of partnership funding in the process.

Many organisations, communities and other groups can find it difficult to source mainstream funding for environmental or sustainable development projects which reflects the often limited resources available and the considerable competition that exists throughout this sector. Projects often progress by taking advantage of opportunities offered by new initiatives such as Landfill Tax. Such funds are often used to match and lever out money from other sources to add value to projects and FET has therefore assisted in injecting new funds into the area to initiate action in this field.

Through the award schemes, FET has worked with a wide variety of community and established environmental groups. This allows FET to effectively facilitate a network of resources to ensure that contributing parties can benefit from and contribute to the full spectrum of environmental activity in the area. A detailed list illustrating the diverse range of projects and partners to date can be found in Appendix D and E respectively.

Figure 3.

Total Funds Awarded by FET (1998-2008)	
Main Grants Scheme	
No. of Projects Supported	115
Total Funds Awarded	£2,064,856.01
Additional Funds Levered	£11,361,104.90
Community Grants Scheme	
No. of Projects Supported	109
Total Funds Awarded	£165,575.55



3. Strategic Framework

The purpose of this section is to evaluate our strategy based on a review of the original vision, mission, values, constraints and opportunities.

3.1 Five Year Vision

The Falkirk Environment Trust was originally established to act as an independent mechanism for holding, managing and disbursing Landfill Tax Credits from Falkirk Council.

Reflecting the Trust's success and achievements to date, it has become more ambitious and is now keen to expand its activities to realise its full potential as a mechanism for securing and managing a larger broader spectrum of funds for the benefit of the Falkirk area. Its ambitions are reflected in the revised Five Year Vision:

“The Trust aims to become recognised as one of Scotland’s leading local authority area based environmental trusts, supporting a wide range of environmental and sustainable development projects in the local area. It will work closely with partners, local communities and others, to facilitate projects and build consensus through the design and delivery of projects. The Trust will work to secure its long-term viability, acting as a source of match funding and using its resources to make a significant contribution to local environmental priorities.”

3.2 Mission Statement

FET aims to facilitate a programme of projects that will benefit the people and environment of Falkirk. It works as a partnership and it measures its success by the positive outcomes in the area brought about by the groups that it supports. This wide remit can be summarised by the following Mission Statement:

“The Falkirk Environment Trust is committed to the promotion of sustainable development in the Falkirk area. It aims to support initiatives and enable projects that protect, conserve and improve the natural and built environments of the local area, improving the quality of life for local people.”





3.3 Core Values

FET has the multiple roles of seeking, managing and allocating funds. The Trust recognises the varied interests and concerns of stakeholders in the area and attempts to balance its various roles through the application of the following values:

❖ **Partnership and Inclusion**

FET is keen to encourage the participation by groups from all sections of the community in its funding programme. The size and ambitions of applicant groups vary enormously and this offers great potential for partnership, with more established groups often helping smaller ones to deliver projects which may otherwise be outwith their scope and/or ability to implement.

❖ **Openness and Transparency**

To cope with its varied roles, FET utilises the skills of its partners wherever possible. To prevent any conflicts of interests and to promote transparency and fairness in general, the Trust has incorporated an application scoring system and adopted a Conflict of Interest Policy. The adoption of a set of assessment priorities by the Board of Directors allows applications to be assessed and scored impartially, enabling constructive feedback to be given to the applicants.

❖ **Innovation**

Both FET and the Landfill Tax Credit Scheme were born from innovation, a quality that is particularly valued in projects. FET recognises that the solution to the ever increasing waste problem lies in the adoption of innovative solutions and the demonstration of good practice and as such, is keen to encourage and support both. Innovation is valued in all applications received, whatever their nature.

❖ **Approachability**

Due to the local focus and strong partnership links forged by FET since the beginning, the Trust has earned a reputation amongst applicants for helping to access funds, offering solutions and advice wherever possible. The Trust is determined to retain this ethos and to incorporate it into the current development phase.



4. Future Trends

FET has initiated and undergone a major operational review in the last twelve months, in preparation for diversification and stabilisation of the Trust's funding base and developing its operational capacity and outputs. The future can be unpredictable, however, FET is determined to identify and develop new opportunities and to cope with change as it happens. An analysis of strengths, weaknesses, threats and opportunities was made using the following basic assumptions:

4.1 Assumptions

- ❖ EB Scotland – FET will continue its formal working relationship with EB Scotland for the foreseeable future.
- ❖ Falkirk Council as main core funding provider will continue to favour FET.
- ❖ Management fees can be recovered to meet 40% of the employment costs of the Development Manager
- ❖ The Landfill Tax Credit Scheme will continue to exist in a similar format for at least the duration of this Development Plan.
- ❖ Potential backers or project partners are satisfied with FET's operational system.
- ❖ FET's proposed publicity strategy will achieve a significant increase in the number and type of applications received, reflecting a broad spectrum of project activity across the council area.





Figure 4. Summary SWOT Analysis

Figure 4 shows a summary of the SWOT analysis which is subsequently examined in detail. In addition to this, a full risk assessment can be found under Appendix F.

Strengths	Weaknesses
<ul style="list-style-type: none">❖ Value of existing partnerships❖ FET's track record❖ Varied funding based❖ Transparency of process.	<ul style="list-style-type: none">❖ Turn around of board members❖ Bureaucracy❖ Limited initial funding❖ Reliance on Landfill Tax Credits.
Opportunities	Threats
<ul style="list-style-type: none">❖ Dedicated staff to implement change❖ Proposed new publicity strategy❖ Potential new funding partners❖ Continued Landfill Tax association❖ Mutual funding alliances.	<ul style="list-style-type: none">❖ Landfill Tax abolishment/modification❖ Bureaucracy of application process❖ Dependency on global economy❖ Reduction in Landfill Tax Credits due to decrease in amount of waste landfilled.



4. Future Trends

4.2 Strengths

❖ **Partnership:**

FET's greatest strength is the combined resources and expertise held by the partnership. It provides substantial contributions in kind in terms of funding, housing and resourcing the Development Manager, identifying and helping to realise funding opportunities as well as linking FET with key area initiatives and strategies, such as the Area Waste Plan. The Board of Directors is an active and progressive one, with Directors keen to assist in the development and management of the Trust, drawing on their expertise in the environment, the voluntary sector, local government, local and multinational enterprise.

❖ **Operational Systems:**

All application and administrative systems have been reviewed, resulting in a set of robust and dynamic fund and project management systems. All of the systems have been strengthened to meet the demands of auditors and to cope with the pressures that the securing of additional funds would present.

❖ **Track Record:**

FET has allocated approximately £2 million to projects worth in excess of £11.5 million in total. In the course of this, FET has earned a reputation for careful fund management as well as one for helping groups through the application process and later, the project management and practical implementation.

