


<p>ASH Scotland's Vision This is what we want</p>	<p>Strategic Outcomes <i>With a particular focus on inequities, these are the areas in which we will contribute to achieving that vision</i></p>	<p>High Level Outcomes <i>And those changes are brought about by meeting these conditions</i></p>
<p>A healthier Scotland, with reduced harm and inequality caused by tobacco</p>	<p>More young people will have chosen to remain free from tobacco</p> <p>More people of all ages will live their lives free from second-hand tobacco smoke</p> <p>More people will have stopped smoking, particularly from deprived communities and equalities groups</p> <p>There will be greater support for a tobacco-free generation</p> <p>ASH Scotland will effectively drive wider action on smoking and health</p>	<p>tobacco is less attractive to young people</p> <p>tobacco is less available to young people</p> <p>more people choose to make their homes and cars smoke-free</p> <p>there are fewer outdoor public places where people are exposed to SHS</p> <p>smokers live in an environment which is more supportive of quit attempts</p> <p>more people want to stop smoking</p> <p>more people support the 2034 target and know what it means</p> <p>policy and practice changes to reflect the 2034 vision</p> <p>other organisations are able to make a greater contribution</p> <p>ASH Scotland is well-run, efficient and effective</p>

<p>High Level Outcomes The changes we wish to bring about in order to meet our strategic objectives</p>		<p>Operational outcomes These are the measurable outcomes, likely to run through the 3-year strategy but with different actions each year. ASH Scotland activity under these can be monitored through outcome indicators, evidencing our delivery impact</p>
<p>tobacco is less attractive to young people</p>		<p>1) youth work services develop more effective responses to tobacco 2) Debate in the lead-up to plain, standardised packaging is evidence-based and positive 3) more further and higher education campuses become smoke-free 4) young people play an increased role in leading tobacco campaigning</p>
<p>tobacco is less available to young people</p>		<p>5) more schools have comprehensive tobacco policies 6) there is better understanding and enforcement of supply-side regulations</p>
<p>more people choose to make their homes and cars smoke-free</p>		<p>7) more family support organisations are promoting smoke-free homes 8) more LAACYP settings have developed and implemented tobacco policies</p>
<p>there are fewer outdoor public places where people are exposed to SHS</p>		<p>9) legislation to prohibit smoking in cars with children present has progressed 10) there will be increased understanding of, and support for, having certain outdoor areas smoke-free</p>
<p>smokers live in an environment which is more supportive of quit attempts</p>		<p>11) training will be available for staff supporting people to stop smoking 12) tackling tobacco is accepted as a key part of tackling health inequalities 13) an appropriate, bespoke regulatory framework for electronic cigarettes is implemented 14) mental health support services more robustly address tobacco use.</p>
<p>more people want to stop smoking</p>		<p>15) arguments for reducing the density of tobacco retail outlets in our communities are developed 16) we have better knowledge on supporting communities to stop smoking</p>
<p>more people support the 2034 target and know what it means</p>		<p>17) the Charter for a Tobacco-Free Generation drives awareness and policy and practice change 18) all attempts by the tobacco industry to gain traction in Scottish political life are opposed</p>
<p>policy and practice changes to reflect the 2034 vision</p>		<p>19) more local planning structure takes forward a comprehensive tobacco plan</p>
<p>other organisations are able to make a greater contribution</p>		<p>20) our international conference will run successfully in finance, numbers and impact 21) we will provide a top quality information service providing the best available evidence on tobacco and health 22) the STCA effectively coordinates networking, critiquing and information exchange relating to tobacco control in Scotland 23) Scotland has a strong, co-ordinated voice campaigning for tobacco control measures in Scotland 24) ASH Scotland informs debates on tobacco, health and inequalities</p>
<p>ASH Scotland is well-run, efficient and effective</p>		<p>25) ASH Scotland demonstrates good governance practice 26) long term, sustainable and diverse funding is secured to fund all of our work 27) staff are equipped and supported to contribute to the delivery of organisational objectives</p>

8) Detailed plan for April 2015 – March 2016 work funded by this bid

Indicates Info Service (match funding from British Heart Foundation) Indicates Youth/inequalities Indicates Core Workplan activities funded through other grants or funding sources, or the subject on other ongoing applications, are not included here.

<p>Strategic Outcome 1: More young people will have chosen to be free from tobacco</p> <p>High Level Outcome 1a: Tobacco is less attractive to young people</p>		
<p>Operational outcome 1: Youth work services develop more effective responses to tobacco (Tobacco Strategy actions – 13: work with youth sector; 14: work with service providers; 15: 16-24 age group; 34: local authority grounds)</p> <p>Activities. We will:</p> <ul style="list-style-type: none"> - Support Greater Glasgow and Clyde and Lanarkshire health boards on developing youth work service policies, including providing information, guidance and TARS for youth work staff - Seek opportunities to support development of youth work tobacco policies in other deprived parts of Scotland 	<p>Outcome indicators:</p> <ul style="list-style-type: none"> - 7 youth work projects in deprived areas review and adapt policy and practice on tobacco - youth work staff indicate intervention has had positive impact - main youth sector organisations maintain commitment to working together on smoking prevention - Contacts in other geographical areas are tied up for future work 	
<p>Operational outcome 4: More further and higher education campuses become tobacco-free (Tobacco Strategy actions – 15: 16-24 age group)</p> <p>Activities. We will:</p> <ul style="list-style-type: none"> - Work with NUS Scotland to develop guidance and supporting information on tobacco-free campuses, integrate this with their Healthy Bodies Healthy Mind programme - Engage some keen campuses in pilot work, with an emphasis on further education colleges - Develop background briefing and guidance on tobacco-free campuses 		<p>Outcome indicators:</p> <ul style="list-style-type: none"> - 4 college campuses make progress towards tobacco-free campus policies - More colleges report back on progress towards the tobacco elements of Healthy Body Healthy Minds awards
<p>Strategic Outcome 1: More young people will have chosen to be free from tobacco</p> <p>High Level Outcome 1b: Tobacco is less available to young people</p>		
<p>Operational outcome 6: There is better understanding and enforcement of supply-side regulations (Tobacco Strategy actions – 20: tobacco retailers register; 21: rigorous enforcement)</p>		

