

BIG Lottery Fund and Bright Green Business

Environmental Placement Programme

*Year One Report 2015/16*

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# Introduction

In 2012 Bright Green Business was invited to tender for the delivery of a Pilot Environmental Placement Programme (EPP) into BIG Lottery Fund supported organisations. Following the allocation of the tender the EPP programme pilot was delivered into 9 organisations between June 2012 and June 2013.

In April 2015, following on from the findings of the Pilot, the BIG lottery Fund commissioned Bright Green Business to roll out the programme to 30 BIG Lottery Fund supported organisations over a three year period.

This report will discuss the aims of the programme, explain the support and delivery processes, outline the successes and areas for learning that have been identified and put forward a proposal for how the findings will be acted upon in Year two to ensure a successful programme to more BIG Lottery Fund supported organisations in the future.

# Partnership

BIG Lottery Fund Mission: We are committed to bringing real improvements to communities and the lives of people most in need.

Bright Green Business Mission: To provide a wide range of services to Scottish businesses to support them recruit skilled students and graduates, implement improved environmental practices and extend their business networks.

## Aims of the Partnership

Investing in Communities is the main grant funding portfolio for BIG in Scotland. During the development of this funding portfolio an approach was developed which mainstreamed consideration of environment, along with equalities and empowerment. The Environmental Placement Programme aims to help grant holders throughout Scotland increase their environmental awareness, change their behaviour and improve their environmental sustainability with an event at the end of each year to share learning.

BIG Lottery Fund wanted to ensure that through the Environmental Placement Programme, projects have:

1. A positive impact on the project’s environmental performance
2. A positive impact on the project’s economic performance
3. Increased awareness of the project’s environmental impact
4. Offered students the chance to gain relevant work experience and skills.

Ultimately the Environmental Placement Programme aim is to provide the BIG Lottery Fund with good practice examples to share with other projects and learning from the programme is disseminated. This report will outline how this has been done achieved in Year One and will give examples of how best practice and how this can be developed and applied to other organisations in Year Two.

# Environmental Placement Programme Year One

Year 1 of the BIG Lottery Fund Environmental Placement Programme has run between April 2015 and March 2016. There have been 9 BIG Lottery Fund supported organisations that have taken part each having a student placed with them for 10 weeks (and in one case for 20 weeks part time).

Year 1 involved Companies across Scotland from Glasgow to the Isle of Lewis who were invited by BIG Lottery Fund to suggest a project with identifiable environmental objectives and funding was confirmed for the following projects:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Company Name** | **Location** | **Student Name** | **Start Date** | **Duration** |
| Point and Sandwick Trust | Isle of Lewis | Galin Zhivkov | 14 August | 10 weeks |
| Furniture Plus | Kirkcaldy | Kerr Adams | 4 August | 10 weeks |
| WSREC | Glasgow | Bo Hickey | 12 August | 20 weeks |
| Angus CAB | Angus | Kieran Ronnie | 7 September | 10 weeks |
| Spruce Carpets | Glasgow | Michael McGuire | 7 September | 10 weeks |
| Motherwell CAB | Motherwell | Maria Avgerinou | 9 November | 10 weeks |
| Cassiltoun HA | Glasgow | Maria Synodi | 11 January | 10 weeks |
| Burnfoot Community Futures | Burnfoot | Ruxandra Cazan | 13 January | 10 weeks |
| Move On | Glasgow | Chidie Igwebuike | 25 April | 10 weeks |

# Overview of Process

Bright Green Business provides BIG Lottery Fund supported organisations with focused, low cost practical environmental support, whilst providing students with paid work experience in a commercial environment.

The Bright Green Business (BGB) Team works with the host business to develop a project description which is then advanced into a job advertisement. Once advertised, applications are received. The BGB team sift through applications and begin shortlisting candidates. The shortlisted candidates are given preliminary questions and their applications are then sent to the host businesses to consider. Bright Green Business then arranges interviews for the shortlisted candidates agreed by the host business. Once the successful candidate has been offered the position, Bright Green Business contract with the host organisation and the student/graduate and arrange all payroll.

The successful student/graduate is assigned a mentor during the process and is supplied with an induction pack to help guide them through their placement. Their Bright Green Business mentor helps to make sure all objectives are met and that there are no issues or concerns during the project. Although a mentor was assigned to all students/graduates, each candidate required a different level of support.