❖ **Varied Funding Base:**

FET has a variety of sources of funds, the majority of which are Landfill Tax. FET is experienced in coping with the challenges that Landfill Tax poses, such as the constant development and resultant changes in rules. FET also receives non-Landfill Tax funds, which are particularly useful for funding projects out with the remit of the Landfill Tax Credit Scheme

❖ **Transparency:**

Fairness, helpfulness and openness are key values that FET is keen to demonstrate in its handling of applications, projects and funds. Applications are validated and assessed impartially and constructive feed back to applicants is encouraged. In conjunction with a Conflict of Interest Policy, it enables the Trust to strike a balance between working closely with applicants and the impartiality needed for funding decisions.





4.3 Weaknesses

- ❖ The application, project and fund management systems have been reviewed to produce a more robust infrastructure. The Trust is currently focused on actively addressing what it sees as its key weaknesses, which are the complex funding arrangements, reliance on Landfill Tax and limited applicant and project profiles.
- ❖ An additional weakness is the tenure of the Development Manager position which currently relies on 40% of core funding levied primarily as a management fee by FET.

4.4 Opportunities

- ❖ FET has developed an operating system designed to cope with securing and disbursing additional funds from a variety of partners with different needs. FET's proposed publicity strategy aims to raise the Trust's profile to both applicants and potential funding partners. The Trust is at a point of development where it can now approach potential funding partners and offer them the opportunity to utilise its systems to disburse funds benefiting the Falkirk Council area.
- ❖ Development opportunities include Landfill Tax from other operators, planning gain, use of endowment funds, links with local commerce and industry. Many funders believe that the Falkirk area should generate an increased number and range of projects and applications. FET is keen to work in partnership with other funders to maximise the funds secured for the area.
- ❖ Links with similar trusts in Scotland and throughout the UK have greatly increased the ability to be aware of new developments, opportunities and to share good practice.



4. Future Trends

4.5 Threats

❖ **Landfill Tax:**

The biggest immediate threat to FET has always been the abolition of the Landfill Tax Credit Scheme which is currently undergoing a period of major review. As a result, diversification of the funding base is a priority. Pressure from the Government to increase the funding of waste minimisation projects from Landfill Tax has forced FET to review its portfolio of projects which to date have had an emphasis on environmental improvement. Again, the answer lies in the diversification of the funding base.

❖ **Third party involvement:**

The partnership arrangement with EB Scotland does increase the complexity of the application and funding process in relation to the Landfill Tax element. It is important that this process is streamlined as far as possible to reduce the impact on applicants and avoid delays.





5.1

The partnership working which sustains FET has helped in the identification of local priorities for funding and selection of projects. These priorities influence project selection and subsequently dictate the appropriate management systems and therefore directly influence strategy.

FET activities contribute to the local efforts to promote sustainable development as expressed in the community 'Sustainable Falkirk' strategy. The key theme of this strategy is promoting local action contributing to the international effort to promote sustainable development and address global environmental improvement. This strategy encompasses a wide range of environmental, economic and social issues, although there is an emphasis on the environment. Consultation on the strategy has helped to identify local priorities and this, in turn, helps to focus the work of FET.

Whilst this strategy provides a context for the work of FET, the following additional factors significantly influence decisions on funding for projects:

- ❖ The criteria applied by funding partners and funding types, (Landfill Tax being a significant example)
- ❖ Local interest in particular project types
- ❖ Characteristics of the local environment



5. Project (and Trust) Themes

These factors suggest that in the next period of the Business Plan, FET should continue to have a focus on the following issues:

(i) Conservation and enhancement of the natural and built heritage including and improving of public amenities.

There is now a recognised need to tackle areas of poor amenity, some of which have arisen from previous industrial activity or deterioration of the urban and rural environment. This work must also integrate with current efforts to promote biodiversity in the local area.

(ii) Encouraging environmental action in the local community

Experience has shown that community led action on the environment is at a relatively low level. A greater level of activity should be encouraged through funding support, awareness raising, advice and assistance in developing projects.

(iii) Prioritise projects that combine environmental, social and economic objectives and support local action to promote sustainable development.

Whilst most projects funded generally have an environmental emphasis, many have other benefits, for example, in the creation or maintenance of employment, in tackling social exclusion, in supporting housing initiatives, in contributing to community learning or improving health.





6.1

In preparing the Business Plan, FET reviewed progress to date and current trends in agreeing a set of strategic aims to give direction to the future activities of the Trust as follows:

- ❖ **Maintaining and Strengthening the Partnership Approach**
 1. Develop and strengthen a partnership of a wide range of locally active organisations, with a broad base of skills and experience in the environment field.
 2. Pool the resources, contacts and expertise available to the Trust to enhance the availability of funds for local projects.

- ❖ **Raising the Profile of FET in the Local Area**
 3. Contribute to sustainable development in the Falkirk area by working with partners and communities to identify and promote action addressing local priorities.
 4. Build and maintain a high local profile for the Trust, to raise awareness of the availability of funds and of the benefits resulting from projects supported.

- ❖ **Broadening the Funding Base for Projects and Demonstrating Value for Money**
 5. Apply for a wide range of funding opportunities to diversify and expand the funding base of the Trust and maximise funds secured for the area.
 6. Support a portfolio of projects that ensure the best possible value for money for the Trust and local community.



7. Strategic Objectives

7.1 Aim: Maintaining and Strengthening the Partnership Approach

The partnership approach adopted by FET is considered to be one of its strengths. This provides a wide range of skills, resources and experience which can be pooled to facilitate local projects and increase the availability of funds. In this respect, the need to review the structure of FET and seek representation or linkages with other local groups is recognised. A strong partnership is also viewed as a means of ensuring the continued success and viability of FET through future periods of threat and change which may include changes to the source of funds or loss of key personnel etc.

Objective 1:
Review the structure of the FET Board of Directors, to ensure representation of all sections of the Falkirk community and groups with environmental interests.

Objective 2:
Produce and implement a Partnership Development Strategy, aiming to identify and establish links with all groups with a potential interest in working with or seeking support from FET.

7.2 Aim: Raising the Profile of FET in the Local Area

There is an immediate and ongoing need to raise the profile of the Trust within the Falkirk area. This action is required to generate new projects, new applications for funding and support from potential funders. This will entail publicity for FET using various methods, clearly demonstrating efficiency and competence in securing and managing funds and the benefits of partnership with FET. In addition, there is a desire to be recognised as a key player in the field by engaging in the debate on sustainable development, establishing local priorities for action and addressing these through project funding.

Objective 3:
Produce and begin to implement a Publicity Strategy, resulting in an increase in the amount of applications received, an increased geographical spread of projects throughout the Falkirk Council area and an increase in the level of community led applications received.

Objective 4:
Produce guidance for applicants to enable and encourage them to incorporate the principles of sustainable development into all applications. An introductory document explaining the principles, listing local and appropriate sources of materials, advice and potential partners will be available to the public.