<p>Activities. We will:</p> <ul style="list-style-type: none"> - Develop analysis of the state of play regarding enforcement of existing legislation, such as age of sale and proxy purchasing. FastFacts briefing paper on enforcement activity and levels produced and distributed - Collate information on, and develop policy analysis of, the level and form of the illicit tobacco market, including deconstruction of tobacco industry messaging and effective local and national policy responses. Briefing paper on illicit tobacco produced and distributed 	<p>Outcome indicators:</p> <ul style="list-style-type: none"> - FastFacts on enforcement informs stance taken by partner organisations - Briefing paper on illicit tobacco informs views of political, media and enforcement audiences - Public discourse on illicit tobacco indicates ASH Scotland impact on debates
<p>Strategic Outcome 2: More people of all ages will live their lives free from second-hand tobacco smoke</p> <p>High Level Outcome 2a: More people choose to make their homes smoke-free</p>	
<p>Operational outcome 7: More family support organisations are promoting smoke-free homes (Tobacco Strategy actions – 26: supporting families; 28: REFRESH follow-on; 29: children’s exposure to SHS; 30: awareness campaigns; 34: local authority grounds)</p>	
<p>Activities. We will:</p> <ul style="list-style-type: none"> - Engage with the Early Years Collaborative (EYC), to share and promote understanding of the impact of tobacco exposure on children and of interventions to reduce it - Through the EYC, provide direct support to at least one local family support organisation - Promote ASH Scotland services on smoke-free homes to those who have attended smoke-free homes training - Partner with early years team at NHS Lothian in utilising air quality monitoring feedback, combined with practical support, to aid families in deprived communities in creating smoke-free homes 	<p>Outcome indicators:</p> <ul style="list-style-type: none"> - ASH Scotland listed as national partner in the Early Years Collaborative - Engagement with family support organisation provides learning on enabling grassroots activity on smoke-free homes - Training attendees have taken further action to promote smoke-free home engagement in their organisation
<p>Operational outcome 8: More LAACYP settings have developed and implemented tobacco policies (Tobacco Strategy actions – 11: looked after children; 14: parenting strategy; 15: 16-24 age group; 26: smoke-free homes; 29: children’s exposure to SHS; 34: local authority grounds)</p>	
<p>Activities. We will:</p> <ul style="list-style-type: none"> - Engage LAACYP services and national organisations, promoting our best practice tobacco policy and encouraging uptake - Engage Care Inspectorate to ensure tobacco policies are adequately reflected in the questions asked during inspection of services - Engage BAAF Scotland and Fostering Network to ensure tobacco is adequately reflected in the policy and practice guidelines they produce 	<p>Outcome indicators:</p> <ul style="list-style-type: none"> - Three local authority areas review and improve policy and practice - Services in other geographical areas consider change - National organisations change guidance, policies and standards

Strategic Outcome 2: More people of all ages will live their lives free from second-hand tobacco smoke
High Level Outcome 2b: There are fewer outdoor spaces where people are exposed to second-hand smoke

<p>Operational outcome 9: Legislation to prohibit smoking in cars with children present has progressed (Tobacco Strategy actions – 29: children’s exposure to SHS)</p> <p>Activities. We will:</p> <ul style="list-style-type: none"> - Update our evidence review on smoking in cars and circulate it to MSPs and other stakeholders involved in proposed legislation 	<p>Outcome indicators:</p> <ul style="list-style-type: none"> - Stakeholders indicate review has been used to inform discussion
<p>Operational outcome 10: There will be increased understanding of, and support for, having certain outdoor areas smoke-free (Tobacco Strategy actions – 32: NHS grounds; 34: local authority grounds)</p> <p>Activities. We will:</p> <ul style="list-style-type: none"> - Produce a review of policies on smoke-free outdoor spaces in other countries; to inform discussions around the Public Health Bill, smoke-free NHS grounds and smoke-free local authority grounds 	<p>Outcome indicators:</p> <ul style="list-style-type: none"> - Stakeholders indicate review has been used to inform discussion

Strategic Outcome 3: More people will have stopped smoking, particularly from deprived communities
High Level Outcome 3a: Smokers live in an environment which is more conducive to stopping

<p>Operational outcome 12: Tackling tobacco is accepted as a key part of tackling health inequalities (Tobacco Strategy actions – 2: health inequalities)</p> <p>Activities. We will:</p> <ul style="list-style-type: none"> - Monitor and collate new research on the relationship between tobacco and inequalities 	<p>Outcome indicators:</p> <ul style="list-style-type: none"> - Media monitoring indicates coverage for messaging on inequalities - Feedback from community and anti-poverty groups indicates that tobacco is being accepted as both cause and effect of inequality, and a necessary part of tackling it
<p>Operational outcome 13: An appropriate, bespoke regulatory framework for electronic cigarettes is implemented (Tobacco Strategy actions – 45: harm reduction)</p> <p>Activities. We will:</p> <ul style="list-style-type: none"> - Monitor emerging evidence and evolving debates, producing updated briefings and background notes and disseminating these to politicians and to partner organisations and through the STCA research group 	<p>Outcome indicators:</p> <ul style="list-style-type: none"> - Media coverage profiles ASH Scotland messaging on the issue - ASH Scotland advice and information has been useful to

<ul style="list-style-type: none"> - Engage with media representation of the issue, challenging commercial interests and seeking an appropriate balance between potential benefits and concerns - Participate in advisory boards for research to inform approaches on electronic cigarette use, as and when opportunities arise 	<p>partner organisations, and recommended approaches have been adopted.</p>
<p>Operational outcome 14: Mental health support services more robustly address tobacco use (Tobacco Strategy actions – 32: mental health facilities) (Route map to 20:20 vision for health and social care – key deliverable 2)</p> <p>Activities. We will:</p> <ul style="list-style-type: none"> - Work with the Royal College of Psychiatrists to disseminate evidence on smoking and mental health to their membership, along with tobacco policy guidance for mental health services - Disseminate evidence review on links between mental health and smoking - Continue to proactively engage community-based organisations supporting people with mental health issues, to increase understanding of the negative impact of smoking on people with mental health issues and to foster changes in policy and practice - Work with the Comas service in Edinburgh to carry out action research around their Serenity Café, exploring how community organisations can support smoking cessation amongst their client groups - Provide additional support to some organisations seeking to change their own policy and practice 	
<p>Outcome indicators:</p> <ul style="list-style-type: none"> - RCPsych members and networks put into practice evidence and guidance provided - Community-based organisations change policy and practice in response to guidance - Action research with Serenity Café enhances learning and informs further action plan - 6 other mental health organisations change policy and practice 	
<p>Strategic Outcome 3: More people will have stopped smoking, particularly from deprived communities</p> <p>High Level Outcome 3b: More people want to stop smoking</p> <p>Operational outcome 15: The impact of the density of tobacco retail outlets in our communities is explored (Tobacco Strategy actions – 20: review of retailers register)</p> <p>Activities. We will:</p> <ul style="list-style-type: none"> - Carry out an initial review of the alcohol licensing regime, its impact and lessons learned and collate case studies of restrictions on tobacco sales in other countries - Contribute to the Steering Group of the Edinburgh University research group considering the relationship between inequalities and tobacco and alcohol retail density <p>Operational outcome 16: We have better knowledge on supporting communities to stop smoking (Tobacco Strategy actions – 2: health inequalities; 27: people-centred services)</p>	
<p>Outcome indicators:</p> <ul style="list-style-type: none"> - Review carried out, written up and communicated - Feedback collated from partner organisations 	