Once a placement is complete, each student/graduate is asked to complete a report and case study to measure the progress and outcomes of the project. In some instances, it has been difficult to obtain participant deliverables during Year 1. This has been largely as a result of staffing changes within Bright Green Business. Key staff linked to the Big Lottery Funded Project left and limited follow up of client deliverables happened until the new BGB Team was in place. By this time many of the candidates had already completed their placement. The new BGB Team worked hard to get these deliverables and case studies retrospectively and managed to get seven out of the eight placement deliverables returned. Whilst the students and host organisations submitted a report it was not always to the standard that we would have liked, as a result it was sometimes difficult to tease out the wider benefits to beneficiaries. Details on how we plan to capitalise on the learning from the deliverables and case studies is detailed in our Continuous Improvement Plan.

During the projects an Environmental Advisor was on hand from Bright Green Business to make sure all objectives were met and that there were no issues with the delivery of the projects. At the start of Year 1 there were varying levels of uptake regarding this support depending on the skill set of the placed student and what the requirements / focus of their placements were. In our Continuous Improvement Plan we have detailed how we plan to increase our promotion of this service to the supported organisations.

Following completion of the placements each student was asked to complete an End of Project Evaluation with their host company. The information gathered should have enabled us to produce some excellent Case Studies for promoting the achievements of the host companies to future BIG Lottery supported organisations. Again, this is an area where the BGB Team have had varying degrees of success. The issues of staff changes will be explored further in this report as part of our Continuous Improvement Plan. The new BGB team met with the BIG Lottery to ensure Case Studies were produced to the required deadline and standard and this enabled a successful Blog Week to take place in April 2016 to gather interest for the Year 2 Programme from BIG Lottery supported organisations.

# Outcomes

The outcomes of the projects have been largely positive. All organisations who took part identified benefits of being involved in the Programme. Each business was left with improved environmental awareness, increased engagement of staff on environmental issues and many stated that their service users were also heavily involved in the projects.

As of March 2016, all placements offered were filled and successfully completed, with the exception of Move On. This organisation required more time to develop the project requirements. This in fact is a great example of the flexibility that can be afforded to supported organisations. The flexible timescales enabled them to get the project specification correct for their organisation and resulted in a successful start of placement in April 2016. In addition one of our organisations, West of Scotland Equality Council (WSREC) could not have gone ahead if the placement was unable to offer flexibility. A 10 week placement would not have worked for the candidate they wanted – they were both delighted that a more flexible approach could be offered and the placement was spread over 20 weeks part time.

# Engagement

The BIG Lottery Fund Environmental Placement Programme enabled staff and beneficiaries to experience a lasting cultural change as a result of the projects undertaken:

*“It is nice to see all of our staff, placements and volunteers engaging in the changes that Kerr has implemented”* Furniture Plus

*“The behavioural change is a long term process but she (Maria) did initiate it”* Motherwell CAB

“*He (Kieran) has provided our organisation with valuable resources to ensure our environmental sustainability” Angus CAB*.

# Case Studies

Below we have outlined a short case study for seven of the projects.

****

**Company:** Point and Sandwick Trust

**Student:** Galin Zhivkov,

**Project:** The placement carried out took place at Isle of Lewis with the largest community own windfarm Point and Sandwick Trust. The main aims of the project were:

1. The implementation of an Environmental Management System satisfying ISO14001:2002.
2. Assist the community to set clear targets on environmental impacts.

The philosophy was developed when environmental harm impacts the community, this harm will not be only towards the physical health and tangible property of the minority population, but the imperceptible, priceless heritage of the unique culture of the community. Total carbon footprint was identified and current environmental performance - evaluated. The first and second stage of ISO 14001 was implemented, environmental policy and planning stage.

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**Company:** Furniture Plus, Kirkcaldy

**Student:** Kerr Adams

**Project:** The aim of this placement was to improve environmental performance of the business in aspects such as waste management and energy consumption. This included:

1. creating an environmental policy for Furniture Plus
2. Implementing a new system to improve stock control within the company to reduce the amount of stock going to landfill and increase profits.

The main outcomes of the placement were to reduce the amount of waste sent to landfill and also reduce the CO2 emissions from energy use on site. Creating a greater awareness of environmental issues from staff. The placement allowed Furniture Plus to understand what its obligations were in terms of environmental management and the measures the organisation could take to comply and improve environmental performance. Kerr made a huge improvement in how Furniture Plus monitor, record and dispose of waste. Kerr made significant utility bill savings and implemented several new systems of recording tonnages sent to landfill and explored ways to reduce this amount.