7.3 Aim: Broadening the Funding Base for Projects and Demonstrating Value for Money

FET was set up to maximise the opportunities provided by Landfill Tax to fund local projects. There was always an intention to seek funding from other sources to promote a more ambitious range of projects. Modest amounts of non-Landfill Tax funding have been obtained and the scope to increase the value of non-Landfill Tax is recognised and seen as a priority by the Board. Success in this area of activity is certainly linked with FET efforts to demonstrate a track record in funding projects and efficiency in procedures and practices. In addition, there is a will to demonstrate value for money by supporting well constructed projects and using Avondale Environmental Ltd. and other landfill funds to match and lever out funds from other sources, thus enhancing the value of projects.

Objective 5:
Increase the level of funds managed by FET and consequently reduce the proportion of Landfill Tax comprising the fund.

Objective 6:
Develop and strengthen the FET operational and management systems to a level that would demonstrate sufficient levels of capability, efficiency and value for money.



8. Financial Assumptions

8.1 Annual Budget

FET does not operate with a fixed annual budget. The amount of income to the Trust depends on the amount of waste landfilled through the Council Waste Contract and other sources, successful bids to Avondale Environmental Ltd. and Falkirk Council for additional Landfill Tax funds and the success of bids to other funding sources for projects that FET facilitates. The level of expenditure depends on the submission of claims as projects progress. In some cases the funding is passed directly from EB Scotland to the applicant whilst FET manages and monitors the project. For a 3 year history of accounts see Appendix F.

The following budget projections reflect the total funds available for FET projects whether the funds are held by FET or its funding partner, EB Scotland.

Figure 5. Scale of Funds Available – Projection

	2008/09	2009/10	2010/11
Landfill Tax funds available from the arrangement with Avondale Environmental Ltd.	£85,000	£90,000	£90,000
Other Landfill Tax from Avondale Environmental Ltd. (subject to successfully bidding and securing 10% 3rd party funding).	£300,000	£320,000	£340,000
Other Landfill Tax funding (primarily from ORAN)	£40,000	£40,000	£40,000
Non Landfill Tax funds (anticipating % increase p.a.)	£12,000	£15,000	£18,000
Total	£427,000	£465,000	£488,000

Figures based in Increased Landfill tax rate, and Decreased waste volume and weight slow increase in funds.





Landfill Tax Projections

These figures are approximations, based on current levels of land filled tonnages. It is the Government's intention at this time to increase the Landfill Tax at a rate of £8.00 per annum, being 25% more than the previous year. This will radically increase the amount of money available to the Landfill Community Fund, but will be offset by decreasing Landfill Tonnages. This decrease will be caused by improved domestic recycling programmes.

Non Landfill Tax Funds Projection

As detailed in the Strategic Objectives section, FET aims to increase the proportion of other funds. At this stage of the development process, the level of funds secured can only be estimated.

8.3 Trust Administration Costs

The management of the Trust and its projects is carried out at a nominal cost by employees of Falkirk Council as contributions in kind. Whilst the Trust anticipates that it will have to utilise the so far untapped administration fee available to it in order to increase its sustainability, FET is keen to keep administrative costs and general overheads low in order to maintain its competitive edge and optimise the amount of funds for projects.

8.4 Financial Regulation

The use of funds by FET is subject to audit by Entrust, the Landfill Tax regulator, an independent firm of accountants and monitoring by Falkirk Council. FET has performed well in all of these procedures to date.



9. Immediate Action Plan

9.1

The following detail the immediate actions necessary to implement the identified objectives, (reference Section 8), and further identify the accountability and target closure dates:

Objective 1:

Review the structure of the FET Board of Directors, to ensure representation of all sections of the Falkirk community and groups with environmental interests.

Item	Action	Accountability	Timescale
1a	Reassess the role and function of each board member and what each brings to the operation of the Trust.	Board	Short
1b	Approve restructuring of application decision making process.	Board	Short

Objective 2:

Produce and implement a Partnership Development Strategy, aiming to identify and establish links with all groups with a potential interest in working with or seeking support from FET.

Item	Action	Accountability	Timescale
2a	Meet with each of the FET funding partners to explore areas of mutual interest to optimise partnership opportunities.	Development Manager	Medium
2b	Compile a current list of potential community group partners.	Development Manager	Short
2c	Compile a current list of potential environmental organisation partners.	Development Manager	Short
2d	Make contact with all potential partners and provide information about the Trust.	Development Manager	Medium
2e	Organise a follow on event to publicise and answer questions on FET and its processes.	Development Manager	Medium





Objective 3:

Produce and begin to implement a Publicity Strategy, resulting in an increase in the amount of applications received, an increased geographical spread of projects throughout the Falkirk Council area and an increase in the level of community led applications received.

Item	Action	Accountability	Timescale
3a	Local targeting: Produce a leaflet to raise profile of FET and explain how to access funds, for distribution to community groups at access points throughout Falkirk Council area.	Development Manager	Medium
3b	Project profile: commission a set of project site signs to publicise projects funded by FET.	Development Manager	Short
3c	Produce a series of local press releases to mark beginning of publicity strategy.	Development Manager	Medium
3d	Commission an improved web site to provide basic information and contact details for FET.	Development Manager	Short
3e	Compile project photographs and background stories for use on FET web site, annual report etc.	Development Manager	Medium



9. Immediate Action Plan

Objective 4:

Produce guidance for applicants to enable and encourage them to incorporate the principles of sustainable development into all applications. An introductory document explaining the principles, listing local and appropriate sources of materials, advice and potential partners will be available to the public.

Item	Action	Accountability	Timescale
4a	Using existing similar documents, produce improved guidance notes for applicants.	Development Manager	Medium
4b	In preparing new application forms, include a section to guide applicants through appropriate design thought process.	Development Manager	Short



9. Immediate Action Plan



Objective 5:

Increase the level of funds managed by FET and reduce the proportion of Landfill Tax comprising the fund.

Item	Action	Accountability	Timescale
5a	Utilise partner resources and skills to produce a commercial analysis of Falkirk area resulting in list of potential partners, areas of mutual interest & contacts.	Development Manager	Medium
5b	Work with External Funding Officer to produce a list of potential funding partners.	Development Manager	Long
5c	Take up seat on Falkirk Council External Funding Group.	Development Manager	Short
5d	Produce and start to implement commercial development strategy.	Development Manager	Long
5e	Contact all funders that attended Funders' Fair to discuss funding opportunities for the area.	Development Manager	Medium
5f	Commission Annual Report to demonstrate FET's capability and transparency.	Development Manager	Medium
5g	Investigate the use of other levys.	Development Manager	Long



9. Immediate Action Plan

Objective 6:

Develop and strengthen the FET operational and management systems to a level that would demonstrate sufficient levels of capability, efficiency and value for money.