<p>Activities. We will:</p> <ul style="list-style-type: none"> - Carry out a pilot Cashtray project with one credit union, and conduct evaluation of its impact on service users smoking and financial saving behaviours - If evaluation positive then promote Cashtray account to other credit unions, health boards and other potential supporters to encourage roll-out - Seek partners with whom to undertake a pilot scheme engaging charity shops to link smokers with stop smoking support in local pharmacies - Seek partners with whom to undertake a pilot scheme focusing on food bank staff and volunteers as a means of raising, encouraging and supporting smoking cessation 	<p>Outcome indicators:</p> <ul style="list-style-type: none"> - Cashtray pilot provides learning on maximising effectiveness of linking smoking cessation to credit union savings - Plans are in place to run a pilot project with charity shops - A food bank provider is prepared to run a pilot project with us
<p>Strategic Outcome 4: There will be greater support for a tobacco-free generation High Level Outcome 4a: More people support the 2034 vision and know what it is</p>	
<p>Operational outcome 17: The Charter for a Tobacco-Free Generation drives awareness and policy and practice change (Tobacco Strategy actions – 2034 target)</p>	
<p>Activities. We will:</p> <ul style="list-style-type: none"> - monitor ideas and international discussions of end-game targets and the discussion of policies which could help to deliver them - promote the Charter for a Tobacco-Free Generation to a wide range of organisations with an interest in children and young people, seeking Charter signatories and encouraging organisations to review their own policy and practice with the objective of a tobacco-free generation in mind - take every opportunity to deliver a positive message on how the 2034 target merely restricts smoking to the informed adults who choose to do it - develop and utilise “Next Generation” badging to be used in a range of youth prevention work, in order to highlight that these activities are part of the wider 2034 agenda - create new website pages to collate and updates developments in 2034 target and end-game thinking 	<p>Outcome indicators:</p> <ul style="list-style-type: none"> - Media monitoring indicates positive coverage of end-game discussions - Partners and other audiences indicate increased awareness and understanding of the 2034 target - A wide range of organisations have signed the Charter and indicate changes to policy and practice as a result - “Tobacco-free generation” badging features on materials used by schools, youth services, smoke-free events and other work
<p>Strategic Outcome 4: There will be greater support for a tobacco-free generation High Level Outcome 4b: Policy and practice changes to reflect the 2034 vision</p>	
<p>Operational outcome 19: More local planning structures take forward a comprehensive tobacco plan (Tobacco Strategy actions – 3, 11, 19 local tobacco plans)</p>	

<p>Activities. We will:</p> <ul style="list-style-type: none"> - Carry out an ongoing mapping exercise, through a combination of telephone contacts, event attendance and site visits, to maintain a database of current activity and record progress on a selection of local tobacco control activities - Produce bank of example local tobacco control plan ideas as reference for local tobacco control alliances - Compile and maintain a directory of tobacco control professionals willing to provide information and advice regarding tobacco control plan development and specialist issues. - Organise 4 regional meetings to allow inter-alliance networking and sharing of good practice. 	<p>Outcome indicators:</p> <ul style="list-style-type: none"> - We have up to date understanding of local tobacco control activity - Example policies and case studies are being used - ASH Scotland is being approached for advice or engagement - Regional meetings enhance local activity
<p>Strategic Outcome 5: ASH Scotland will effectively drive wider action on smoking and health</p> <p>High Level Outcome 5a: Other organisations are able to make a greater contribution</p>	
<p>Operational outcome 20: Our international conference will run successfully in finance, numbers and impact (Tobacco Strategy actions – Action 2, 3 – health inequalities, 26, 28, 30, 33, 34 – protection)</p>	
<p>Activities. We will:</p> <ul style="list-style-type: none"> - Finalise a comprehensive programme of speakers and parallel sessions - Effectively market the event to audiences in Scotland, the rest of the UK and beyond - See that that the administration of delegates and of the day itself is of the highest standard 	<p>Outcome indicators:</p> <ul style="list-style-type: none"> - Over 200 attend the event - Event progressed smoothly, meeting financial targets - Positive feedback and evaluation from attendees
<p>Operational outcome 21: We will provide a top quality information service providing the best available evidence on tobacco and health</p>	
<p>Activities. We will:</p> <ul style="list-style-type: none"> - Produce daily, weekly, library and research bulletins in a reliable and consistent manner - Maintain Scotland's only tobacco-based library and weekly research trawls maintaining an up to date research database - Provide a free enquiry service on all matters relating to tobacco in Scotland - Carry out a detailed evidence review on smoking and mental health - Provide information content for Chief Executive presentations - Carry out website maintenance, training and development - Produce 2 new information briefings and update 6 briefings; produce 4 fast facts - Engage with and inform activities of the STCA Research Group and SCOT coalition 	<p>Outcome indicators:</p> <ul style="list-style-type: none"> - Daily, weekly and library bulletins prepared and sent timeously. 50 weekly bulletins to 310 people, 250 daily bulletins to 240 people, 6 library bulletins to 70 people - 50 research trawls carried out, with around 12,500 abstracts read to produce weekly research outputs - 700 enquiries answered, all within 3-day timescale - Evidence review published and disseminated, with positive feedback from stakeholders - 6 Chief Executive presentations prepared, receiving positive feedback