****

**Company:** Angus Citizen Advice Bureau, Angus

**Student:** Kieran Ronnie

**Project:** The aim of this placement was to:

1. Develop and implement an Environmental Policy, with a focus on Purchasing, Energy Use and Waste Management.
2. Increase staff awareness and engagement of the environmental aspects of their role.

Kieran performed an Environmental Audit to identify the areas where the organization was performing well, where the gaps and potential improvements/changes could be made, and to determine the areas of focus for the Environmental Policy. He developed an action plan to put my recommendations into place, resulting in a number of outcomes such as established recycle bins and water saving measures. He also established an environmental awareness board which highlighted to staff the environmental impacts of office activities and practices in order to facilitate a positive, greener change in attitude and behaviour.



**Company:** Spruce Carpets

**Student:** Michael McGuire

**Project:** Spruce Carpets is a charitable organisation that specialises in refurbishing and reusing carpets that would otherwise be sent to landfill. The charitable status comes from two different aspects of the business, the first and perhaps most important involves providing flooring solutions at a low price to people without the means to afford it. Secondly, the company takes on volunteers from various sources.The placement involved compiling a comprehensive business case that outlines possible methods to maximise the commercial value of the product by conducting research on some of the following topics:

1. Possible alternative markets for carpet tiles
2. Related industry requirements and standards for these markets
3. The suitability of carpet tiles over carpet or other materials
4. The necessary capital required for possible new processes
5. The potential financial gains and cost-benefit analysis

Michael’s project was designed to be research-oriented which took a scientific approach to the issue of carpet tile re-cycling. Previous studies have not applied detailed analysis of, for example, the chemical composition of tiles and the limitations this places of their future use.

****

**Company:** Motherwell CAB

**Student:** Maria Avgerinou

**Project:** The aim of the project was to:

1. To produce environmental policy
2. Write an energy efficiency and carbon footprint report containing a number of recommendations.
3. Raise the awareness of the environmental issues among the staff.

The behavioural change is a long term process. Some simple measures were introduced to improve waste management, gradually become paperless office and contribute toward achieving energy efficiency. Her report including the key findings was circulated to all the staff and it kick started very useful discussion on our current practices and possible changes that could be introduced. Motherwell CAB will follow up further actions including a new environmental policy being approved and put in place, delivering more training and awareness sessions, more draught proofing measures and insulation put in place. Maria had an invaluable input and made a significant contribution to the operation of the bureau in terms of energy efficiency and reduction of carbon footprint.

****

**Company:** Cassiltoun Housing Association

**Student:** Maria Synodi

**Project:** The aim of the project was to:

1. Carry out training with all staff on how to become more environmentally friendly. She made them aware of how to identify and report any draughts and leaks. She
2. Produce documents and flyers to let staff know the cost of leaving electrical items on stand-by.
3. Encourage staff to join the CHA Green Team to take forward all the environmentally friendly initiatives that she had implemented. She
4. Update recycling system to comply with Waste Regulations.

The biggest business benefit that Maria has brought to the Association is awareness of how to become more environmentally friendly. She has also introduced practices with regards to waste disposal and as a consequence of this, the Association is now meeting Waste (Scotland) Regulations. The work that Maria has been carrying out has been implemented immediately. The work of the Green Team will continue throughout the year and they will monitor the practices that Maria has recommended. Maria settled well into her placement at Cassiltoun. Staff were on board from the start with what recommendations Maria was suggesting.

****

**Company:** Burnfoot Community Futures

**Student:** Ruxandra Cazan

**Project:** The placement had as location the new premises of the Burnfoot Community Futures charity and the goals encompass different activities:

1. Investigating the installation PV solar panels
2. Investigating proposed community garden project
3. Performance of a local survey, and producing information of opportunities of such a project, suggesting different avenues for its start up.
4. Performance of an environmental on building management of inputs and outputs.
5. Performance of a thorough gap analysis highlighted areas that would need to be addressed and respective priorities were set.

Proposals, reports and actions were taken throughout the placement. For the purpose of operating a sustainable enterprise a final report was produced to encompass pertinent data and a system was suggested for future operations, to help track developments and allow for analysis. All in all, it was a bountiful experience, discovering the benefits of professionals from different fields working together, gathering interest from members for environmental issues and highlighting assets available to BCF in the form of a dedicated community wanting to take the Hub and its activities from strength to strength.