Item	Action	Accountability	Timescale
6a	Design and produce a new set of Community Grants application forms to comply with Landfill Tax regulations.	Development Manager	Short
6b	Design and produce a new series of Main Grants application forms reflecting FET's priorities and interests of Avondale Environmental Ltd. – should be easily adapted to reflect interests of other funding partners.	Development Manager	Short
6c	Produce a fund tracking system to enable accurate tracking of EB Scotland funds for funding decision making purposes.	Development Manager	Medium
6d	Instigate a quarterly reporting system to enable tracking of projects and release of funds.	Development Manager	Medium
6e	Produce and carry out a programme of site visits to monitor project compliance.	Development Manager	Medium

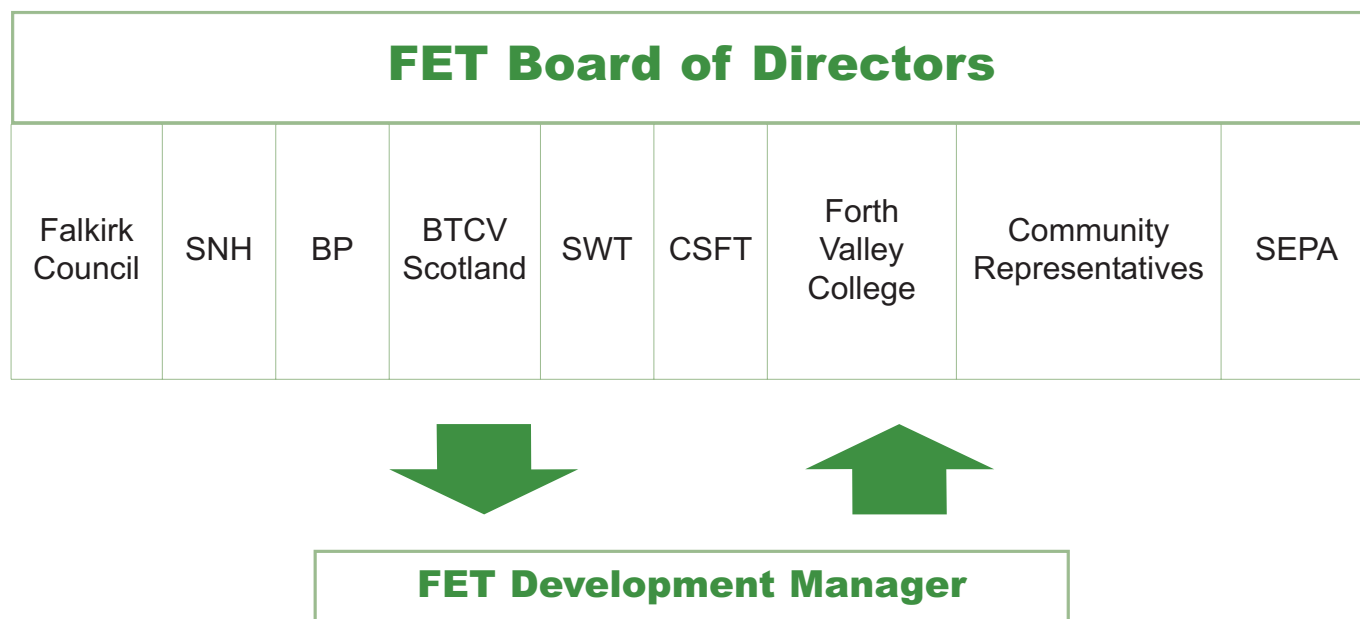




The following table represents the structure of the Board of Directors in January 2009. The profile is under review as an action point of the Business Plan.

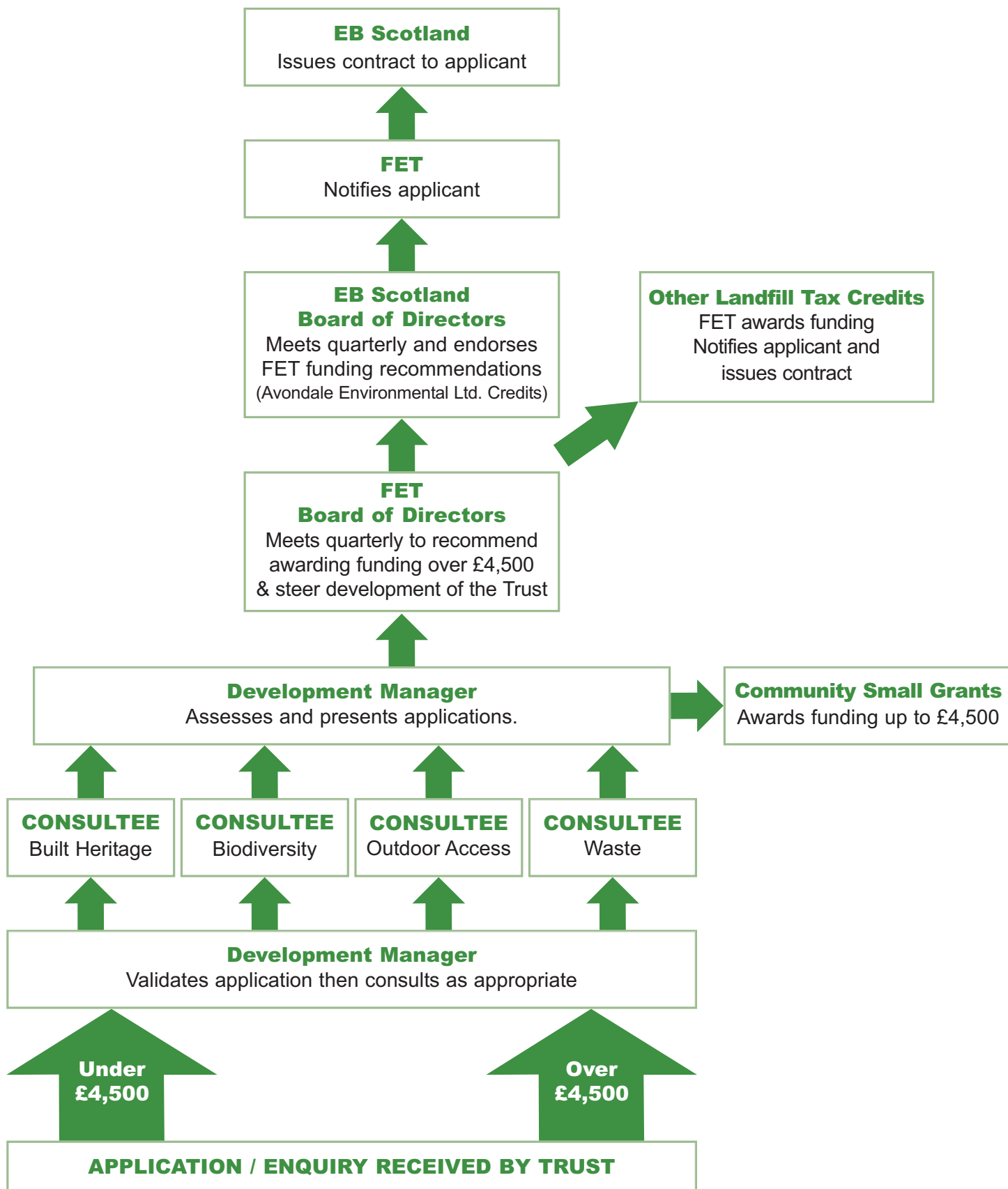
Angus Smith	Scottish Wildlife Trust	Chair, Director
John McLuckie	Falkirk Council	Vice Chair, Director
Graeme Anderson	BTCV Scotland	Director
Andrea Robinson	BP	Director
Vacant	Scottish Environmental Protection Agency	Director
Nicky Whyte	Forth Valley College	Director
Mary Travers	Central Scotland Forest Trust	Director
Vacant	Scottish Natural Heritage	Director
Alan Rodger	Falkirk Council	Director
Peter Buck	Mountain Guide	Company Secretary
Maria Montinaro David Donaldson	Community Representatives	Directors





N.B. Falkirk Council contributions in kind include provision of day to day line management and office accommodation.