<p>- New and updated briefings and fast facts well used and receive positive feedback</p>	
<p>Operational outcome 22: The STCA effectively co-ordinates networking, consulting and information exchange relating to tobacco control in Scotland (Tobacco Strategy actions -</p> <p>Activities. We will:</p> <ul style="list-style-type: none"> - Maintain and facilitate the Scottish Tobacco Control Alliance in partnership - Develop the Co-ordinating Group into a more representative "STCA Council" - Seek to develop STCA membership (both by geography and sector), maintain records and extend brand recognition - Maintain and develop STCA web presence and deliver weekly bulletin - Increase the flexibility and appeal of STCA events through replacing topic groups with a more flexible STCA membership, while developing a programme of 15 membership events which continues to reflect different interests and needs (e.g. programme of research oriented discussions) - Organise and facilitate a programme of national and local meetings/events to discuss issues agreed by the membership as pertinent. STCA meetings will act as a bridge between researchers, research commissioners and practitioners. - Support and facilitate a relevant short-life special interest group. Topic to be agreed by members via the STCA Council <p>Outcome indicators:</p> <ul style="list-style-type: none"> - STCA Council recruited and members indicate working well - 50 STCA bulletins delivered, with positive feedback in membership survey and numbers in receipt steady around 230 - STCA membership stable in the face of budget and staff cuts across target sectors - all STCA events evaluate well - membership evaluation indicates STCA regarded as highly useful - individual meetings and events held and evaluate well. 	<p>Operational outcome 24: ASH Scotland informs debates on tobacco, health and inequalities (Tobacco Strategy actions -</p> <p>Activities. We will:</p> <ul style="list-style-type: none"> - Scan for relevant consultations (Scottish, UK, EU) and make a response to those which are relevant, drawing on best available evidence - Send representation to each meeting of the following, and provide any evidence reviews or background papers requested: <ul style="list-style-type: none"> • Ministerial Advisory Group, • Ministerial Sub-Group on Research • Ministerial Sub-Group on Enforcement • Ministerial Sub-Group on Youth Prevention - Scan the media each day, to identify and collate relevant articles - Identify opportunities to respond to negative or incorrect messages or to proactively or <p>Outcome indicators:</p> <ul style="list-style-type: none"> - Responses submitted to all relevant consultations - Measurement of impact on eventual outcome or on the views of other stakeholders - stakeholder feedback of impact on national group meetings - media monitoring table indicates positive impact on media presentation of tobacco, health and inequalities - YouGov survey indicates positive trends in support for key tobacco control measures

<p>reactively present an ASH Scotland view and/or information and evidence on tobacco control</p> <ul style="list-style-type: none"> - Participate in the annual YouGov survey of public opinion on a range of tobacco issues, ensuring that Scottish population figures are obtained and communicated 	
<p>Strategic Outcome 5: ASH Scotland will effectively drive wider action on smoking and health High Level Outcome 5b: ASH Scotland is well-run, efficient and effective</p> <p>Operational outcome 25: ASH Scotland demonstrates good governance practice</p>	
<p><i>Activities. We will:</i></p> <ul style="list-style-type: none"> - Support the maintenance of a suitably constituted Board (meetings, recruitment, training etc) - Underpin arrangements for meetings of the Board and sub-committees (papers, minutes, timings etc) - Carry out necessary functions to comply with regulatory requirements - Conduct an annual planning process and set in place systems to review and evaluate progress against the plan - Maintain financial systems to accurately record and report on all financial activity. - Ensure budgeting and reporting systems provide accurate, up-to-date information to the management team and Board. - Ensure that detailed analysis of costs per activity are available to inform decision making 	<p><i>Outcome indicators:</i></p> <ul style="list-style-type: none"> - Board members satisfied that Board and sub-committee's operate effectively (papers, minutes, timings etc) - All regulatory requirements are complied with - A comprehensive, forward looking strategic plan underpins all of our work and agreed outcomes are achieved - Organisation operates within projected budgets and year end financial outcomes match projections
<p>Operational outcome 26: Long term, sustainable and diverse funding is secured to fund all of our work</p> <p><i>Activities. We will:</i></p> <ul style="list-style-type: none"> - Maintain and strengthen mutually beneficial relationships with our long-term partners. - Develop innovative projects, with clear health and social impacts, enabling us to develop partnerships with new funders. - Increase earned income from events and commissioned work. <p>Operational outcome 27: Staff are equipped and supported to contribute to the delivery of organisational objectives</p>	

<p>Activities. We will:</p> <ul style="list-style-type: none"> - Review premises expenditure on an ongoing basis to ensure best value and quality is achieved. - Review quality of services on an ongoing basis to ensure standards are maintained. - Maintain office premises to a high standard, meeting health and safety and environmental requirements - Monitor and update IT systems to ensure they are fit for purpose and operate efficiently - Maintain high administrative standards to support all staff - Hold accurate, verified and updated central information including Simply Personnel - Complete review of organisational staffing requirements and put new structure in place - Set staff objectives in line with the strategic plan and give staff clear guidance on responsibilities and expectations - Ensure all staff receive regular support through the review and planning structure - Develop, review and maintain appropriate policies and procedures to recruit, develop and support staff 	<p>Outcome indicators:</p> <ul style="list-style-type: none"> - Savings achieved through reviewing services - Staff survey indicates satisfaction with premises, IT and administrative and management support and that staff settling in after restructure - health and safety monitoring indicates no substantive concerns - Simply Personnel data is up to date and easily accessible
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9) Budget overview.

The budgets below are based on the staff and resources required to deliver the workplan outlined above. This work is only part of our total workplan and the budgets exclude costs related to work delivered for other funders. Our budget projections are based on full cost recovery methods to ensure that our work is adequately funded and sustainable. We endeavour to achieve best value by negotiating fixed price contracts for services and getting several competitive quotes for all purchases.

As staffing costs is the key element in the budget we have endeavoured to accurately estimate the time involved in delivering the workplan and believe that this is a realistic budget. If we were unable to secure sufficient funding then we would not be able to fully deliver the workplan.

The same presentation and approach as in previous Government funding bids has been followed. ASH Scotland's funding from Government has been static funding since 2006 and with the dissolving of the PATH partnership, the funding requested has decreased from a total of £860,000 to £584,100. We are actively seeking to generate income and diversify our funding streams and working with partners to submit joint funding bids and increase the overall impact of the work that we do.