# Learning Event

As part of the Year One programme a Sharing Good Practice Event was scheduled for 23rd February 2016 based at the BIG Lottery office in Glasgow. This event was planned to encourage feedback from participating host businesses and students and create a networking opportunity. This event had to be cancelled as no host businesses or students confirmed their attendance despite numerous emails and phone calls by the BGB Team. The reasons for the lack of uptake for this event are due to a variety of factors:

* Change in BGB Team which resulted in a delay in arranging this event, which should have happened while students and host companies were still engaged with the Programme
* No relationship had been built up by Bright Green Business Team with the students or host companies as they had already completed the Programme before the new team was in place
* The BIG Lottery Fund had not made attendance at this event a stipulation of funding during the Notes of Interest stage of application therefore host companies or students did not feel obliged to attend.
* Forward Planning should have been in place so the date of this event was in diaries at the start of the project.

Plans to ensure the Sharing Good Practice Event goes ahead in Year Two is outlined in the Continuous Improvement Plan later in this report.

# Key Successes and Learning

The following areas were outlined as a huge benefit of taking part in the Year 1 Programme:

* Approaches were tailored to the needs of the organisation
* Staff Engagement was quickly increased as a result of the students being in-house
* Students brought new skills and enthusiasm for environmental projects
* Cost savings / Environmental Improvements were identified
* In some cases work done by the students has enhanced the support the organisation can now gives to its service users
* Organisations are more aware of environmental impacts and approaches
* Some companies are preparing for audit of their Environmental Management Systems which should help increase their new business streams

Overall it was agreed that having a student in place through the Big Lottery Fund EPP programme was much more beneficial than taking on a consultant to help. Having the students in the organisation, understanding the needs of the business, enabled the projects to be tailored to the host companies and in turn increase the positive impacts of the project.

Each business that took part has been left with something useful that they can take forward and all staff / volunteers / users have a stronger understanding of environmental issues both in the workplace and at home.

* All students received a Mentor
* All host organisations had access to an Environmental Adviser
* All host organisations and students received a written contract
* All students received an Induction Pack
* All students were paid promptly through our payroll services
* All students were paid the Living Wage.

# Key Performance Indicators

Bright Green Business has three Key Performance Indicators (KPIs) for this Programme and progress against these are as follows:

## *1. The marketing strategy results in a good level of applications from candidates.*

|  |  |
| --- | --- |
| *Project* | *Number of Applicants* |
| Environmental Management Support – Point Sandwick Trust | 33 |
| Environmental Management Support – Furniture Plus | 15 |
| Environmental Awareness & Engagement Officer – Angus CAB | 15 |
| Environment and Energy Officer – Motherwell CAB | 9 |
| Environmental Awareness Officer – Cassiltoun Housing Association | 28 |
| Environment and Sustainability Officer – Burnfoot Community Futures | 15 |
| Environmental Awareness Officer - WSREC | 14 |
| Waste Management Officer - Spruce Carpets | 12 |
| Sustainability Researcher – Move On | 45 |

## 2. Student Retention Rates

All 8 students completed their placement with the host companies in Year 1 and the candidate with Move On started in April 2016. To date we have achieved a 100% retention rate.

## 3. Grant Holder Satisfaction with the Service Provided

*We have gathered testimonials from Host organisations*

***Point Sandwick Trust:***“We were very pleased indeed with the work Galin undertook for us, and my Board have approved his report and will follow the action plan for implementation. Galin was not set an easy task, in a very rural and unfamiliar environment. He undertook his work enthusiastically, with great diligence and dedication and completed the job on time and very much to our satisfaction”.

**Furniture Plus:** Kerr is extremely motivated and very passionate in helping Furniture Plus reduce and save. He puts in 100% effort in all he is tasked with. It is nice to see all of our staff, placements and volunteers engaging in the changes that Kerr has implemented. For examples there are now no bins in the kitchen area or offices and there has been a reduction of waste in these areas alone. Also, staff turn off lights automatically when they leave a room. There has been great improvement in how staff record donations and stock, this has also been implemented by Kerr.

**Angus Citizen Advice Bureau:** “Kieran was like a breath of fresh air. He established himself expeditiously. He undertook a wide variety of tasks with enthusiasm, commitment and professionalism. He has provided our organisation with valuable resources to ensure our environmental sustainability”.