Appendix D : List of Projects Funded (1999-2008)

Main Grants Scheme Awards

Ref.	Project Name	Applying Body	FET Award
FET MG1	Green Diary 1999	Central Action	£18,130
FET MG2	Lochlands Community Woods	CSCT/CSFT	£27,440
FET MG3	Slamannan Village Improvement	CSCT/CSFT	£11,760
FET MG4	Carriden Wood	BTCV	£23,520
FET MG5	Community Awards Scheme	FET Partnership	£40,000
FET MG6	LBAP Phase 1	FBAP Partnership	£20,000
FET MG7	Jupiter Gardens Development	SWT	£9,702
FET MG8	Bo'mains Meadow	SWT	£7,463
FET MG9	Roughcastle Access Improvement	Paths For All	£9,800
FET MG10	River Carron Paths	CSCT/CSFT	£10,780
FET MG11	Limerigg Community Footpath	Limerigg Community Association	£4,900
FET MG12	Avon Valley Landwise	FWAG	£8,000
FET MG13	Ecosavers 1	ACE	£4,900
FET MG14	Carron LFS 1	CSCT/CSFT	£12,233
FET MG15	West Quarter Glen Woodland	CSCT/CSFT	£23,387
FET MG16	Hallglen Comm Woods	CSCT/CSFT	£13,364
FET MG17	RIAS Guide	RIAS	£10,850
FET MG18	Blackness Paths	Sustrans	£29,400
FET MG19	Access to Past		£14,000
FET MG20	Whitegoods I	GEL	£30,480
FET MG21	Bo'ness Railway	Boness Rail Society	£11,816
FET MG22	Wildlife Heritage Falkirk	SWT	£19,527
FET MG23	Carron Forest Park Development	Dawson Community Council	£34,000
FET MG24	Avonbridge Village Improvements		£ -
FET MG25	West Carmuir Community Project		£15,000
FET MG26	Falkirk Green Diary	Central Action	£17,000
FET MG27	Denny Path Network	CSCT/CSFT	£15,000
FET MG28	Callendar Woods Path Network	Callendar comm wood group	£23,000



Main Grants Scheme Awards



Ref.	Project Name	Applying Body	FET Award
FET MG29	Wildlife Heritage Falkirk 2	SWT	£1,700
FET MG30	Falkirk Green Diary	Central Action	£18,000
FET MG31	Whitegoods II	GEL	£30,000
FET MG32	Community Development Prof	Action Recycle	£16,972
FET MG33	Outdoor Diary	Central Action	£1,000
FET MG34	Green Scene Waste Event	MESEEF	£2,000
FET MG35	Falkirk LBAP Phase 2 & 3	FBAP Partnership	£14,962
FET MG36	Dymocks Building	Consortium Bid	£50,000
FET MG37	Green Diary 2002	Central Action	£22,375
FET MG38	City of Light	Consortium Bid	£6,520
FET MG39	ICT Computer Recycling	GEL	£50,000
FET MG40	FET Development 1	FET Partnership	£24,000
FET MG41	Falkirk Wood Recycling	Falkirk Wood	£17,858
FET MG42	Millenium Hedge	Soroptimists	£8,931
FET MG43	Green Scene 2003	MESEEF	£2,000
FET MG44	Falkirk Eco Savers	ACE	£1,265
FET MG45	Animal Bedding Feasibility	Action Recycle	£4,900
FET MG46	Carron LFS 2	CSFT	£9,847
FET MG47	Firdale Wood	CSCT/CSFT	£3,941
FET MG48	Community Development Officer	BTCV Scotland	£ -
FET MG49	Schools Recycling Officer	BTCV Scotland	£ -
FET MG50	White Goods 3	GEL	£15,000
FET MG51	Action Recycle Fund Gap	Action Recycle	£28,953
FET MG52	3B's Skate Park	3B's	£25,000
FET MG53	Going Forth 1	Central Action	£17,985
FET MG54	FET Development Phase 2	FET Partnership	£27,000
FET MG54a	FET Development Phase 3	FET Partnership	£30,692
FET MG55	Torwood Land Purchase	Torwood Community Wood Group	£5,000
FET MG56	Banknock Youth Initiative - Grant Withdrawn	Banknock Youth Initiative	£ -
FET MG57	Standrigg Community Woodland	CSCT/CSFT	£12,000



Appendix D : List of Projects Funded (1999-2008)

Main Grants Scheme Awards

Ref.	Project Name	Applying Body	FET Award
FET MG58	Canal Hedge Development	Waterways Trust	£7,050
FET MG59	Going Forth Phase 3	Central Action	£13,622
FET MG60	Falkirk Gateway	Gateway Consortium	£15,000
FET MG61	Falkirk Wood Phase 2 Development	Falkirk Wood	£22,962
FET MG62	Limerigg Community Footpath	Limerigg Community Association	£14,863
FET MG63	Boness Railway Verge Woodland Conservation	Boness Rail Society	
FET MG64	Sensory Centre Gardens	Forth Valley Sensory Centre	£20,000
FET MG65	Letham Airth	CSFT	£15,000
FET MG66	Dawson Community Campus	Dawson Area Regeneration Association	£27,000
FET MG67	Lowands Litter Challenge 05	British Waterways	£4,355
FET MG68	River Avon Heritage Trail	CSFT	£20,000
FET MG69	Falkirk Golf Club Project	CSFT/ Falk Golf Club	£18,000
FET MG70	Vol Biological Recording	Brisc	£4,066
FET MG71	Powfoulis Woods	CSFT	£15,000
FET MG72	Mining Memorial	Bones Community Council	£17,300
FET MG73	Blackness Environmental Enhancements	Play Park Association	£20,248
FET MG74	Drumbowie Land Maintenance	Deag	£4,518
FET MG75	Bellsdyke Community Access/Woods	CSFT	£15,000
FET MG76	Action Recycle SRO	BTCV Scotland	£45,000
FET MG77	Abbotshaugh Community Woods	Abbots Haugh Community Group	£7,500
FET MG78	Animal Bedding Project	BTCV Scotland	£ -
FET MG79	Shieldhill Paths	Shieldhill Enviro Group	£12,000
FET MG80	Carron Dawson Link	CSFT	£18,000
FET MG81	Avonbridge Village Improvements	CSFT	£10,000
FET MG82	Carron Glen Access/Bridge	SWT	£20,000
FET MG83	Roughcastle Woodlands & Access	CSFT	£22,000
FET MG84	Victoria Park Urban Regeneration	CSFT	£15,000