Budgeted Expenditure 2015-16

Expenditure	Core	Information Service*	Youth & Inequalities	Total
Staffing	164,400	67,100	238,000	469,500
Property, services & equipment	50,700	14,200	44,800	109,700
Resources	3,500	4,600	4,900	13,000
Meetings & travel	10,300	2,500	5,900	18,700
Events	14,000			14,000
Professional services	7,200	1,900	3,700	12,800
Depreciation/capital expenditure	4,800	1,500	1,100	7,400
Total expenditure on Government Work Plan	254,900	92,100	298,400	645,400
Funding contributed by ASH Scotland		14,400	47,000	61,400
Funding Requested:				
2015/16	255,000	77,700	251,400	584,100
2016/17**	256,644	78,374	253,780	588,798
2017/18**	258,304	79,055	256,184	593,543

*This represents half of the Information Service expenditure. The other half is funded by the British Heart Foundation and ASH Scotland is requesting matched funding of £77,700.

**Includes a 1% cost of living increase each year

Appendices

- ASHS 2015-18 strategy
- Summary report from IOD Parc review report for Scottish Government
- Extract from stakeholder survey
- ASH Scotland organisational chart

[REDACTED]

From: [REDACTED]
Sent: 27 April 2016 14:38
To: [REDACTED]
Subject: FW: End of Year Paperwork - Grant Ref. 2014/756 - The Second Hand Smoke Project
Attachments: ASH Training Grant 2015.docx
Categories: Purple Category

[REDACTED]

From: [REDACTED]
Sent: 14 July 2015 16:32
To: [REDACTED]
Subject: RE: End of Year Paperwork - Grant Ref. 2014/756 - The Second Hand Smoke Project

[REDACTED]

Sorry noticed an error in payment schedule revised version attached.

[REDACTED]

**The Scottish Government
Tobacco Control Team
Public Health Division (Population Health Improvement Directorate)
Area 3 E
St Andrew's House
EDINBURGH
EH1 3DG**

From: [REDACTED]
Sent: 14 July 2015 16:26
To: [REDACTED]
Subject: RE: End of Year Paperwork - Grant Ref. 2014/756 - The Second Hand Smoke Project

Dear [REDACTED]

I am delighted to be able to attach a copy of the grant offer letter in respect to the above subject.

Hard copies have been posted out to you today.

Regards.

[REDACTED]
The Scottish Government
Tobacco Control Team
Public Health Division (Population Health Improvement Directorate)
Area 3 E
St Andrew's House
EDINBURGH
EH1 3DG

From: [REDACTED]
Sent: 03 July 2015 16:29
To: [REDACTED]
Cc: [REDACTED]
Subject: End of Year Paperwork - Grant Ref. 2014/756 - The Second Hand Smoke Project

Dear [REDACTED]

Please find appended for your records the end of year 1 reports we submitted to the Robertson Trust on the second-hand smoke training (for which the Scottish Government matched funds with £16,000). The Robertson Trust gave an in principle commitment for three years funding.

Based on these reports, the Robertson Trust has now confirmed year 2 funding for this work and we will need to confirm with you that the Government also intends to match the year 2 funds, to support the continued Take it Right Outside campaign.

We will be happy to discuss this further with you when we have our annual review meeting to talk about the wider ASHS funding application, or please let us know if you need any further information meantime

Kind regards

[REDACTED]
[REDACTED]
Chief Executive

ASH Scotland
8 Frederick Street
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ASH Scotland's vision is of a healthier Scotland, free from the harm and inequality caused by tobacco.

Population Health Improvement Directorate
Public Health Division

T: 0131-244 5670 F: 0131-244 2157
E: [REDACTED]

[REDACTED]
ASH Scotland
Frederick Street
EDINBURGH
EH 2 2JB



14 July 2015

Dear [REDACTED]

OFFER OF GRANT - TRAINING RESOURCE TO SUPPORT NATIONAL CAMPAIGN ON SECOND-HAND SMOKE

We are pleased to advise you that we are able to offer ASH (Scotland) ("the Grantee") a grant of up to £16,000.00 STERLING, payable over the financial year 2015 to 2016, to contribute to the training resource required to support the work on second-hand smoke. The work under the grant is more particularly described in Schedule 1 ("the Project") and subject to the following terms and conditions:

1. Definitions and Interpretation

- 1.1 In these Conditions, the words and expressions set out in Schedule 4 shall have the meanings ascribed to them in that Schedule.
- 1.2 In these Conditions unless the context otherwise requires, words denoting the singular shall include the plural and vice versa and words denoting any gender shall include all genders.
- 1.3 The headings in these Conditions are for convenience only and shall not be read as forming part of the Conditions or taken into account in their interpretation.
- 1.4 Except as otherwise provided in these Conditions, any reference to a clause, paragraph, subparagraph or schedule shall be a reference to a clause, paragraph, subparagraph or schedule of these Conditions.

2. Purposes of the Grant

- 2.1 The Grant is made to enable the Grantee to carry out the Project.
- 2.2 The Grant shall only be used for the purposes of the Project and for no other purpose whatsoever.

2.3 No part of the Grant shall be used to fund any activity or material which is party political in intention, use, or presentation or appears to be designed to affect support for a political party.

2.4 The aim of the Grant is to engage with 20 projects/services across Scotland; these will include both organisations with national remits and those which are more locally/community based.

2.5 The milestones against which progress in achieving objectives shall be monitored are:

- Deliver 10 workshops to participants from at least 10 different organisations (maximum 16 participants per workshop)
- 80% of participants will have raised the issue of second-hand smoke with at least three service users when followed up at 3 months post training.

2.6 The eligible costs for which the Grant can be claimed are:

£16,000.00

2.7 The eligible costs exclude:

- reclaimable Value Added Tax

3. Payment of Grant

3.1 The Grant shall be paid by the Scottish Ministers to the Grantee in accordance with the terms of Schedule 1 attached.

3.2 The Grantee shall within 6 weeks of receiving the final instalment of the Grant submit to the Scottish Ministers a statement of compliance with the Conditions of the Grant using the form of words provided in Schedule 3. The statement shall be signed by the Grantee's financial director or equivalent.

3.3 In the event that the amount of the Grant paid by the Scottish Ministers to the Grantee at any point in time is found to exceed the amount of the expenses reasonably and properly incurred by the Grantee in connection with the Project, the Grantee shall repay to the Scottish Ministers the amount of such excess within 14 days of receiving a written demand for it from or on behalf of the Scottish Ministers. In the event that the Grantee fails to pay such amount within the 14 day period, the Scottish Ministers shall be entitled to interest on the sum at the rate of 2 per cent per annum above the Bank of England base lending rate prevailing at the time of the written demand from the date of the written demand until payment in full of both the sum and the interest.