**Motherwell Citizen Advice Bureau:** “Our expectations were exceeded during Maria’s environmental placement. She impressed us with her flexible and innovative approach to introducing energy efficiency measures and reducing carbon footprint in the voluntary sector organisation. Maria came into an unknown environment dealing with unique processes and procedures required by CAB and adapted/learned well and quickly. She was a great asset”.

**Cassiltoun Housing Association**: “Maria has carried out training with all staff on how to become more environmentally friendly. She made them aware of how to identify and report any draughts and leaks. She produced documents and flyers to let staff know the cost of leaving electrical items on stand-by. She encouraged staff to join the CHA Green Team to take forward all the environmentally friendly initiatives that she had implemented. She updated our recycling system and we are now complying with Waste Regulations. The biggest business benefit that Maria has brought to the Association is awareness of how to become more environmentally friendly. She has also introduced practices with regards to waste disposal and as a consequence of this, the Association is now meeting Waste (Scotland) Regulations. The work that Maria has been carrying out has been implemented immediately. The work of the Green Team will continue throughout the year and they will monitor the practices that Maria has recommended. Maria settled well into her placement at Cassiltoun. Staff were on board from the start with what recommendations Maria was suggesting”.

# Continuous Improvement Plan

As per C12.3 going forward the following areas will be considered and developed:

* Organisations should plan well – extra time for induction
* Put a clear plan in place for taking the project forward once the student leaves the placement. BGB team will remind organisations that the Environmental Adviser is on hand to offer support throughout the project..
* Involve Employees and Service users to get the most from the project
* Be clear of the company aims for the project
* Make sure the timing is right for the business
* Ensure the student has a regular, available, point of contact both within the organisation and from the BGB team
* Get all staff involved
* Flexible approach to placement term and duration will continue where needed
* Bright Green Business has allocated clear staff remits and procedures for the management of this contract and this will result in more cost efficient systems. We have also put in place risk management procedures to ensure any staff changes in future do not impact on contract performance.
* Whilst most of the Deliverables and Case Studies from Year 1 were achieved, BGB will put in place clear procedures and timelines to ensure we tease out the clear learning and wider achievements that have been gained from the placements and to wider beneficiaries
* Lots of benefits are seen when the students leave something useful behind and train staff – this will also help with the sustainability of the projects
* Bright Green Business will produce a Sustainability Spreadsheet which will be a more efficient method to measure the impact of the service to the supported organisations.
* A timetable of meeting dates with the BIG Lottery Fund and Bright Green Business has been established for Year Two (C12.6b) **Appendix 3**
* A date has already been set for the Sharing Good Practice Event in Year 2 – 15th November 2016
* The Sharing Good Practice Event will be highlighted as part of the Notes of Interest process to ensure all participants understand it is a key condition of the funding. This will ensure that the learning opportunity is not lost.
* Developing EPP student/graduate networking events to build a stronger community of participants. The events will provide an opportunity for participants to interact informally. Participants will be able to share their experiences and discuss any project challenges. The first event took place on 3rd May 2016 and Chidie Igwebuike from Move On attended. We have two more such events planned for June and September 2016
* The introduction of a Facebook group for participants (created in January 2016) is intended to encourage networking among the students/graduates..
* The hard environmental outcomes of a 10 week project can be difficult to measure. It is suggested that we alter the focus of participant reporting to soft outcomes (e.g. behavioural changes).
* Participants will be invited to take part in the Environmental Placement Programme Annual Awards Ceremony: September 2016 -An annual award ceremony takes place each year to celebrate all environmental placements. Each student/graduate will present their achievements to a panel of judges who will award the winner, ‘Most Enterprising Green Student/Graduate’

# Proposal for going forward

Moving forward, Bright Green Business will continue to provide the following in Year 2:

**The Original Programme**

* Promotion and Marketing to students and graduates
* Selecting Organisations from BIG Lottery Shortlist
* Working with organisations to develop their environmental project specifications
* Advertise the roles
* Shortlist Candidates for each Organisation
* Contract with businesses and students
* Set up and provide student payments
* Visit and report of recommendations by environmental consultant
* Issue Induction Pack
* Mentor and support student placement
* Assessment of Impact
* Hold Learning event
* Production of Case Studies

**Additional benefits and Areas for Improvement**

From the learning gained from Year 1 we can include some additional elements that will ensure further success of the programme. In addition we will work to improve certain key areas. We would suggest the following:

* The Learning Event is highlighted as part of the Notes of Interest process
* Date for Learning Event has been agreed for 2016 (15th November 2016)
* Additional Environmental Consultant support after the project end to ensure all learning and deliverables are clear. BGB is in the process of recruiting for a Sustainability Officer post who will lend support in this goal
* Continue to allow for a flexible approach: more than one student / part time projects etc. as this has worked well for several of our host organisations in Year 1.
* Run mini-events for placements throughout the year so we can gather learning over the term. These have already started – one took place 3rdh May 2016 with two more planned
* Provide support and guidance to students regarding behaviour change and employee engagement so this can be a guaranteed outcome of all projects
* Provide a Charity rate for our Green Ticks Scheme ([www.greenticks.org.uk](http://www.greenticks.org.uk)) for any businesses who take part in the programme and are thinking of getting an accredited Environmental Management System
* Provide a Charity rate membership for any organisations involved with Big Lottery Fund who want to join our Bright Green Business Network – this will provide legislative updates and advice when needed in the future and should help ensure a continued environmental approach
* The BGB Team commits to visit at least 50% of host organisations in Year 2 to establish good working relationship as this will undoubtedly lead to better uptake of our networking and learning events and lead to fuller and more relevant case studies that match our overall project goals

# Summary

Bright Green Business acknowledges that whilst our contractual obligations were achieved in Year 1, we need to embed good practice and act on the findings to ensure Year 2 delivers to the highest standard. The new Bright Green Business team are committed to do this and have established clear procedures and work practices to ensure that Year 2 is a success for all concerned.

We can continue to deliver the Environmental Placement Programme all year round and can place students (full time or part time), graduates (full time) and Masters students (full time or part time) to suit the host organisations.

**For Further information on this report please contact:**

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Business Development Manager

Bright Green Business

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# Appendix 1

## The Team

During the course of 2015/2016, Bright Green Business has established a new team.

Key Personnel Change (clause C2.3)

(a)Elaine Brown joined Bright Green Business as Business Development Manager in October 2015 and will act as Contract Manager

(b) Mathilda Heyman joined in September, Project Co-ordinator and Environmental Support

(c) Lucy Crockert joined in November, Project Co-ordinator

(d) Hazel Scobbie, Accountant



Figure 1 - From left to right: Lucy, Mathilda and Elaine

## Appendix 2 Finance

Management fee in full                               £20,376     (£16,980 + VAT £3396)

7.5 placements @ £3294 each                    £24705       (£20,587.50 + VAT £4,117.50)

**Total                                                               £45,081       (£37,567.50 + VAT £7,513.50)**

Billed to date £38,064

**Still to be invoiced for year 1: £8,236.50 plus Underspend for Management Fee £7,045.50 Total Invoice £15,282**

1 placement x 5 weeks @ £1648.50              £1648.50         (£1,373.75 + VAT £274.75) repeat invoice

Balance of 2 placements x 10 weeks                £6588         (£5490 + VAT £1098)

Total Contract Value £53,346

(Underspend £7,045.50 due to change in contract value relating to living wage)

## 

## Appendix 3 Dates

## Meetings and Reports

Bright Green Business will produce monthly and quarterly reports to outline the progress of the programme. Quarterly Reports will be sent ahead of each Quarterly Meeting.

|  |  |
| --- | --- |
| Year Two – Significant Dates | |
| April 1st 2016 | Monthly Report |
| May 2nd 2016 | Monthly Report |
| May 3rd 2016 | Networking Event |
| June 1st 2016 | Monthly Report |
| July 1st 2016 | Quarter One Report |
| July 5th 2016 | Quarter One Meeting (Edinburgh) |
| August 1st 2016 | Monthly Report |
| September 1st 2016 | Monthly Report |
| September 2016 | Annual EPP Award Ceremony |
| October 3rd 2016 | Quarter Two Report |
| October 5th 2016 | Quarter Two Meeting |
| November 1st 2016 | Monthly Report |
| November 15th 2016 | Annual Shared Learning Event |
| December 1st 2016 | Monthly Report |
| January 2nd 2017 | Quarter Three Report |
| January 10th 2017 | Quarter Three Meeting |
| February 1st 2017 | Monthly Report |
| March 1st 2017 | Monthly Report |
| April 1st 2017 | End of Year Report/Quarter Four Report |
| April 4th 2017 | End of Year Meeting/Quarter Four Meeting |