Main Grants Scheme Awards



Ref.	Project Name	Applying Body	FET Award
FET MG85	Hippodrome Renovation	Historic Buildings Conservation Trust	£50,000
FET MG86	Limerigg Biodiversity Park	Limerigg Community Association	£29,350
FET MG87	Bonnywood Community Woodland	CSFT	£15,373
FET MG88	Bo'ness Drystane Walling Phase 2	BTCV Scotland	£9,800
FET MG89	Falkirk Community Conservation Activities	BTCV + FET	£6,750
FET MG90	Jupiter Wildlife Reserve - Restoration Project	BTCV Scotland	£76,385
FET MG91	Shieldhill Paths Phase 2 - Application Withdrawn	Shieldhill Community Council	£ -
FET MG92	Braes Paths Project	FARAG	£18,496
FET MG93	Bo'ness Foreshore Woodland Project		£22,386
FET MG94	Melonsplace Farm - Application Withdrawn	CSFT	£ -
FET MG95	River Avon Restoration	Slamannan Angling Association	£12,000
FET MG96	Airth Paths	Airth Parish Community Council	£7,692
FET MG97	Mill Lade Phase 1	CSFT	£15,000
FET MG98	Belmont Avenue Greenspace Phase 1	CSFT	£8,000
FET MG99	Broomage Greenspace	CSFT	£29,588
FET MG100	Roughcastle Community Forest	FARAG	£34,560
FET MG101	Cleuch Community Woodland Project	Lionthorn Community Woodland Group	£16,000
FET MG102	Chacefield Community Woodland Project	FARAG	£41,168
FET MG103	Callendar House Walled Garden	FEL DIB	£40,221
FET MG104	River Avon Restoration Phase 2	Slamannan Angling Association	£31,847
FET MG105	Gairdoch Park Initiative	Gairdoch Initiative	£43,680
FET MG106	Muiravonside Conservation Activities	BTCV Scotland	£12,000
FET MG107	Bo'ness Old Kirk Stained Glass Restorations	Old Kirk Congregation	£11,000



Appendix D : List of Projects Funded (1999-2008)

Main Grants Scheme Awards

Ref.	Project Name	Applying Body	FET Award
FET MG108	Hallglen Haven Project	CSFT	£50,000
FET MG109	River Avon Heritage Trail Phase 2	CSFT	
FET MG110	Drum Wood Access Project	FARAG	£35,000
FET MG111	Belsrig Woodland Project	Shieldhill and California	£35,000
FET MG112	Kinneil Woodland Pathing Project	CSFT	£21,012
FET MG113	Jupiter Wildlife Park Upgrade	SWT	£16,121
FET MG114	California Right of Way Project	SWT	£8,821
FET MG115	Topps Wood Project	CSFT	£42,198
Total FET Main Grant Scheme Awards			£2,064,856



Appendix D : List of Projects Funded (1999-2008)

Community Grants Scheme Awards



Ref.	Project Name	Applying Body	FET Award
SG 001	Litter Pick Small Grant	Polmont Community Council	£250.00
SG 002	Access to the past for future generations	Access Assessment Group	£250.30
SG 003	Small Grants Scheme	Falkirk Local History Society	£1,100.00
SG 004	Drumbowie Wildlife Park	Drumbowie Environmental Action	£2,000.00
SG 005	Gruff Kids Project	Millenium Gang	£400.00
SG 006	Productive Garden Scheme	The Hit Squad	£500.00
SG 007	Safer Langlees Project	SLAB	£2,000.00
SG 008	Tomb Restoration	Forth Natural Historian	£980.00
SG 009	Ponds and Park Project	Limerigg Village Association	£2,000.00
SG 010	Grizzly Challenge	Without Fear Trust	£2,000.00
SG 011	Greenscene 2000	MSEEF	£2,000.00
SG 012	Eco Schools Project	Victoria Primary School	£250.00
SG 013	Candiewoods Operators	BTCV	£722.50
SG 014	Langlees Woods	The Hit Squad	£1,200.00
SG 015	Bat Box Project	Central Scotland Bat Group	£212.89
SG 016	BHL Millenium Project - SGS	Bankier Primary School	£1,000.00
SG 017	Wellsfield Farm - SGS	BTCV	£2,062.50
SG 018	Greenscene 2001 - SGS	MSEEF	£2,000.00
SG 019	Publication - SGS	Forth Naturalist & Hist	£980.00
SG 020	Outdoor Diary 2001	MSEEF	£1,000.00
SG 021	Caledonia Clubhouse	Caledonia Clubhouse	£2,000.00
SG 022	Polmont Litter Day 02	Polmont Community Council	£404.94
SG 023	Small Grant - Bat Project	Central Scotland Bat Group	£780.00
SG 024	Pond Project	Drumbowie Action Group	£788.00
SG 025	Fish Fry Monitoring	Forth Fish Foundation	£2,000.00
SG 026	Outdoor Diary 2003	MSEEF	£1,000.00
SG 027	Habitat Improvements	Comely Bank Group	£1,795.00
SG 028	Nappy Project	Tamfourhill Womens Group	£2,000.00



Appendix D : List of Projects Funded (1999-2008)

Community Grants Scheme Awards

Ref.	Project Name	Applying Body	FET Award
SG 029	Seed Gathering Projects	Callender Woods Group	£853.00
SG 030	Land Valuation Costs	Torwood Community Group	£881.25
SG 031	Polmont Litter Day 2003	Polmont Community Council	£400.00
SG 032	Equipment via Lochside Fishing Tackle	Scottish Badger Group	£687.00
SG 033	Equipment Costs	Scottish Badger Group	£160.00
SG 034	Equipment Costs	Central Scotland Bat Group	£93.49
SG 035	First Aid Kit	Scottish Badger Group	£40.24
SG 036	Equipment Costs	Central Scotland Bat Group	£500.00
SG 037	Equipment Costs	Central Scotland Bat Group	£300.00
SG 038	Apple Day (A46)	Forth Valley Food Links	£300.00
SG 039	Survey Costs	Kinneil Pond	£1,742.00
SG 040	Denny Flats (A49)	Denny Support Group	£1,000.00
SG 041	Polmont Litter Day	Polmont Community Council	£400.00
SG 042	Water Vole Survey	LBAP	£2,000.00
SG 043	Electronics Equipment	Mil Bat Group	£212.89
SG 044	Community Garden	CTDU	£1,539.25
SG 045	Lowlands Litter Challenge	Waterways Trust	£2,000.00
SG 046	Apple Day	Forth Valley Food Links	£311.25
SG 047	Langlees Outdoor Classroom	Langlees Primary School	£2,000.00
SG 048	Denny Garden	Denny Community Flat	£1,000.00
SG 049	Carronvale House	Boys Brigade	£660.00
SG 050	Kinneil Pond Survey	Bo'ness Community Council	£1,742.00
SG 051	Polmont Litter Pick	Polmont Community Council	£400.00
SG 052	Wildlife & Sensory Garden	CTDU	£1,539.00
SG 053	Lowland Litter Challenge	Waterways	£2,000.00
SG 054	Bird Boxes	LBAP	£0.00
SG 055	Limerigg Community Garden	Limerigg Community Association	£1,680.00
SG 056	Bird Hide Leaflets	SWT	£599.00