3.4 The Scottish Ministers shall not be bound to pay to the Grantee, and the Grantee shall have no claim against the Scottish Ministers in respect of, any instalment of the Grant which has not been claimed by the Grantee by 31 March of the applicable financial year as set out in Schedule 1, unless otherwise agreed in writing by the Scottish Ministers.

4. Inspection and Information

4.1 The Grantee shall keep the Scottish Ministers fully informed of the progress of the Project in the form of end project report. Details shall include actual expenditure to date compared with profiled expenditure and any change to estimated expenditure for the financial year and/or the Project as a whole, the reasons for any such changes and progress in achieving objectives / outcomes.

4.2 Revisions to targets / milestones against which progress in achieving objectives / outcomes are monitored shall be subject to the written agreement of the Scottish Ministers.

4.3 The Grantee shall, on completion of the Project, submit a report to the Scottish Ministers summarising the outcomes and performance of the Project. Such a report shall include such statistical and other information relating to the impact of the Project as shall be required by the Scottish Ministers.

4.4 The Grantee shall also provide any other information that the Scottish Ministers may reasonably require to satisfy themselves that the Project is consistent with the Agreement. The Grantee shall provide the Scottish Ministers with prompt access to any information they reasonably require to ensure compliance with these Conditions.

4.5 The Grantee shall keep and maintain for a period of 2 years after the expenditure occurs, adequate and proper records and books of account recording all receipts and expenditure of monies paid to it by the Scottish Ministers by way of the Grant. The Grantee shall afford the Scottish Ministers, their representatives, the Auditor General for Scotland, his/her representatives and such other persons as the Scottish Ministers may reasonably specify from time to time, such access to those records and books of account as may be required by them at any reasonable time in response to a written request for such access from the person seeking it. The Grantee shall provide such reasonable assistance and explanation as the person carrying out the inspection may from time to time require.

4.6 In the event of the Grantee becoming aware of or suspecting any irregular or fraudulent activity that may have any impact on the Project or on the use of the Grant, or any part of it, the Grantee shall immediately notify the Scottish Ministers of such activity and provide such other information as the Scottish Ministers may reasonably require in relation to the impact on the Project and the use of the Grant.

5. Confidentiality and Data Protection

5.1 The Grantee will respect the confidentiality of any commercially sensitive information that they have access to as a result of the Project.

5.2 Notwithstanding the above, the Grantee may disclose any information as required by law or judicial order. All information submitted to the Scottish Ministers may need to be disclosed and/or published by the Scottish Ministers. Without prejudice to the foregoing generality, the Scottish Ministers may disclose information in compliance with the Freedom of Information (Scotland) Act 2002, any other law, or, as a consequence of judicial order, or order by any court or tribunal with

the authority to order disclosure. Further, the Scottish Ministers may also disclose all information submitted to them to the Scottish or United Kingdom Parliament or any other department, office or agency of Her Majesty's Government in Scotland, in right of the Scottish Administration or the United Kingdom, and their servants or agents. When disclosing such information to either the Scottish Parliament or the United Kingdom Parliament it is recognised and agreed by both parties that the Scottish Ministers shall if they see fit disclose such information but are unable to impose any restriction upon the information that it provides to Members of the Scottish Parliament, or Members of the United Kingdom Parliament; such disclosure shall not be treated as a breach of this agreement

5.3 The Grantee shall ensure that all requirements of the Data Protection Act 1998 are fulfilled in relation to the Project.

5.4 To comply with section 31(3) of the Public Services Reform (Scotland) Act 2010, the Scottish Ministers publish an annual statement of all payments over £25,000. In addition, in line with openness and transparency, the Scottish Government publishes a monthly report of all payments over £25,000. The Grantee should note that where a payment is made in excess of £25,000 there will be disclosure (in the form of the name of the payee, the date of the payment, the subject matter and the amount of grant) in the both the monthly report and the annual Public Services Reform (Scotland) Act 2010 statement.

6. Disposal of Assets

The Grantee shall not, without prior written consent of the Scottish Ministers, dispose of any asset funded, in part or in whole, with Grant funds within 2 years of the asset being acquired or developed. During that period the Scottish Ministers shall be entitled to the proceeds of the disposal – or the relevant proportion of the proceeds based on the percentage of grant funding used in connection with the acquisition or improvement of the asset against the whole proceeds. The Scottish Ministers shall also be entitled to the relevant proportion of any proceeds resulting from any provision included as a condition of sale.

7. Publicity

The Grantee shall where reasonably practicable acknowledge in all publicity material relating to the Project the contribution of the Scottish Ministers to its costs. The Scottish Ministers may require to approve the form of such acknowledgement prior to its first publication.

8. Intellectual Property Rights

8.1 All Intellectual Property Rights are hereby assigned to and shall vest in the Crown or its assignees.

8.2 The Grantee shall ensure that nothing contained in any materials produced or submitted to the Scottish Ministers by the Grantee or anyone acting on its behalf nor the reproduction of such materials, shall constitute an infringement of any third party copyright or intellectual property right and shall indemnify the Scottish Ministers against all actions, proceedings, claims and demands made by reason of any such infringement.

9. Default and Recovery etc. of Grant

9.1 The Scottish Ministers may re-assess, vary, make a deduction from, withhold, or require immediate repayment of the Grant or any part of it in the event that:

9.1.1 The Grantee commits a Default;

9.1.2 The Scottish Ministers consider that any change or departure from the purposes for which the Grant was awarded warrants an alteration in the amount of the Grant;

9.1.3 The Grantee fails to carry out the Project;

9.1.4 In the Scottish Ministers' opinion, the progress on the Project is not satisfactory; or

9.1.5 In the Scottish Ministers' opinion, the future of the Project is in jeopardy.

9.2 If, in the Scottish Ministers' opinion, the Grant or any part of it is state aid and they consider that they are required to recover such sum in order to ensure compliance with their obligations under EU law Scottish Ministers may require immediate repayment of the Grant or any part of it together with interest at such rate and on such basis as may be determined from time to time by the Commission of the European Union.

9.3 The Scottish Ministers may withhold the payment of the Grant if at any time within the duration of the Agreement:

9.3.1 The Grantee passes a resolution that it be wound up, or a court makes an order that the Grantee be wound up, in either case otherwise than for the purposes of reconstruction or amalgamation, or circumstances arise which would enable a court to make such an order or the Grantee is unable to pay its debts within the meaning of section 123 of the Insolvency Act 1986;

9.3.2 Where the Grantee is an individual, if a petition is presented for the Grantee's bankruptcy or the sequestration of his estate or a criminal bankruptcy order is made against the Grantee; or the Grantee makes any composition or arrangement with or for the benefit of creditors, or makes any conveyance or assignment for the benefit of creditors, or if an administrator or trustee is appointed to manage his affairs; or

9.3.3 A receiver, manager, administrator or administrative receiver is appointed to the Grantee, or over all or any part of the Grantee's property, or circumstances arise which would entitle a court or a creditor to appoint such a receiver, manager, administrator or administrative receiver.

9.4 In the event that the Grantee becomes bound to pay any sum to the Scottish Ministers in terms of clause 9.1, the Grantee shall pay the Scottish Ministers the appropriate sum within 14 days of a written demand for it being given by or on behalf of the Scottish Ministers to the Grantee. In the event that the Grantee fails to pay the sum within the 14 day period, the Scottish Ministers shall be entitled to interest on the sum at the rate of 2 per cent per annum above the Bank of England base lending rate prevailing at the time of the written demand, from the date of the written demand until payment in full of both the sum and interest.

9.5 Notwithstanding the provisions of this clause 9, in the event that the Grantee is in breach of any of the Conditions, the Scottish Ministers may, provided that the breach is capable of a remedy,

postpone the exercise of their rights to recover any sum from the Grantee in terms of clause 9 for such period as they see fit, and may give written notice to the Grantee requiring it to remedy the breach within such period as may be specified in the notice. In the event of the Grantee failing to remedy the breach within the period specified, the Grantee shall be bound to pay the sum to the Scottish Ministers in accordance with the foregoing provisions.

9.6 Any failure, omission or delay by the Scottish Ministers in exercising any right or remedy to which they are entitled by virtue of clauses 9.1 to 9.3 shall not be construed as a waiver of such right or remedy.

10. Assignment

The Grantee shall not be entitled to assign, sub-contract or otherwise transfer its rights or obligations under the Agreement without the prior written consent of the Scottish Ministers.

11. Termination

The Agreement may be terminated by the Scottish Ministers giving not less than 3 months' notice in writing from the date of the notice being sent.

12. Corrupt Gifts and Payments of Commission

The Grantee shall ensure that its employees shall not breach the terms of the Bribery Act 2010 in relation to this or any other grant. The Grantee shall ensure that adequate controls are in place to prevent bribery.

13. Continuation of Conditions

13.1 These Conditions, except for Condition 6, shall continue to apply for a period of 5 years after the end of the financial year in which the final instalment of the Grant was paid.

13.2 Condition 6 shall continue to apply until the end of the period referred to in that Condition.

14. Compliance with the Law

The Grantee shall ensure that in relation to the Project, they and anyone acting on their behalf shall comply with the relevant law, for the time being in force in Scotland.

If you wish to accept the offer of this Grant on the whole terms and conditions as set out in the letter and annexed Schedules, you should sign and date both copies of the Grant Acceptance below and return one copy of the offer of Grant and Schedules to me at Public Health Division, 3E, St Andrew's House, Regent Road, Edinburgh, EH1 3DG. You should retain the second copy of the offer of Grant and Schedules for your own records.

Yours sincerely

John Glen

JOHN GLEN
Tobacco Policy Team

GRANT ACCEPTANCE

On behalf of _____ I accept the foregoing offer of Grant by the Scottish Ministers dated [] on the whole terms and conditions as set out in the letter and annexed Schedules. I confirm that I hold the relevant signing authority.

Signed:

{Director/Company Secretary/Authorised Signatory}

Print Name:

Position in Organisation of Person Signing:

Date:

Place of Signing:

Signed:
{Witness}

Witness Name:

Address:

Date:

Place of Signing:

SCHEDULE 1

PART 1: THE PROJECT

This project addresses the urgent need to support parents and carers to keep their homes smoke free by giving those services that support them the knowledge and confidence to discuss the topic with their service users. We know from a number of studies that smoking parents want to protect their children, and usually take some form of measures (such as opening a window) but do not know about the risks or the way that smoke lingers in the air and spreads through the house.

This project proposal aims to build on 8 pilot training sessions run between June and November 2013 where we engaged with workers (paid and unpaid) involved in supporting families with young children. Sessions were run in Edinburgh, Glasgow, Falkirk, Dundee, Inverness, Kilmarnock and Dumfries with 85 participants drawn mainly from voluntary sector organisations, both local and national.

Initial evaluation indicates that when rating the improvement in knowledge of SHS and confidence in raising the issue, the average participant moved from 4 to 8 on a 1-10 scale and rated the course 8.5 for how well it had met their needs.

From Spring 2014, the Scottish Government has run a multi-media campaign to raise awareness of keeping homes smoke free; it is anticipated that this will increase demand for the support this project will offer.

This project will provide training for paid staff and volunteers who are supporting parents of under-fives to raise the issue of second-hand smoke with their service users. In this way, it will protect more children from the harms of exposure to second-hand smoke.

This project is about increasing parents'/carers' ability to protect children's health; it is not about driving people towards stop smoking services although in some cases that could be a serendipitous outcome.

One day training sessions will be delivered in a variety of locations across Scotland. Some of these will be delivered for larger national voluntary organisations, perhaps as part of their own internal training programme, while others will be available on a generally marketed first-come first-served basis available to smaller local projects.

The training will cover

- Health effects of SHS on babies and children
- Health Behaviour Change in relation to tobacco use
- Barriers – yours and theirs - and how to overcome them
- Nudging theory of health behaviour change
- Simple steps parents can take
- Communication skills to support a motivational approach
- Information on any local SHS projects/initiatives

Ultimately, what it will do is ensure

- Workers are more confident in raising the issue of second-hand smoke with service users
- Parents/carers are better supported if they wish to change their smoking behaviour

- Workers are better equipped to support parents/carers to change their smoking behaviours
- Children are better protected from the harmful effects of second-hand smoke

It is envisaged the project running for 3 years, and plan to build on the experience of Year 1 to develop the programme for Years 2 and 3

The audience for the training will consist of anyone, paid or unpaid, whose role involves supporting families with children under five. This will encompass family support workers, befrienders, home/school link workers, nursery nurses and crèche workers.