Appendix D : List of Projects Funded (1999-2008)

Community Grants Scheme Awards



Ref.	Project Name	Applying Body	FET Award
SG 057	Langlees Nursery Garden	Langlees Nursery	£2,000.00
SG 059	Hedgerow Restoration	Callander Woods Group	£2,000.00
SG 060	BatML HUP	BatML	£690.08
SG 061	Creepy Crawly Conservation	FABP (LBAP)	£1,400.00
SG 062	Local Food Directory	Forth Valley Food Links	£3,000.00
SG 063	Greater Crested Newt Survey	FABP (LBAP)	£2,000.00
SG 064	Forth Valley College recyc programme	Forth Valley College	£2,210.17
SG 065	River Avon Electro Fish Survey	Avon Anglers	£1,000.00
SG 065	Blackness Environment Enhancements	Blackness Playpark Association	£3,000.00
SG 066	Powfoulis Woodland	CSFT	£3,000.00
SG 067	Lionthorn Access Volunteering	Lionthorn Community Woods Group	£2,870.00
SG 069	Bo'ness Railway/Verge & Access	BTCV Scotland	£2,800.00
SG 070	Bo'ness Railway/Drystane Walls	BTCV Scotland	£1,109.00
SG 071	SWT Paisley Show	SWT	£150.00
SG 072	Lionthorn Wildlife Ponds	Lionthorn Community Group	£3,000.00
SG 073	Limerigg Community Garden Phase 2	Limerigg Community Association	£3,000.00
SG 074	Braveheart Walking Packs	Braveheart	£3,000.00
SG 075	Dawson Additional Path Link	Dara	£3,000.00
SG 076	Environmental Box Scheme	First for Kids	£2,500.00
SG 077	Dawson Carron Path Link	Dara	£3,000.00
SG 078	Eat The Street	Forth Valley Food Links	£2,997.00
SG 079	Deanburn Schoolyard Biodiversity	Deanburn Primary School PTA	£1,500.00
SG 080	Kinneil Schoolyard Biodiversity	Kinneil Primary School PTA	£3,000.00
SG 081	Hallglen Underpass Project	Hallglen Environment & Youth Group	£2,000.00
SG0 82	Slamannan Consultaition	Slamannan Env Group	£3,000.00
SG Ext	Langlees Carbon Offset Project	Langlees Primary School PTA	£300.00
SG 083	Wildlife around the Forth	Forth Estuary Forum	£800.00
SG 084	Windowbox Biodiversity	Kersiebanks Residents Association	£235.00



Appendix D : List of Projects Funded (1999-2008)

Community Grants Scheme Awards

Ref.	Project Name	Applying Body	FET Award
SG 084a	Biodiversity Survey for River Avon Restoration	Slamannan Anglers Association	£1,245.00
SG 085	Lionthorn Group Sustainability	Lionthorn Woods Association	£950.00
SG 086	Badger Recording, Monitoring and Awareness Raising	Central Scotland Badger Group	£1,353.35
SG 087	Jupiter Paths and Signs	Scottish Wildlife Trust	£2,951.05
SG 088	Forth Valley College Recycling Programme II	Forth Valley College	£2,500.00
SG 089	Binniehill Path Links	FARAG	£2,467.50
SG 090	Advanced ID Workshops	Brisc	£2,020.00
SG 091	Equipment for Biodiversity	Slamannan Anglers	£300.00
SG 092	Biodiversity Tree Planting	West Lothian Golf Club	£2,933.45
SG 093	Kinneil Youth Environment Programme	Friends of Kinneil	£2,550.00
SG 094	Callendar House Walled Garden Design	Forth Environment Link	£2,975.00
SG 095	Drumbowie Wildlife Hedge	Drumbowie Environment Action Group	£2,700.00
SG 096	Dunipace Startup & Litterpick	Carronvale Tenants & Residents Association	£3,000.00
SG 097	Advanced ID Workshops	Brisc	£2,020.00
SG 098	Forth Valley Food Links	Find it Eat it	£1,883.00
SG 099	Wildflower Planting	BTCV Scotland	£2,075.00
SG 100	Grass Roots Greenhill - Withdrawn	Greenhill Community Resource Centre	£0.00
SG 101	Drumbowie Open Day	Drumbowie Environment Action Group	£200.00
SG 102	Public Biodiversity Garden	British Red Cross, Falkirk	£3,770.00
SG 103	Grave Secret	Pended	
SG 104	Alarmbells for Bluebells	CSFT	£3,000.00
SG 105	Bowhouse Bairns Playpark Project	Kersiebanks Residents Association	£4,449.22
SG 106	Jupiter Wildflower Mural Project	Scottish Wildlife Trust	£305.23
SG 107	Riverfly Survey Workshops	Slamannan Anglers	£900.00
SG 108	Expanded New Leaf News	Community Green Initiative	£1,000.00
SG 109	Bo'ness Scouts Demonstration Area	Bo'ness third Scout troop	£750.00
			£165,575.55





Alloa Community Enterprises
Avondale Environmental Ltd.
Bankier Primary School
BP Grangemouth
BTCV Scotland
Caledonia Clubhouse
Central Scotland Countryside Trust
Community Service Volunteers Media
Drumbowie Environmental Action
EB Scotland
Falkirk Biodiversity Partnership
Falkirk College of Further & Higher Education
Falkirk Council
Falkirk Local Historical Society
Falkirk Voluntary Action Resource Centre
Farming and Wildlife Advisory Group
Forth Naturalist & Historian
Grangemouth Enterprises Limited
Limerigg Village Association
Mid Scotland Environmental Education Forum
Millennium Gang
National Trust for Scotland
Paths for All Partnership
Polmont Community Council
Royal Incorporation of Architectural in Scotland
Scottish Enterprise Forth Valley
Scottish Environmental Protection Agency
Scottish Natural Heritage
Scottish Wildlife Trust
Sustrans
The Hit Squad
Victoria Primary School
Without Fear Trust



2007/08 Income & Expenditure Summary

Income

Funding Type		Amount
Landfill Tax Credits		£375,426
Non Landfill Tax		£62,472
Interest		£9,389
Total		£447,287