National organisations which have already accessed the pilot sessions for a few of their staff include Action for Children, Homestart, Children 1st, Barnardo's, Fosterplus and Women's Aid; participants from these projects indicated that they would recommend the course to colleagues. ASH Scotland were able to involve some smaller locally-based projects by promoting the workshop through relevant networks. It is therefore confident that there are a huge number of potential participants for this training.

Because of the role of the people that will be trained, i.e. those supporting families in need, ASH Scotland are consciously directing their efforts into the most disadvantaged areas and capitalising on the existing good relationships between clients and established projects, with workers who are best placed to initiate the discussion but need the confidence, skills and knowledge to actually do so.

The intention is to offer the training across all of Scotland, thus ensuring equality of access to the resource. Venues could be provided by host organisations or hired as required; ASH Scotland will also have training rooms available at their own office in Edinburgh.

The project will be led by one Training & Development Officer who will have this project as 0.5 of their remit, line managed by an experienced Senior Training & Development Officer; the project sponsor is the Training & Development Manager; the project will also receive administrative support from the central support team of ASH Scotland.

ASH Scotland is a well-established and experienced organisation, with appropriate HR policies and financial procedures in place and as such is able to provide first class management of the project as a whole.

The key targets of this work

Engage with 20 projects/services across Scotland; these will include both organisations with national remits and those which are more locally/community based

1. Deliver workshops to a maximum of 150 workers from at least 10 different organisations
2. 80% of participants will have raised the issue of second-hand smoke with at least three service users when followed up at 3 months post training.

Monitoring processes will include keeping records of organisations contacted, their responses, marketing/advertising/promotion work, participant names, roles and contact details (email and phone), regular progress reports from the Training & Development Officer leading the project to their line manager and beyond.

Evaluation processes will include:

Pre-course questionnaire to assess existing confidence and knowledge of SHS; this also provides information for the trainer around the individuals who are coming along and the organisations for which they work thus ensuring an element of tailoring for the audience.

End-of-day questionnaire to track progress in confidence and knowledge and identify any further support/learning required

Evaluation will also be carried out immediately at the end of session to obtain feedback on the quality of trainer/venue/etc but more importantly to gauge the appropriateness of content and delivery method to inform future development.

The final activity on the day will be an action planning exercise which is then followed-up in an online survey after 3 months. This helps us assess the impact of training and learn about any changes in participants' practice. Extrapolating from the impact of the pilot workshops, there is the potential that, by the end of Year 1, the issue of SHS will have been raised with around 1000 parents; thereafter there may well be a 'ripple effect' within the wider family and community, thus contributing to major culture change across Scotland.

Additionally, ASH Scotland will of course review and evaluate the training material each year, adapting and updating to incorporate lessons learned, shared practice and relevant new research.

PART 2: PAYMENT OF GRANT

1. The total Grant of £16,000 shall be payable by the Scottish Ministers to the Grantee in three instalments (August, November 2015 and February 2016) on receipt of a completed claim for Grant in the form set out in Schedule 2 together with the associated monitoring information set out in paragraph 4.1 of the Offer of Grant.

2. The total Grant shall be payable over the financial year 2015 – 16 and has been allocated as follows:

	Amount	Payment Date
Payment	£6,000	August 2015
Payment	£5,000	November 2015
Payment	£5,000	February 2016

3. The Scottish Ministers shall not be bound to pay any instalment of the Grant which has not been claimed by the Grantee by 31 March of the applicable financial year, unless otherwise agreed in writing by the Scottish Ministers.

4. Each claim shall be for an amount equal to the actual reasonable and proper costs and expenses incurred by the Grantee in connection with the Project since the submission by it of the last claim for an instalment of the Grant.

5. Each claim shall be submitted together with such explanatory or supplementary material as the Scottish Ministers may from time to time require whether before or after submission of the claim.

6. On receipt of each claim (and any required documentation and information), the Scottish Ministers shall determine the amount of expenditure which they consider the Grantee has reasonably and properly incurred. The determination shall be based on the information provided by the Grantee in accordance with this Schedule. The Scottish Ministers shall use their best endeavours (but shall be under no obligation or duty) to pay the amount determined to the Grantee within 2 weeks of receiving a claim and any required documentation and information relevant to the claim.

SCHEDULE 3

STATEMENT OF COMPLIANCE WITH CONDITIONS OF GRANT

Training Resource To Support National Campaign on Second-Hand Smoke

This is to confirm that the grant claimed by ASH Scotland in relation to the above Project during the financial year ended 31 March 2016 was properly due and was used for its intended purpose(s) in accordance with the terms and conditions of the Grant. This statement is supported by the records of ASH Scotland.

Signed:

Name in block capitals:

Position:

Date:

SCHEDULE 4

DEFINITIONS

"Agreement" means the agreement constituted by the Scottish Ministers' invitation to apply for a grant, the Grantee's Application, these Conditions and the Grantee's acceptance of these Conditions;

"Conditions" means these grant conditions;

"Default" means:

(a) Any breach of the obligations of either party under this Agreement (including, but not limited to, any breach of any undertaking or warranty given under or in terms of this Agreement);

(b) Any failure to perform or the negligent performance of any obligation under this Agreement;

(c) Any breach of any legislation; or

(d) Any negligence or negligent or fraudulent mis-statement or misappropriation of Grant, or any other default,

In all cases by either party, its employees, agents or representatives;

"Financial Year" means a period from 1 April in one year until 31 March in the next;

"Grant" means the grant offered by the Scottish Ministers to the Grantee as specified in the Award Letter, as varied from time to time in accordance with these Conditions;

"Grantee" means the person, organisation or body to which the Grant will be payable as specified in these Conditions. Where two or more persons, organisations or bodies are the Grantee, references to the "Grantee" are to those persons, organisations or bodies collectively and their obligations under the Agreement are undertaken jointly and severally;

"Intellectual Property Rights" means all rights of ownership, including all copyrights and other intellectual property rights in books, leaflets and other printed and published materials in whatever form produced as part of the Project by or on behalf of the Grantee including all reports and any such published materials stored in or made available by means of an information technology system and the computer software relating thereto and all patents, trademarks, registered designs and other rights in the nature of intellectual property;

"Project" means the purpose for which the Grant has been awarded as described in the Offer of Grant;

"Payment" means each of the payments specified in Schedule 1 hereto.