Expenditure

1. FET Main Grants Programme

Landfill Tax Credits	Entrust payments	£0
Landfill Tax Credits	Administration	£2,205
Landfill Tax Credits	Project Expenditure	£168,140
Sum		£170,345

2. Small Grants Programme

Non Landfill Tax	Administration	£2,559
Non Landfill Tax	Project Expenditure	£16,807
Sum		£19,466

3. FET Other Projects

Non Landfill Tax	None	£115,153
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Total FET Expenditure		£304,964
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2006/07 Income & Expenditure Summary

Income

Funding Type	Amount
Landfill Tax Credits	£386,642
Non Landfill Tax	£52,781
Interest	£7,571
Total	£446,944

Expenditure

1. FET Main Grants Programme

Landfill Tax Credits	Entrust payments	£730
Landfill Tax Credits	Administration	£2,362
Landfill Tax Credits	Project Expenditure	£178,121
Sum		£181,213

2. Small Grants Programme

Non Landfill Tax	Administration	£1,808
Non Landfill Tax	Project Expenditure	£24,528
Sum		£26,336

3. FET Other Projects

Non Landfill Tax	None	£61,007
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Total FET Expenditure		£268,556
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2005/06 Income & Expenditure Summary

Income

Funding Type		Amount
Landfill Tax Credits		£35,299
Non Landfill Tax		£143,039
Interest		£6,259
Total		£184,597

Expenditure

1. FET Main Grants Programme

Landfill Tax Credits	Entrust payments	£700
Landfill Tax Credits	Administration	£4,890
Landfill Tax Credits	Project Expenditure	£0
Sum		£5,590

2. Small Grants Programme

Non Landfill Tax	Administration	£20.00
Non Landfill Tax	Project Expenditure	£13,188.56
Sum		£13,208.56

3. FET Other Projects

Non Landfill Tax	None	£141,967
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Total FET Expenditure		£160,765
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Potential Risk	Risk Rating: 1 low, 10 high	Implication	Preventative Measures
1. Changes to/abolition of LFT Credit Scheme.	5	<ul style="list-style-type: none"> ❖ Further restrictions imposed on types of project that Landfill Tax funds can support, limiting FET's portfolio. ❖ Transitional mechanisms required for phasing out of unsuitable projects. 	<ul style="list-style-type: none"> ❖ Incorporate the ability to cope with change into the Business Plan. ❖ Prioritise the diversification of FET's funding base.
2. Failure to diversify funding base.	5	<ul style="list-style-type: none"> ❖ Trust continues to depend heavily on one type of funding - Landfill Tax – leaving it at risk to changes in legislation. ❖ Can only continue to support projects fitting with Landfill Tax Regulations which only support a section of FET's sustainable development agenda. 	<ul style="list-style-type: none"> ❖ Increase amount of Non Landfill Tax funds available to FET. ❖ Produce a Diversification Strategy.
3. EB Scotland exercises right of veto on project seen as risk to Avondale Environmental Ltd.	1	<ul style="list-style-type: none"> ❖ Potentially good projects in the area fail through lack of support. ❖ FET loses credibility in eyes of applicant groups. 	<ul style="list-style-type: none"> ❖ Flag any potentially contentious projects up to EB Scotland at an early date to enable negotiations to take place at the design stage.



Appendix G : Risk Assessment

Potential Risk	Risk Rating: 1 low, 10 high	Implication	Preventative Measures
4. Trust fails to raise its profile amongst potential applicants.	2	❖ Limited number and variety of applications received, limiting FET's portfolio and reducing its ability to attract funding partners.	❖ Publicity strategy planned, targeting larger organisations and smaller community groups throughout the Falkirk area, using a variety of media.
	3	❖ Potentially good projects in the area fail through lack of support.	❖ Benchmarking exercise to compare application rates and publicity strategy with similar trusts across the country.
5. Projects supported by FET fail to achieve their targets.	3	<ul style="list-style-type: none"> ❖ Avondale Environmental Ltd. could face threat of 'clawback' of funds by Customs & Excise for projects funded up front. ❖ Damage to FET's reputation for supporting good quality projects throughout Falkirk area, impacting on relationships with funding partners. 	<ul style="list-style-type: none"> ❖ Projects funded by Landfill Tax now only funded in retrospect on production of receipts/invoices. ❖ Quarterly reporting mechanism introduced. ❖ Development Manager discusses all projects with applicants in advance to help with 'troubleshooting'. ❖ List of quantifiable outputs linked to schedule agreed prior to start of project. ❖ FET continues to work with applicants to optimise outputs, helping them to manage change where necessary.





Potential Risk	Risk Rating: 1 low, 10 high	Implication	Preventative Measures
<p>6. Swamping of FET by applications for funding.</p>	<p>4</p>	<ul style="list-style-type: none"> ❖ Board meetings totally given over to assessing funding applications, losing role in developing the Trust. 	<ul style="list-style-type: none"> ❖ FET Board has agreed on the nature of projects that it can support and has identified funding priorities. ❖ Guidance notes have been produced for both grant schemes. ❖ Potential applicants are strongly encouraged to discuss ideas with the Development Manager prior to completing an application form.
<p>7. Timing of FET or EB Scotland meeting impacts on length of time for decision making process.</p>	<p>4</p>	<ul style="list-style-type: none"> ❖ Shorter time scale or more time-bound projects have to withdraw application. ❖ Projects fail to start or start prior to contract being signed, jeopardising the release of funds by EB Scotland. ❖ FET's reputation for efficiency is damaged. ❖ Reduction in applications in future. 	<ul style="list-style-type: none"> ❖ Schedule FET meetings to take place close to those of EB Scotland wherever possible. ❖ Improve FET's administration system for preparation for meetings, resulting in no postponements. ❖ Continue to optimise funds for Community Grants fast track scheme.



Appendix G : Risk Assessment

Potential Risk	Risk Rating: 1 low, 10 high	Implication	Preventative Measures
8. Operating systems are excessively bureaucratic.	3	<ul style="list-style-type: none"> ❖ As above. ❖ Applications only received from groups with professional fundraisers. 	<ul style="list-style-type: none"> ❖ Design new system using best practice from study of those of similar trusts. ❖ Trial the new systems for 6 months, encouraging feedback. ❖ Steamline the Community Grants Scheme, enabling it to serve as a fast track mechanism..
9. FET fails to meet the standards set by Entrust and external auditors.	1	<ul style="list-style-type: none"> ❖ Entrust enrolment status is compulsorily revoked & FET is excluded form the Credit Scheme. ❖ Funders withdraw financial support & contributions in kind. 	<ul style="list-style-type: none"> ❖ Operational systems revised and strengthened to cope with increased levels of demand. ❖ Entrust invited to review new operational systems. ❖ Financial reports compiled by Falkirk Council Financial Services on a quarterly basis and by external auditors on an annual basis. ❖ Financial reports submitted to Entrust on a 6 monthly basis & files examined at annual Entrust audit visit.auditors on an annual basis.







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